

TOWARDS A PREMIUM CONGLOMERATE

Nils S. Andersen, Group CEO, Maersk Group Capital Markets Day, 24 September 2014



Forward-looking Statements

This presentation contains forward-looking statements. Such statements are subject to risks and uncertainties as various factors, many of which are beyond A.P. Møller - Mærsk A/S' control, may cause actual development and results to differ materially from the expectations contained in the presentation.

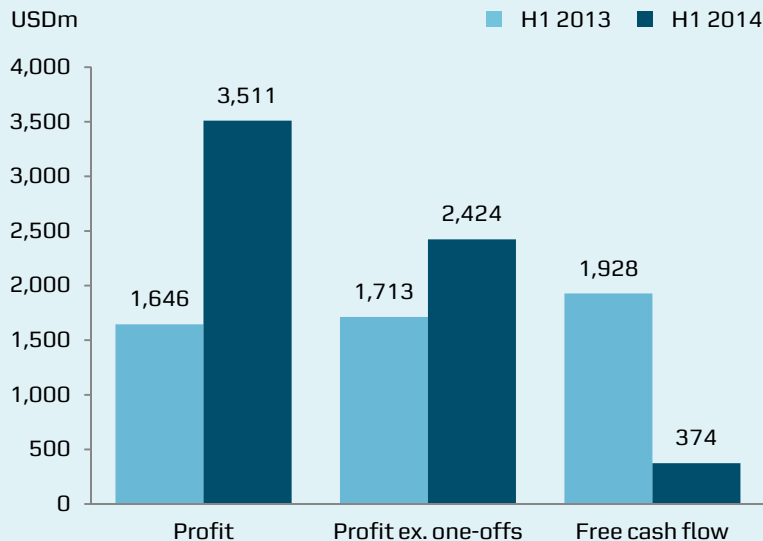


Towards a premium conglomerate

Nils S. Andersen
Group CEO

Group financials are well on track

Group Financial Highlights



Source: Company financial reports

Building financial track record

- Underlying result improved by over USD 1bn in 2013 to USD 4.0bn from USD 2.9bn in 2012
- Reported profit for H1 2014 more than doubled to USD 3.5bn driven by divestments
- Profit excluding one-offs improved by 42% to USD 2.4bn
- ROIC was 14.3% (7.7%)
- In the Q2 report, the Group upgraded its full year 2014 guidance excluding one-offs to be around USD 4.5bn from previous expectation of around USD 4.0bn

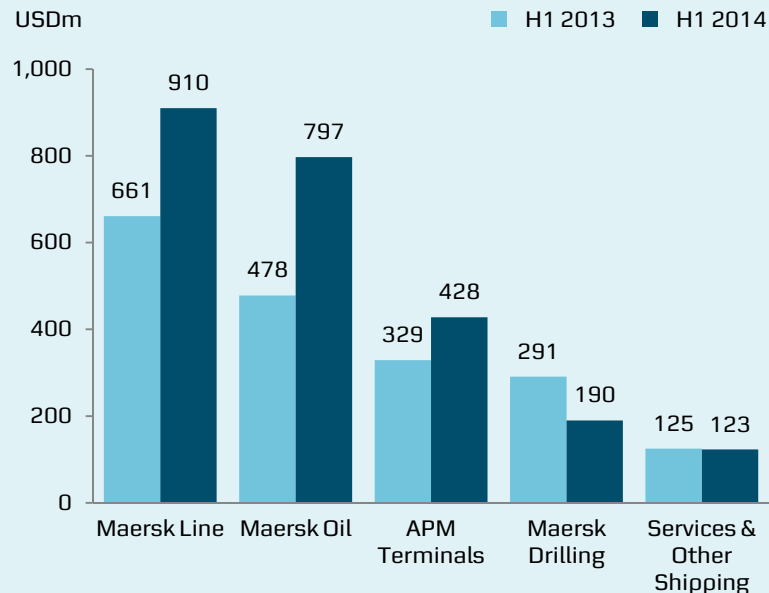
The Group is growing profitably

Business units highlights H1 2014

- Maersk Line grew volume by 7% and continues to reduce unit costs
- Maersk Oil grew production by 6%, despite a comprehensive maintenance program
- APM Terminals grew throughput by 8% and expanded margins further
- Maersk Drilling improved operational uptime but was financially impacted by yard stays and rig fleet expansion
- Services & Other Shipping unchanged performance

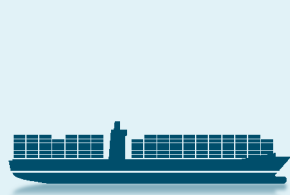
Source: Company financial reports

Underlying profit by activity*



* Excluding gains, impairments and other one-offs

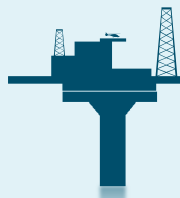
Strategic and financial targets communicated at the Capital Markets Day 2012



MAERSK LINE

Self-funded
EBIT 5%-points > peers
Grow with market

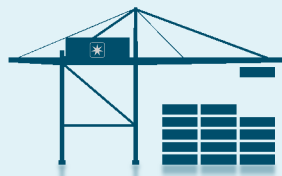
2014



MAERSK OIL

400,000 boepd
ROIC at least 10%
during rebuild

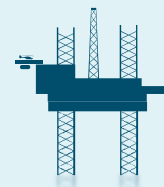
2020



APM TERMINALS

USD 1bn NOPAT
Global leader

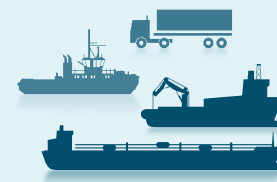
2016



MAERSK DRILLING

USD 1bn NOPAT
Significant position in
ultra-harsh, ultra-deep

2018



SERVICES &
OTHER SHIPPING

USD 0.5bn NOPAT
Self-funded

2016

Source: Company financial reports

...solid progress on targets since

Maersk Line

- Achieved industry cost leadership
- Reported EBIT-margin gap of 5%-points above peers for seven consecutive quarters
- Entered into a 10 year vessel sharing agreement with MSC on all East-West trades
- Growth in line with market

Maersk Oil

- Progress on key projects
- Production bottomed out in H1 2013 and has been on rise since. H1 2014 production of 245,000 boepd. Target of 400,000 boepd by 2020 subject to profitable returns
- Reconsidering exploration activities - impaired Brazilian oil assets and lowered exploration spending guidance

APM Terminals

- On track towards target of USD 1bn NOPAT by 2016
- Continued portfolio optimisation
- Continued focus on profitable expansion of global network of container ports and adjacent activities – 7 new and 16 expansion projects currently in the pipeline







Maersk Drilling

- On track towards target of contributing USD 1bn NOPAT by 2018
- Executing on extensive new building program and committed to technology leadership

Services & Other Shipping

- On track towards USD 0.5bn NOPAT contribution by 2016 and self-funded growth
-

Strategic focus on creating winning businesses

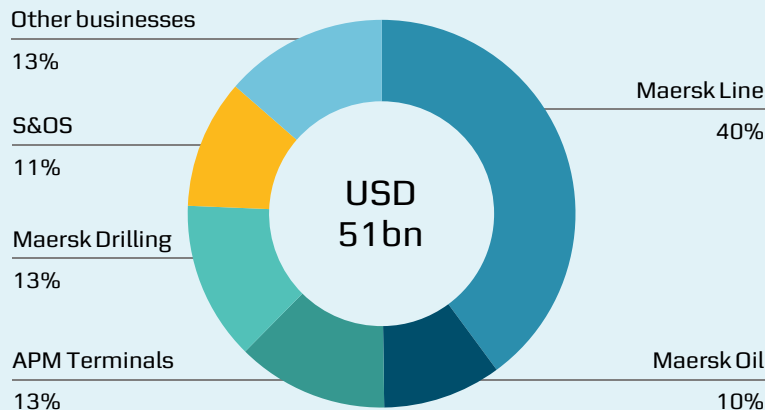
	Return BELOW WACC in 2013	Return ABOVE WACC in 2013
Industry Top quartile performance in 2013	 MAERSK LINE BU outperform industry – but below WACC return	 MAERSK OIL  MAERSK SUPPLY SERVICE  MAERSK DRILLING SVITZER APM TERMINALS  <i>Lifting Global Trade.</i> BU outperform industry – and above WACC return
NOT Top quartile performance in 2013	 MAERSK TANKERS DAMCO BU underperform industry and below WACC return	BU underperform industry – but above WACC return

Source: Industry peer reports, Maersk Group financial reports, like-for-like with peer return calculation.

Note: Industry 'average' and 'top-quartile' returns are weighted after business unit invested capital

Re-allocation of the Groups Capital

Invested capital H1 2014 (% of Group total)



Note: Invested capital is based on reportable segments
Source: Company financial reports

Portfolio strategy towards 2017

- Growing the business by around 30% (baseline Q2 2012)
- At least 75% of invested capital within Maersk Line, Maersk Oil, APM Terminals and Maersk Drilling → 76% today
- Maersk Line's share of invested capital likely reduced towards a 25-30% range
- Maersk Oil's, APM Terminals and Maersk Drilling combined share of invested capital to increase towards a 45-50% range

USD 51BN IN INVESTED CAPITAL

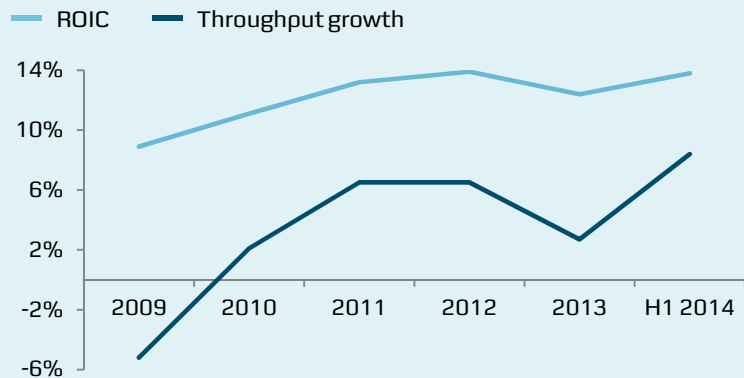


USD 65-70BN IN INVESTED CAPITAL

APM Terminals update

Growing the portfolio

Volume growth and underlying ROIC development



No. of terminals

50	50	55	62	65	66
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Track record for growing the portfolio while improving returns

Note: Underlying ROIC excludes one-offs

APM Terminals strategy execution

Strategic aspiration by 2017 (communicated at CMD 2012)

Status today

Best port operator in the world

- ROIC remains >12% despite high investment level
- Recognized for operational performance in Journal of Commerce - Port Productivity Report

More attractive terminals
in growth markets

- Commenced construction in Lazaro Cardenas, Mexico (Q3 2012)
- Acquired a co-controlling stake in Global Ports Investments (GPI), Russia (Q4 2012)
- Commenced expansion in Callao, Peru (Q4 2012)
- Signed a strategic partnership agreement to create and operate the new Aegean Gateway Terminal near Izmir, Turkey (Q1 2013)
- Completed upgrade of Monrovia, Liberia (Q2 2013)
- Commenced operations in Santos, Brazil (Q3 2013)
- Signed concession for second terminal in Abidjan, Ivory Coast (Q4 2013)
- Completed acquisition by GPI of NCC, Russia (Q4 2013)
- Signed 20 year concession to operate and develop Port of Namibe, Angola (Q2 2014)

USD > 1 bn annual profit (NOPAT)
by 2016

- NOPAT of USD 701m and USD 770m for 2012 and 2013 respectively
- H1 2014 NOPAT of USD 438m – driven by growth and margin expansion
- Virginia terminal divestment gain after tax USD 0.2bn
- On track to deliver USD 1bn by 2016

Source: Company financial reports and press releases



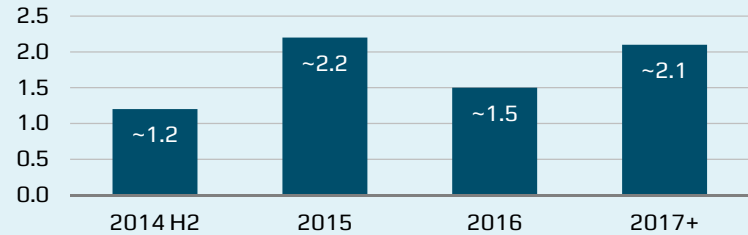
MAERSK

Maersk Drilling update

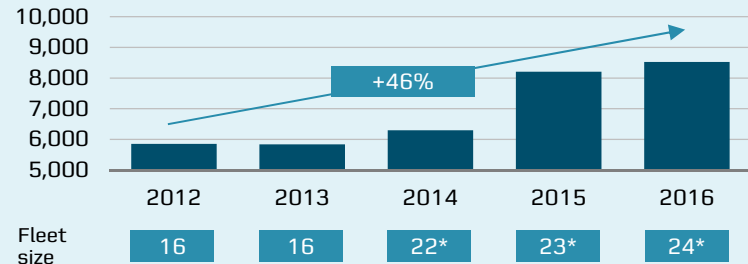


Growing the fleet

Revenue backlog, end Q2 2014, USDbn



Available rig days



Note: Annual revenue backlog figures reflect upcoming yard stays. Available rig days does not reflect upcoming yard stays. Fleet size refers to fleet in operation excl. stake in EDC.

*includes rigs that have been delivered but do not earn day rates yet.

Maersk Drilling strategy execution

Strategic aspiration by 2017 (communicated at CMD 2012)

Status today

Top quartile performer

- Achieved by end-2013

Become a sizeable player in the market with 30 high-end rigs, mainly for harsh environment and deep water segments

- Taken delivery of two ultra-harsh environment jack-up rigs and two ultra deepwater drillships in 2014
- Four more rigs currently under construction:
 - Two ultra-harsh environment jack-up rigs
 - Two ultra deepwater drillships
- This will increase the fleet size to 24 by 2016
- Divested drilling barge activities (10 barges) in Venezuela in September 2014

USD > 1bn annual profit (NOPAT) by 2018

- NOPAT of USD 347m and USD 528m for 2012 and 2013 respectively
- H1 2014 NOPAT of USD 233m
- Implementing new technology. 20K rigs designed to unlock oil and gas resources in high pressure and high temperature reservoirs
- On track to deliver USD 1bn by 2018

Source: Company financial reports and press releases

Execution priorities

MAERSK LINE

- Keep EBIT-margin advantage to industry of +5%
- Manage capacity and maintain market share
- Progress VSA with MSC, start up in early 2015

MAERSK OIL

- Deliver progress on key projects
- Golden Eagle (UK) and Jack (US) first oil end year

APM TERMINALS

- Effectively execute on Maasvlakte II (NL) project
- Improve efficiency across the portfolio

MAERSK DRILLING

- Timely delivery and commence operation of six new rigs
- Manage extensive yard stays
- Secure contracts for two drillships under construction

SERVICES & OTHER SHIPPING

- Progress towards USD 0.5bn NOPAT target by 2016



Creating a premium conglomerate

- **The Group** will create value through profitable growth and by creating winning businesses
- **The Group** seeks to improve the Return on Invested Capital by;
 - Focused and disciplined capex allocation
 - Portfolio optimisation
 - Performance management
- **The Group** intends to grow dividends in nominal terms and has just initiated a share buy-back program





TOWARDS A PREMIUM CONGLOMERATE

Trond Westlie, Group CFO, Maersk Group Capital Markets Day, 24 September 2014



Towards a premium conglomerate

Trond Westlie

Group CFO



To become a premium conglomerate...

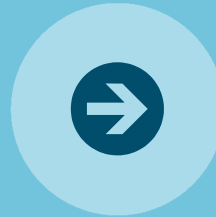
Premium conglomerate

- World class business unit performance and customer delivery
- Value creating portfolio management
- Ambitious and inspiring home for our businesses
- Living our values, preparing for the next 100 years



...requires the Group to execute on three key areas

CONSISTENT
DELIVERY



ALLOCATION OF
CAPITAL

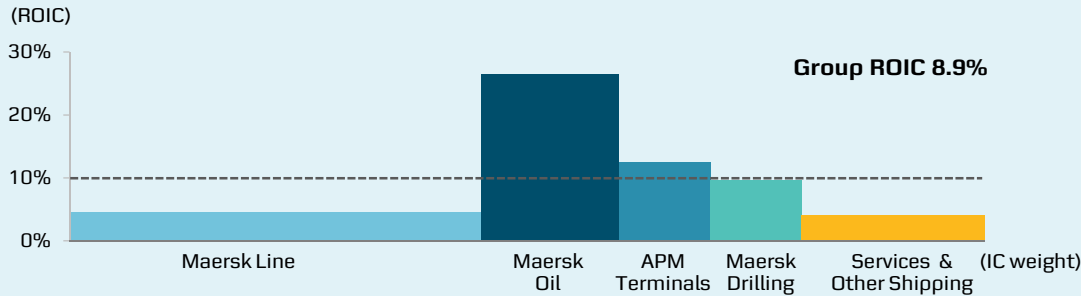


SHARE THE VALUE
CREATION

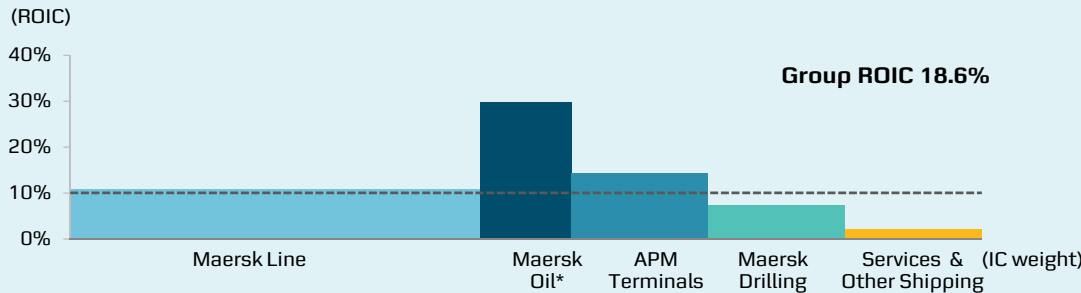


Consistent delivery

Q2 2012 ROIC and Invested Capital



Q2 2014 ROIC and Invested Capital



* Underlying ROIC (Excluding gains, impairments and other one-offs)

Ambition to deliver ROIC above 10% on a Group and business unit basis

Group ROIC increased to 18.6% in Q2 2014 compared to 8.9% in Q2 2012 driven by Maersk Line

Maersk Line reached 10.8% ROIC in Q2 2014

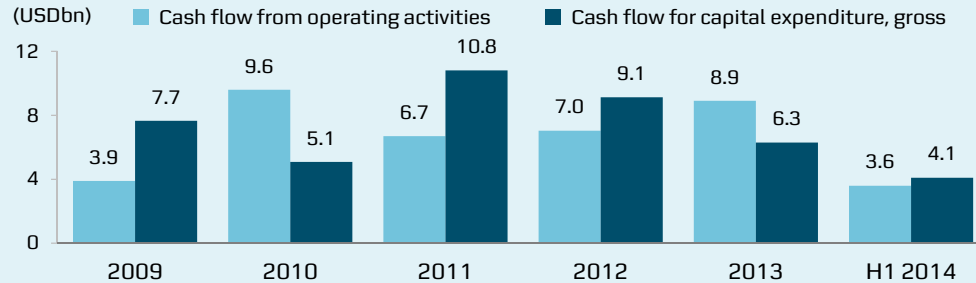
Maersk Oil and APM Terminals consistently above 10%

Maersk Drilling's 2014 ROIC impacted by heavy investment program

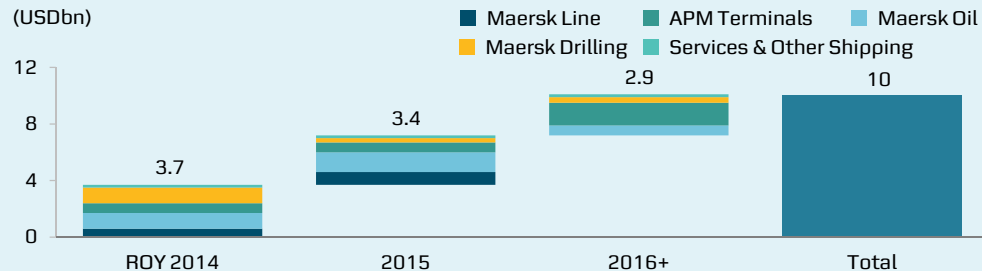
Services & Other Shipping business still have some way to go

Allocation of capital

Investment in growth



Capital commitments



Focused growth

Growth ambitions will result in significant investments funded primarily by own cash flow

The Group has approved capital commitments of USD 10bn per 30 June 2014

80% of all capital commitments are dedicated to growth in Maersk Oil, APM Terminals and Maersk Drilling

Pipeline of investments still not committed

Allocation of capital

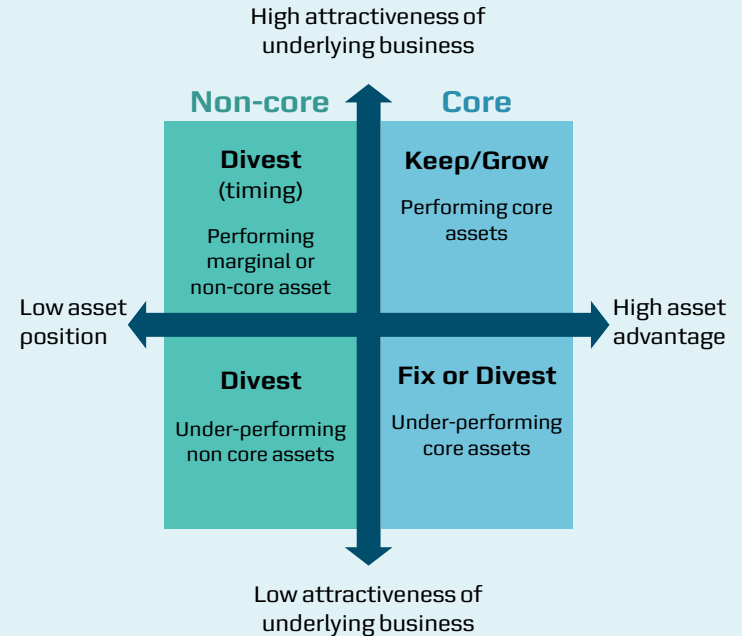
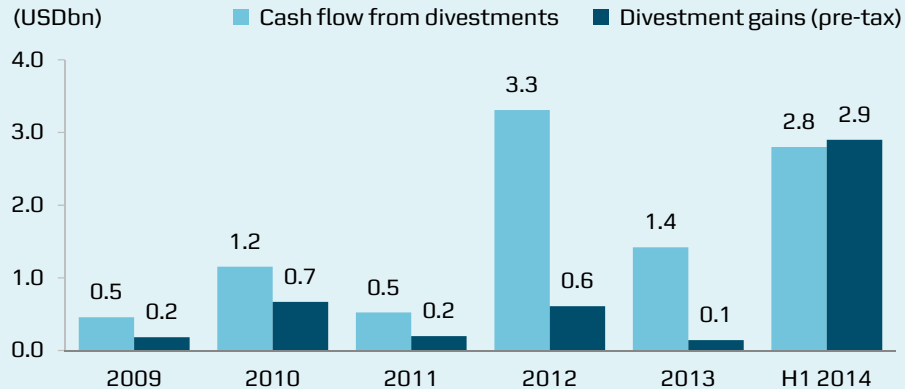
Active portfolio management

Focus on consistent delivery of returns

- A prerequisite for growth

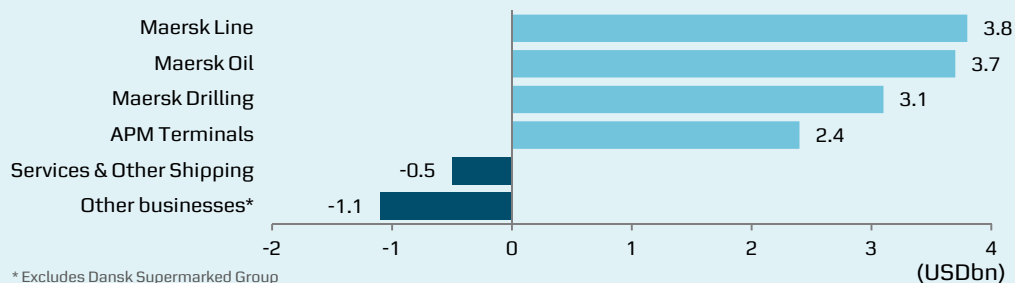
Allocation of capital

Project 'Stay FIT' initiated in order to carry the mind-set forward

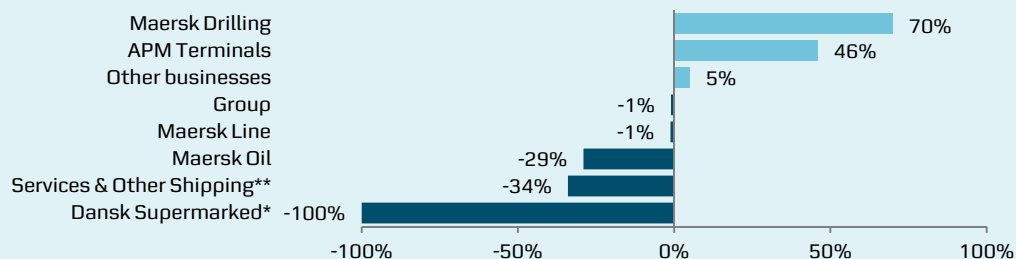


Allocation of capital

Net capital expenditures Q2 2012 – Q2 2014



Development in invested capital Q2 2012 – Q2 2014



*Discontinued operations

**ESVAGT moved from Maersk Supply Service to Other businesses

Disciplined and focused capital allocation

Maersk Line and Maersk Oil have received highest absolute allocations

DSG net cash impact of USD 5bn

Maersk Drilling and APM Terminals have the biggest relative growth in invested capital

Focus on Maersk Line's Triple-E vessels, but invested capital status quo due to depreciations and balance sheet improvements



Share the value creation

Prioritization use of capital

Maintain a strong investment grade rating

- Defines the Group's financial flexibility

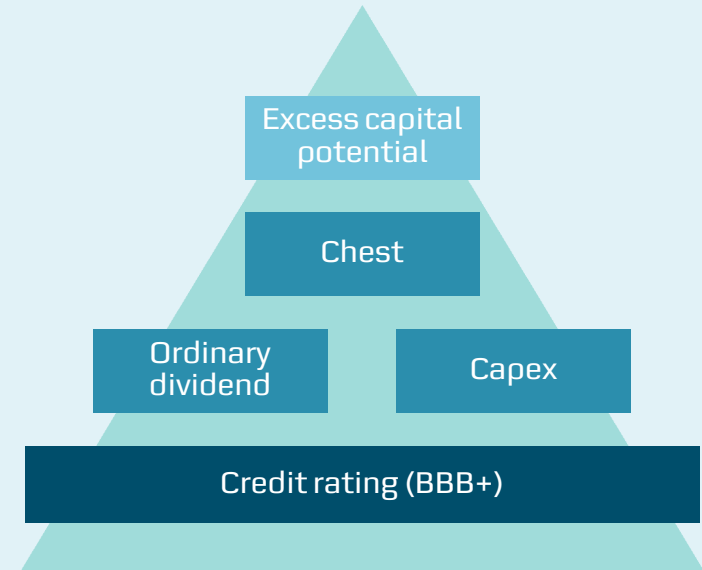
Growth opportunities

- Maersk Group is looking for investments to grow the company

Increase ordinary dividend

- The Group's ambition is to grow nominal dividend per share supported by underlying earnings growth

The Board will decide on the reoccurrence and size of buy-back programs on an annual basis based on the Group's financial situation and the potential of identifying attractive investment opportunities



Share the value creation

Dividend

Dividend pr. share (DKK)



Increased dividend

- Dividend for 2013 was DKK 280 per share or DKK 6.2bn pay-out
- Dividend increased 12% CAGR since 2010

Note: Dividends adjusted for bonus shares issued in April 2014

Share buy-back

Acquire a maximum amount of DKK 5.6bn (around USD 1bn) within the coming 12 months started 1 September 2014

The first phase aims at around USD 400m buy-back and runs from 1 September 2014 to 30 November 2014

The share buy-back corresponds to around 2% of total shares



CFO's Key messages

CONSISTENT DELIVERY

- The Group is on track to deliver above 10% ROIC over the cycle and achieve the strategic aspiration to profitably grow world class businesses

ALLOCATION OF CAPITAL

- The Group will create value through profitable growth
- The Group allocates capex disciplined and focused

SHARE THE VALUE CREATION

- The Group's ambition is to grow nominal dividend per share supported by underlying earnings growth
- The Group will evaluate the reoccurrence and size of share buy-backs on an annual basis



Thank you