

PERSPECTIVES ON TRADE ARGENTINA & LAM

Virginia Dundas
Global Advisor & Sustainability Partner, Maersk T&L Sustainability

COPENHAGEN BUSINESS SCHOOL, 15 MARCH 2017

AGENDA



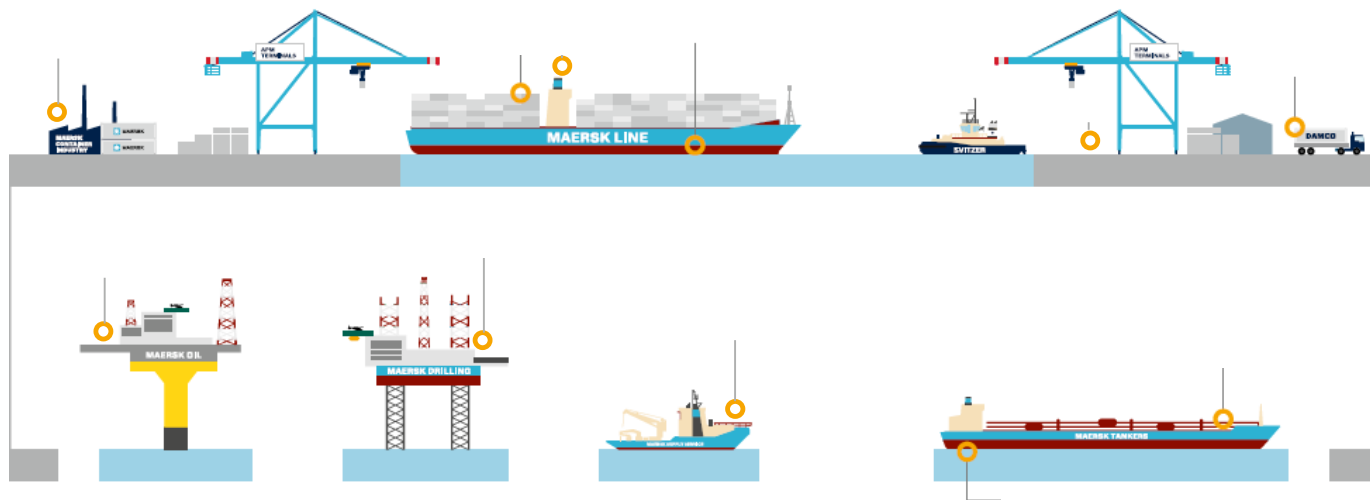
- **Trade Perspective in Argentina and Latin America** (Q3 2016 Trade Report)
- **Living and working in Denmark**

A.P. MOLLER - MAERSK AT A GLANCE

TRANSPORT & LOGISTICS

Maersk Line, APM Terminals, Damco, Svitzer and Maersk Container Industry

Our Transport & Logistics divisions enables and facilitates global supply chains and provide opportunities for our customers to trade globally



ENERGY

Our Energy businesses support and provide global oil and gas production as well as offshore marine services.

Maersk Oil, Maersk Drilling, Maersk Supply Service and Maersk Tankers.

Revenue

USD 35.5bn

Result

USD -1.9bn

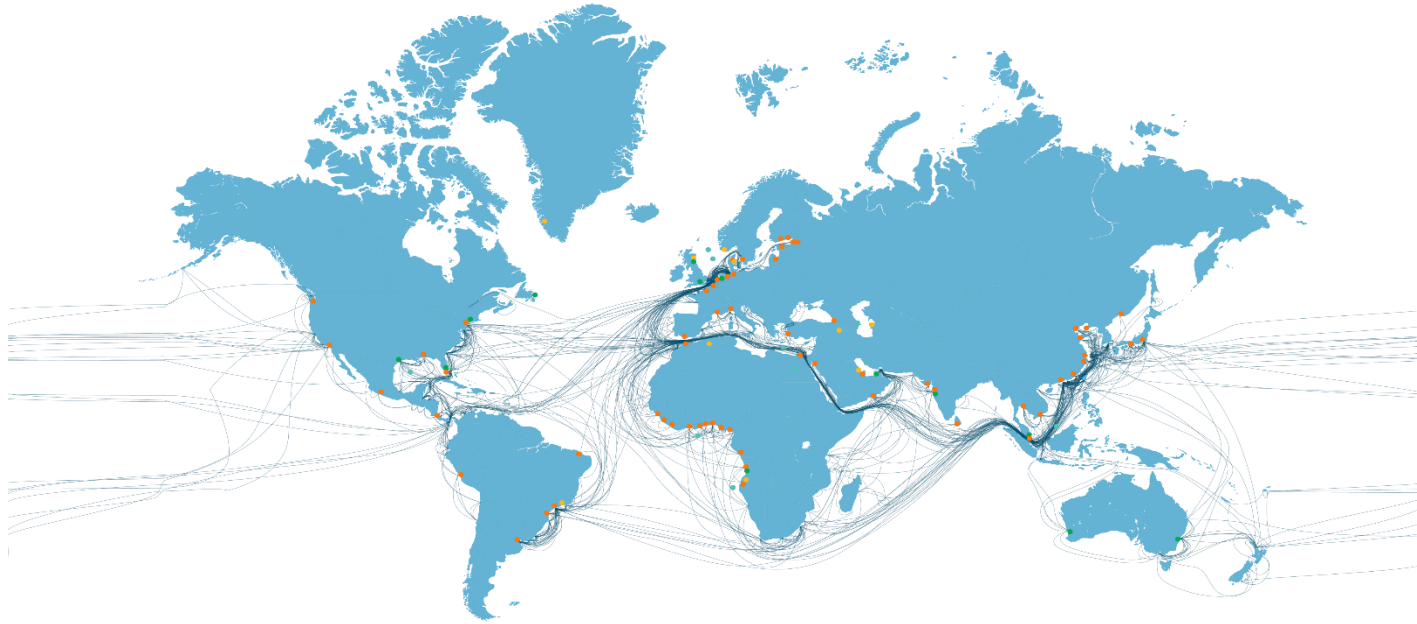
Underlying Result

USD 0.7bn

Employees

87,736

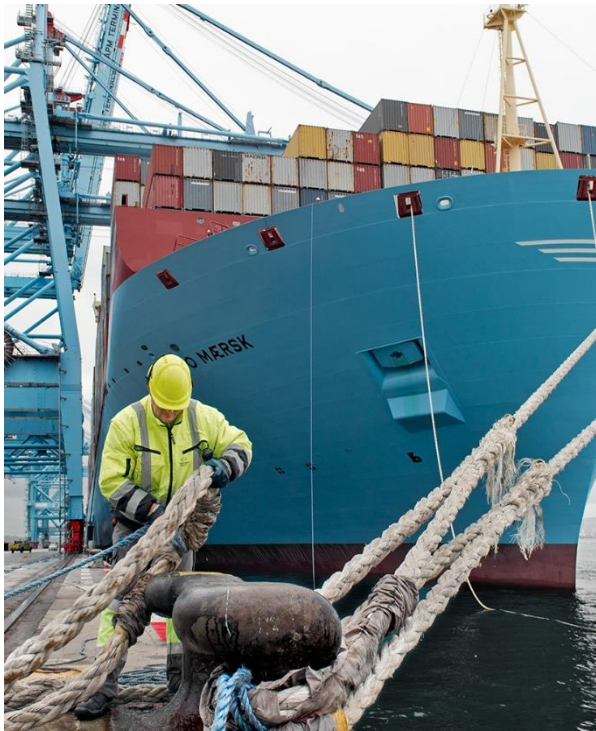
ENABLING GLOBAL TRADE



90%
Of internationally
traded goods travel
by sea

Shipping
Enables trade and
create
opportunities

TRADE PERSPECTIVES: LATIN AMERICA



Economic Slowdown

Trade balance affected by drop in international prices of commodities and current state of world economy (low demand from China)

Diversification and search for new markets are key in the current situation

Peru, Chile and Colombia are seeing the benefits of this strategy
East coast struggling more. West coast remains more stable
Argentina showing signs of moving towards this path

Increased use of refrigerated containers

Enabling the region to become a fruit super power

Containerized trade saw a slowdown in 2016 but a slight improvement is expected in 2017

TRADE PERSPECTIVES: ARGENTINA



Maersk Lota approaching Terminal 4, Port of Buenos Aires

Agro-industrial products represent 66% of Argentina's total exports

In a path towards economic normalization

The new open policies towards free trade and a focus on attracting FDI can positively impact the economy

A lot of work ahead.

Argentina has begun to diversify its exports

25 new export destinations opened in 2016, incl. South Africa, Nigeria, Angola, UAE, Nepal, Germany and Great Britain

Slight improvement in containerized trade expected in 2017

LIVING AND WORKING IN DENMARK



Working Culture

Predictability, certainty, and planning

THANK YOU



Trade Reports: <http://www.maersk.com/en/the-maersk-group/about-us/publications/trade-reports>

