

# Election of members to the Board of Directors

## At the Annual General Meeting 2012

### Re-election



#### **Ane Mærsk Mc-Kinney Uggla**

*Born 3 July 1948*

**Other management duties, etc.:**

A.P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal (vice-chairman); Maersk Broker A/S (chairman); Maersk Broker K/S (chairman); Estemco A/S (chairman).

**Education:**

Master of Arts, 1977

**Qualifications:**

Insight into the market fundamentals, values and history of the Group. Knowledge of the Group's complex accountancy matters.

Not considered independent due to membership of the board of A.P. Møller og Hustru Chastine Mc-Kinney Møllers Fond til almene Formaal.



#### **Sir John Bond**

*Born 24 July 1941*

**Former Group Chairman of HSBC**

**Other management duties, etc.:**

Xstrata plc (chairman); Shui On Land Limited; International Advisory Board of Mitsubishi Corporation; China Development Forum; International Business Leaders' Advisory Council to the Mayor of Shanghai; Kohlberg Kravis Roberts & Co. Asia Limited (chairman); Endowment Board of Qatar Foundation; Advisory Director, Northern Trust Corporation; International Advisory Council Tsinghua University School of Economics & Management; International Advisory Council Chinese Banking Regulatory Commission; International Advisory Council Central Bank of the U.A.E.

**Education:**

Tonbridge School, Kent  
Cate School, California

**Qualifications:**

Financial insight. Experience as CEO, board member and chairman of major, listed corporations with global activities, among others financial institutions, investment and extractive companies.

Considered independent.



#### **Arne Karlsson**

*Born 3 April 1958*

**CEO of Ratos AB**

**Other management duties, etc.:**

Bonnier; Ratos; SNS (Center for Business and Policy Studies)(chairman); Swedish Securities Council.

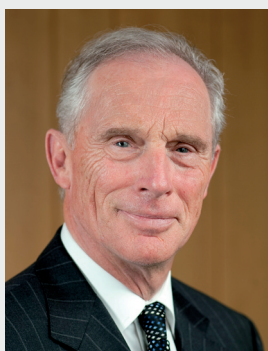
**Education:**

Bachelor in Business and Economics, Stockholm School of Economics (1979-1982)

**Qualifications:**

Experience from financial institutions. CEO and board member of private equity companies and experience with managing and developing a diverse portfolio of businesses operating in different markets.

Considered independent.



#### **Jan Leschly**

*Born 11 September 1940*

**Chairman and managing partner of Care Capital LLC. Former CEO, SmithKline Pharmaceuticals**

**Other management duties, etc.:**

American Express Company; Elevation Pharmaceuticals; Vaxart Pharmaceuticals; Adjunct professor at Copenhagen Business School.

**Education:**

Master of Science in Pharmacy, 1965  
Master of Business Economics, 1970

**Qualifications:**

Experience from positions as CEO, board member and chairman of large listed companies with global activities. Experience with leadership of research and innovation companies.

Considered independent. Will in the election period to come pass 12 years on the board.



## Lars Pallesen

**Former President,  
Technical University of Denmark (DTU)**

**Other management duties, etc.:**

Mogens Balslev's Fond (chairman); Technische Universität München's Institute for Advanced Study; Korean Advanced Institute of Science and Technology President's Advisory Council.

*Born 20 September 1947*

**Education:**

MSc (Engineering), 1971  
MBA, 1975  
Ph.D. in Mathematical Statistics, 1977

**Qualifications:**

Leadership experience from a multitude of trades and industries, including pharmaceutical, oil and gas, infrastructure companies and public institutions.

Considered independent.



## John Axel Poulsen

**Captain**

**Other management duties, etc.:**

Rederiet A.P. Møller A/S (employee representative).

**Education:**

Master's Certificate, 1972

*Born 20 October 1946*

**Qualifications:**

Captain in Maersk Line since 1991. Technical, maritime and operational knowledge relevant to the shipping activities of the Group.

Not considered independent due to employment in the A.P. Møller - Maersk Group.



## Erik Rasmussen

**Senior mechanical engineer**

**Other management duties, etc.:**

Rederiet A.P. Møller A/S (employee representative).

**Education:**

A.P. Møller Marine Engineer Apprentice 1973-1976  
Certified Marine Engineer 1978  
Specialized Technical Studies 1992

*Born 16 September 1955*

**Qualifications:**

Since 1992 marine engineer and technical supervisor with Maersk Oil in on- and offshore positions. Technical and operational knowledge relevant to Maersk Oil's activities.

Not considered independent due to employment in the A.P. Møller - Maersk Group.



## Robert Routs

**Former Executive Director, Royal Dutch Shell plc.**

**Other management duties, etc.:**

Aegon NV (chairman); KPN NV; DSM NV (chairman); Canadian Utilities Group (ATCO Group); AECOM.

**Education:**

Master's degree in Chemical Engineering, 1969  
Ph.D. in Technical Sciences, 1971

*Born 10 September 1946*

**Qualifications:**

Technical, commercial and managerial experience. More than 30 years of international working experience in research, general management and CEO positions in the oil and gas, chemical, renewables and trading industry, including positions in listed companies.

Considered independent.

