

Changing liner shipping for good – and for the better

Blue Event, CBS 2011

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The Future

NEXT EXIT



Trends

Regulated Carbon and Environment

- Environmental regulation, valuation
- Wider environmental foot-print obligations and responsibility
- Price on carbon – also for shipping
- Sulfur (health) & Biodiversity pressure

Rise of Rights and Local Governance

- More rights - from risk avoidance to promoting good practice
- Local governance has more influence and is more responsive
- It's happening as we speak (Egypt, Tunisia etc)

Hyper-Transparency

- No place to hide!
- Cant control information (Twitter, Facebook)
- Wikileaks

Demographic Shifts and Consumption Patterns

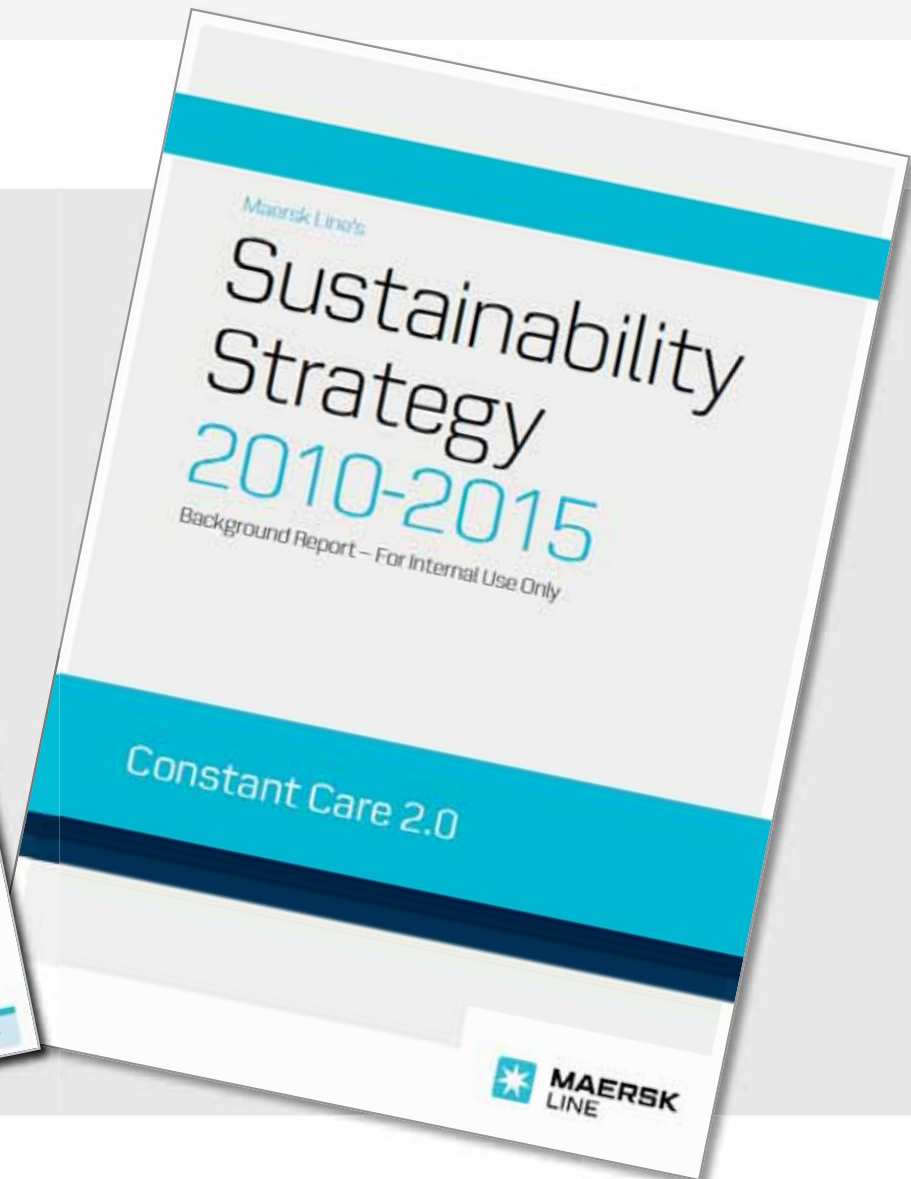
- More global complexity
- Rise of the East, dematerialisation in the West
- Business model adaptation
- Cradle to cradle mindsets



Addressing a serious problem – with a transformational approach



Our framework



Our **vision**

We will be known as the undisputed **industry leader** based on our efforts **to drive superior sustainability performance in global supply chains**, to the benefit of customers, employees and society at large

First choice for customers

We want to be an **innovative partner** supporting our customers in making their transportation chains, products and services greener and more sustainable

We want to focus our sustainability efforts towards delivering **value to our customers** directly or indirectly, now and in the future

We want to embrace our **customers as strategic partners** and build strong alliances with key customers with similar priorities

Raise the bar

We will continuously **improve our performance** across all relevant parameters to mitigate the negative impacts of our business and maximize the positives

We will **push for improved standards** and practices throughout the industry by advocating for stronger and more transparent performance, thereby, fostering a level, regulatory playing field

We will make it more **difficult – and costly – for our competitors** to continue with unsustainable practices in the market place by adding pressure on ourselves and others

Raising the bar - increasing our **carbon footprint transparency**

- 1 October, 2010 we received **independent verification** of our CO2 emission data – vessel by vessel – as the first shipping line
- Independently verified performance data is a crucial prerequisite for **credible industry benchmarking**
- Through the **Clean Cargo Working Group** we're pushing for industry-wide emission verification



“Being a good environmental steward is critical to Starbucks Coffee Company. Our global logistics providers can aid us in lowering the carbon footprint of our supply chain by improving their CO2 emission data.”

- John Bauer, Director of global transportation,
Starbucks Coffee Company

Industry transparency – **The Carbon War Room**



- ShippingEfficiency.org is an initiative launched by the Carbon War Room to increase transparency around international shipping's energy efficiency.
- Threat or Opportunity?



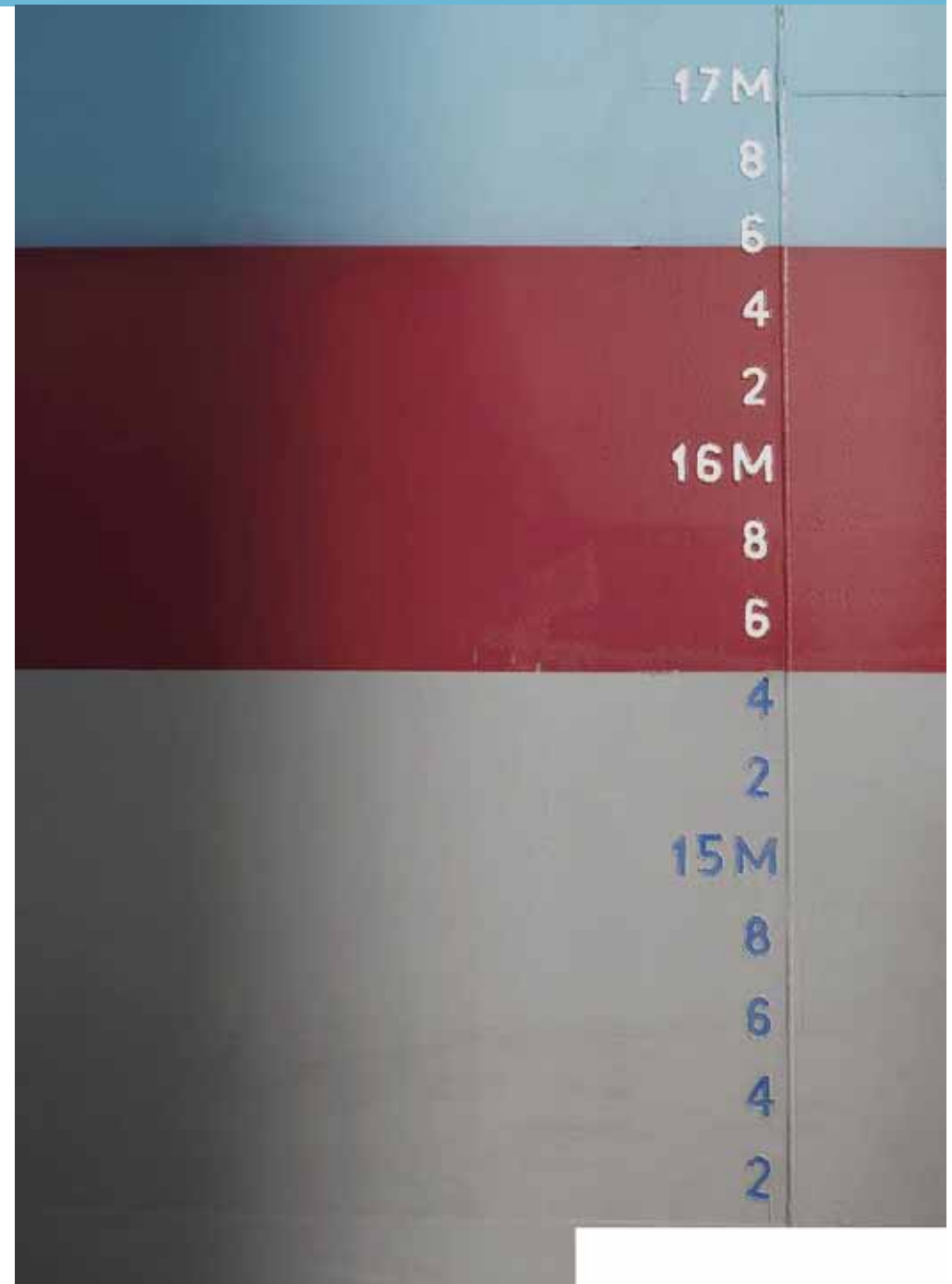
Mobilize the organisation

We pledge to mobilise our employees and engage our organisation to sustain and **improve our performance, mitigate risks, and seize opportunities** for sustainable practices.

Ultimately, we want to **embed sustainability into Maersk Line's mindset, culture and actions** and engage all relevant areas of the organisation

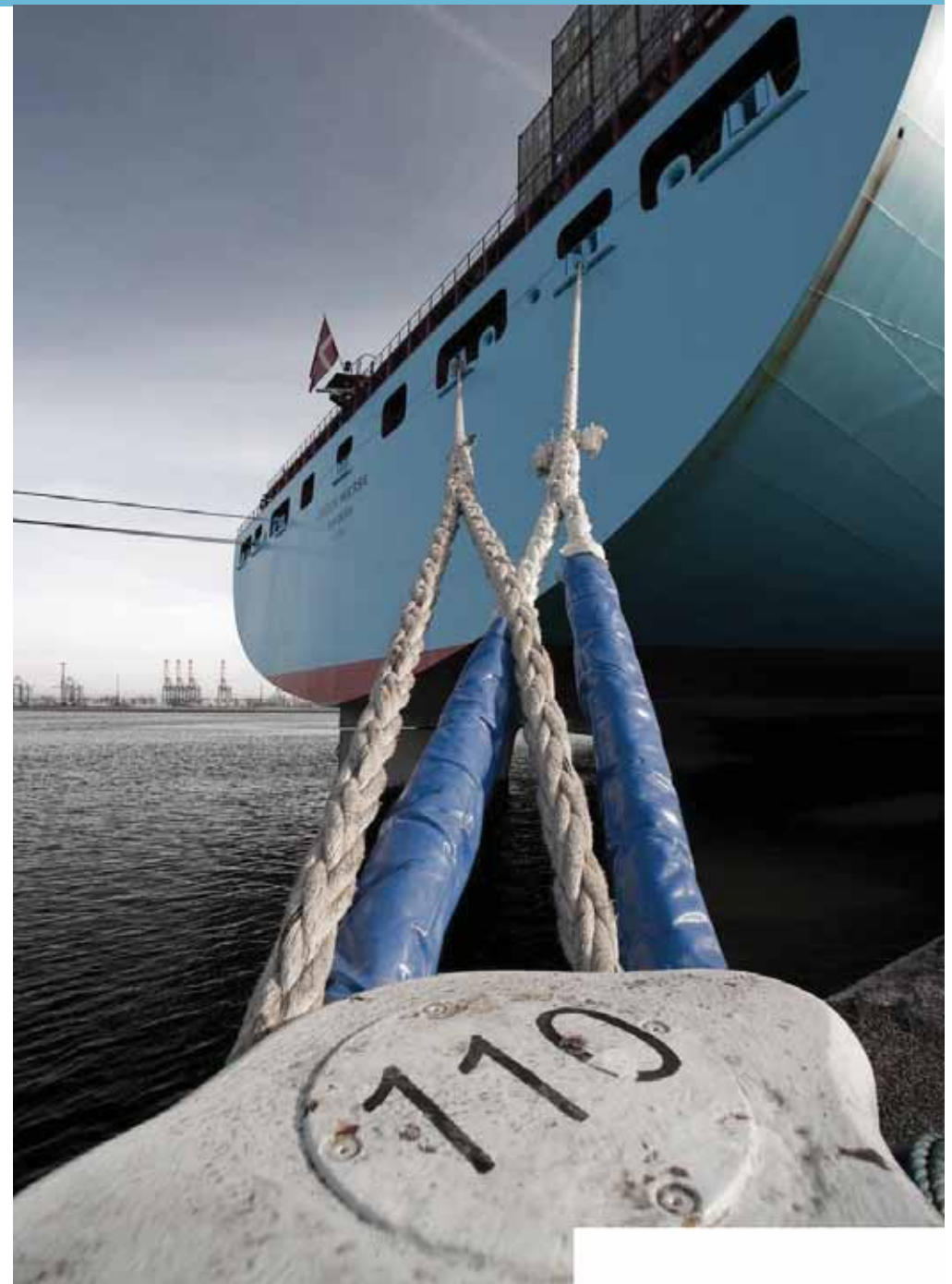
Key environmental **targets**

- **25% reduction in relative CO2 emissions** from owned and chartered vessels from 2007-2020 through efficiency improvements
- **Drive own and industry SOx emissions to zero** through voluntary action, innovation and regulatory work
- **Drive negative impacts on the marine environment to zero** – and use vessels for ocean science and transparency

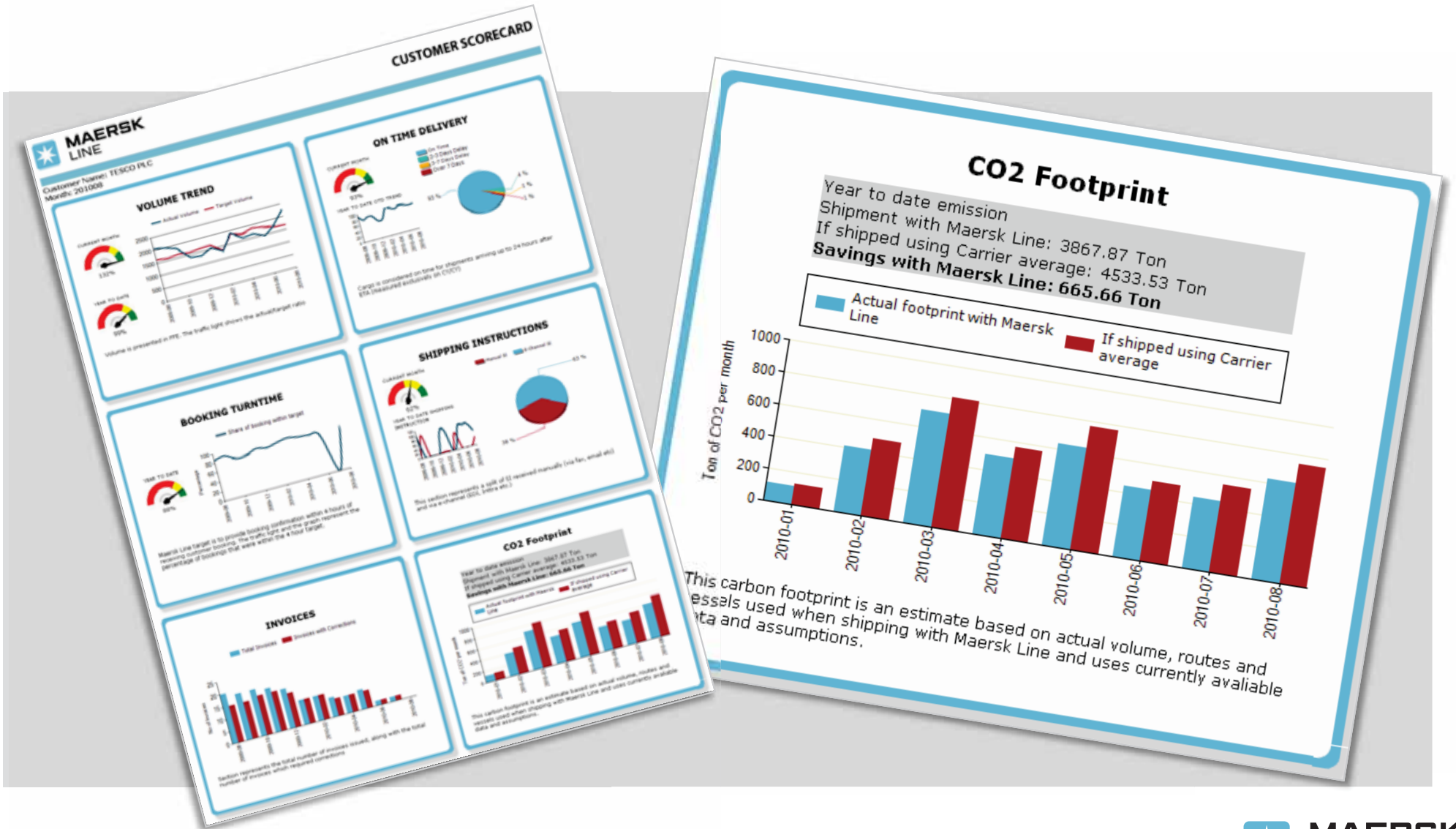


Key environmental **initiatives**

- Our vessels **will be retrofitted** with new technologies to **increase energy efficiency** and improve environmental performance
- **Test of biofuel** and engage in partnerships to **encourage innovation**
- **Rating of ports** to ensure safe disposal ashore of the waste from vessels
- Voluntary **fuel switches** to cleaner fuels in selected ports
- Newbuildings that **redefine** energy efficiency and environmental footprint



Making carbon savings visible on the customer score cards ...



The future – hyper transparency





Example: Development of a Low Carbon Corridor for NIKE





Thank you