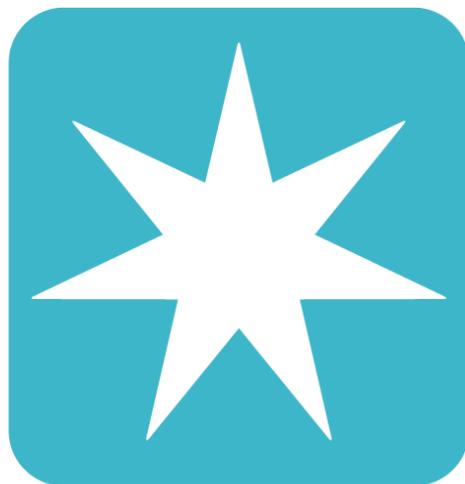


**Rules of Procedure
of
the Energy Transition Committee**

A.P. Møller - Mærsk A/S

(CVR no. 22756214)



1. Role and Purpose of the Energy Transition Committee

The purpose of the Committee is to support the development of the Company's strategic direction on Energy Transition related matters in the company's journey to Net Zero, while securing the most competitive operating margins, acting both as a sparring partner to Management and supporting the Board. The scope of the Committee covers, but is not limited to, regulatory frameworks, cost competitiveness of operations, commercialisation of clean energy solutions and products, electrification of infrastructure, new market opportunities such as shore power etc. The establishment of the Energy Transition Committee does not change the responsibilities of the Board nor Management.

The Energy Transition Committee shall also provide support to other Board Committees on Energy Transition related matters when requested.

2. Responsibilities and duties

The Energy Transition Committee shall ensure oversight of critical and impactful Energy Transition related matters .

The Committee's focus areas are determined by the Board on a yearly basis and are appended to these Rules of Procedure.

The Energy Transition Committee shall also, when relevant, define internal Energy Transition measures and targets for scorecards, provide an assessment as to the outcome of such indicators at the end of the scorecard period and prepare a recommendation of such as part of the Remuneration Committee's proposal of Scorecards for the Board's approval.

3. Members

The Energy Transition Committee consists of three to four members. The members are elected by and among the Board members.

4. Meetings

The Chair of the Energy Transition Committee determines the frequency of meetings, calls the meetings and sets the agenda.

The Energy Transition Committee forms a quorum when at least half of its members including the Chair are present. Resolutions are made by simple majority. In case of equality of votes, the Chair of the Committee shall have a casting vote.

When invited by the Energy Transition Committee, other members of the Board, members of Management, and relevant employees of APMM shall participate in meetings of the Committee.

5. Secretarial tasks and other assistance

The Committee shall elect its own secretariat who will prepare minutes of meeting.

The secretariat shall ensure that the Chair of the Board and Chair of Audit Committee are informed prior to the involvement of GIA in any energy related audits.

6. Amendments

These Rules of Procedure may at any time be amended by a simple majority of the Board of Directors.

These Rules of Procedure shall enter into force on 18 March 2025.



Approved by the Board