MAERSK LINE

15 February 2010

Dear Maersk Line Customer,

After a very difficult 2009 for most industries, and most definitely for the container shipping business, we are currently experiencing an instant change in the market affecting all of us. We would like to offer our perspective on this development and how this ideally should be managed.

In 2009 the global container volumes declined by 13%, the first yearly decline ever recorded. Just one year ago in January 2009 the industry was facing a sudden drop in volumes of more than 20% and struggled to adjust capacity to the new market situation. Unfortunately, the nature of our industry is such that capacity adjustments inevitably take some time. Simultaneously market forces drove rates down to an unsustainable level so that spot rates in average became cash negative at the time the market hit the bottom in May/June last year.

Maersk Line, as most other liner companies, made great efforts to significantly reduce costs including capacity to get to a more stable and sustainable position to the benefit of all.

Towards the end of 2009 when the industry seemed to have made the required capacity adjustments, we saw an unexpected surge in volumes. We believe that this is generally driven by inventory replenishment that was bound to happen, but surprisingly happened basically in all industries and all geographies at the same time. We did not foresee or were given indications of this sudden development.

The general feedback we now get from our clients is that these market conditions will continue through 1st quarter 2010 and some time into 2nd quarter, but only if global consumption picks up the development will be furthered into 2nd half of 2010. This is still a big question mark.

Quite opposite to last year market volumes have increased in December and January by some 15-20% over the corresponding months of last year, but the difficulty of adjusting capacity short term is the same. Also because this development might not be sustainable, Maersk Line, and we suspect other shipping lines, will be reluctant to overcorrect on the capacity bearing in mind the disastrous 2009. It should also be kept in mind that rate levels are yet only approaching break even levels and hence not compensatory. For instance, in December they were 7-8% below December 2008 and nearly 20% lower than December 2007 excl. BAF.

It is Maersk Line's strategy to work with our clients to reduce this extreme volatility through long term relationship, close coordination, and better managing the supply to the required demand. We will increase our capacity with the growth in the market, at least, and will be able to support your growth aspirations. At the same time we will maintain a strong focus on unmatched reliability and ease of business in all our transactions with you.

We realise that this abrupt change in market conditions has not been managed well by us in all instances, causing undue problems, for which we apologize. You can rest assured that we with full force are addressing the issues to ensure that we always honour our commitments to you, which is a fundamental value for us.

A particular challenge has been an extraordinary amount of overbookings on many of our sailings, often times we experience a “no show” of 25% or more per sailing. We will engage with you to find mechanisms to alleviate this development which causes great inefficiencies for all of us.

In conclusion, the good news is that the worst year for most of us has elapsed, and we look forward to developing our relationship with you in a more positive, but surely still challenging environment.

Kind regards,

Eivind Kolding

CEO
Maersk Line