

Our Path to Carbon Neutral Shipping



Maersk has committed to Net Zero CO₂ emissions by 2050

In 2020, customer uptake of Maersk ECO delivery shipping exceeded our expectations

We have defined four priority future fuels – the challenge is scale

We have reduced our relative CO₂ emissions by over 46% since 2008

Our 2050 net zero ambition for shipping is a challenging target, but clearly possible to reach

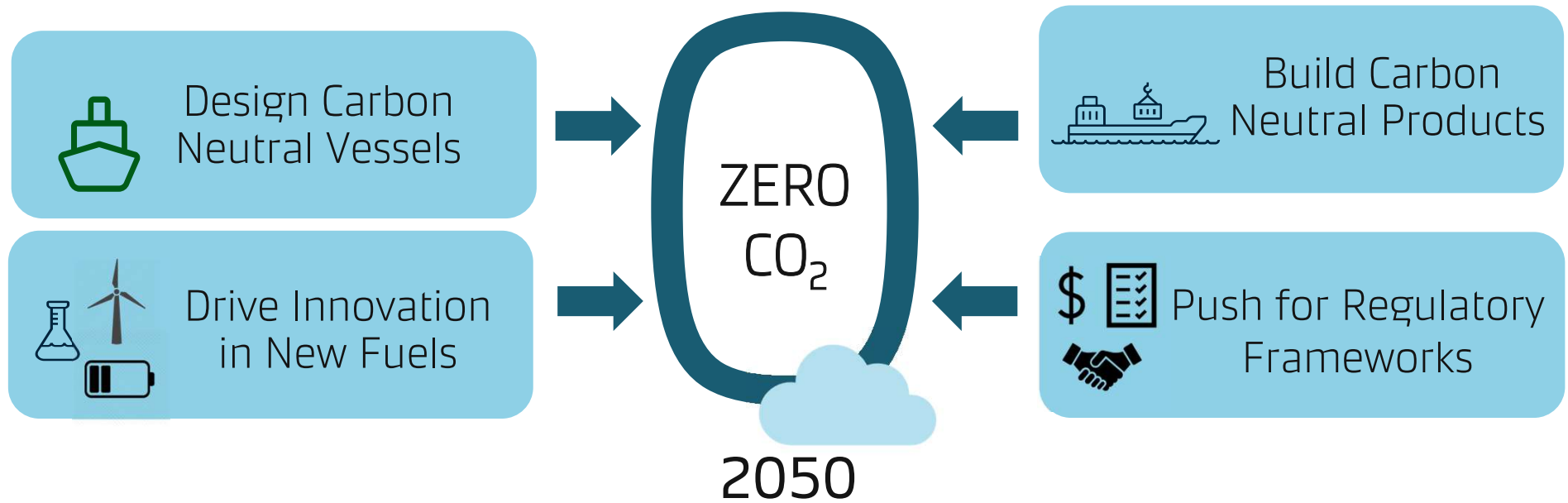
2018	2019	2023	2030	2050
Carbon Neutral Shipping Commitment	ECO Delivery Introduced	World's First Carbon Neutral Liner Vessel	CO ₂ Reduced 60% per Container Moved	Net zero CO ₂ emissions



Maersk Strategy

This is uncharted territory - we cannot rely on "this is how we have always done it."

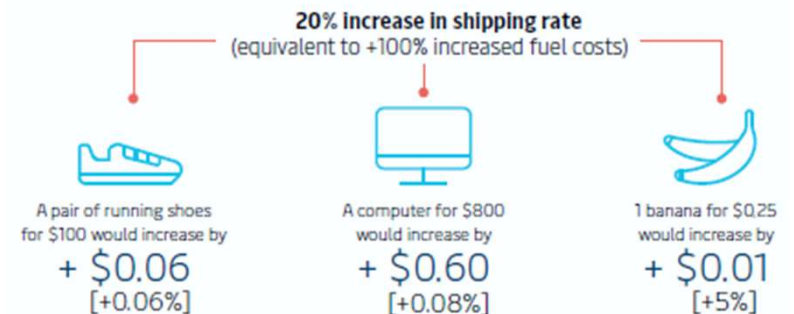
Maersk initiatives



We plan to decarbonise as fast as practically and commercially possible

- All new ships will have dual fuel technology (ammonia, methanol, lignin-alcohols)
- We expect this will trigger investments in fuel production and help remove barriers
- Investments upfront from our side ensure that we can switch to net zero carbon fuels when customer demand is there
- We continue to innovate to find new and even better technologies and fuels
- We can get started now, and therefore we will

How decarbonisation affects consumer prices



Maersk Eco Delivery: Carbon Neutral shipping using sustainable biofuels – proving **zero carbon transport is possible**



Carbon neutral transport based on sustainable biofuels:

- Biofuel **replaces conventional fuel** on the Maersk network. This is a real CO2 saving – NOT offsetting
- The biofuel is **certified sustainable and carbon neutral**
- Carbon accounting is based on the **Roundtable for Sustainable Biomaterials' (RSB)** methodology and **verified by PWC**



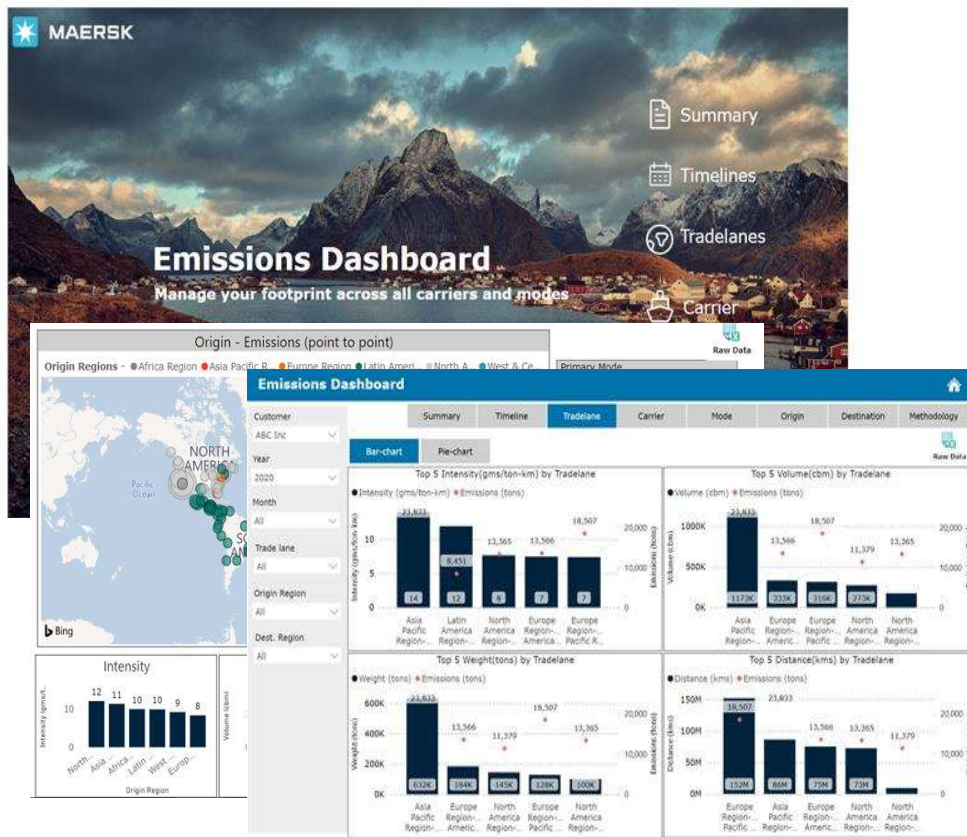
"We want to use our size to enable scaling of innovative solutions, such as the Maersk ECO Delivery"

– Helena Helmersson, CEO H&M Group



Case story: Visibility

Emissions Dashboard - can help integrate and manage CO2 emissions in logistics decision making



- ✓ A CO2 emission calculation and visibility tool aligned with the leading industry methodology (GLEC)
- ✓ Enables analysis of the CO2 footprint along all relevant dimensions – by trade lane, by mode, by carrier, origin & destination over periods of time
- ✓ Data suited for reporting as well as integration into logistics decision making



Thank You!

