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Dear customer,

Our industry is changing at a rapid rate due to digitalization and intra-sector developments. In order to optimize the way we serve you and give you better access to a wider range of services and solutions, we are glad to announce that Maersk Line's ocean product, Damco's supply chain services and their respective value-added services (VAS) will be combined as: Maersk products and services.

This is in line with the vision Maersk announced two years ago: becoming the global integrator of container logistics, connecting and simplifying customers' supply chains, ensuring you as our customer, will have greater choice to platforms and services to best support your business needs.

As part of that, the following key changes will take effect as of Tuesday 1 January 2019:

- The teams of Damco supply chain services and Maersk Line will be merged into an integrated, customer-focused organization, with one management, one sales force, one customer experience organization and one product organization.
- The Maersk frontline will be given greater empowerment across products and services, with decision-making being moved closer to you, our customer.
- Damco's freight forwarding business, which serves customers requiring air freight and/or multi-carrier options in ocean freight, will run under the Damco brand, positioned as a standalone business.
- Building on the strong value propositions of our intra-regional brands: MCC, Sealand and Seago Line will go to market under one unified brand, *Sealand - a Maersk Company*, which will continue to operate independently from Maersk.

What this means for you

We are working intensively to ensure that the transformation runs smoothly and effectively so that we can launch the new organization on January 1st. While we do not anticipate any major disruptions to operations, we are committed to supporting you by addressing any questions or concerns you may have in the interim.

Decision making strength at the frontline

The Maersk frontline will be given greater empowerment across products and services, with decision-making being moved closer to our customers. This will ensure that cargo owners and freight forwarders will have access to a pro-active and dedicated knowledgeable expert focused on helping them drive business with offerings that meet their customers' needs.

Simplifying offerings - reducing complexity

Having one brand for our intra-regional carriers ensures that you, as our customer, will have clarity on the differentiated offering we can provide on short sea routes. We will reduce complexity for our key account customers, by offering them the possibility to have one key account team across the Maersk and Sealand - A Maersk Company, brands.

Connecting and simplifying supply chains

The world is becoming increasingly digital, which requires that we offer additional ways to connect. We will continue to build and drive business through the personal relationships we have established. At the same time, we are adding more channels, digital and otherwise, that will enable freight forwarders and cargo owners to do business in ways that will best serve their customers.

Benefits to cargo owners and freight forwarders

The changes to the Maersk organization are made with our customers at the center of the transformation. Cargo owners will have more ways to build and grow their business. They will also have more choices in terms of how, when and where to access the services and solutions that are right for their needs. Freight Forwarders will remain an important portfolio to Maersk and we will continue to invest in our established relationships by empowering our frontline. Furthermore, we continue to develop efficient solutions to improve your business and support you to deliver a better service.

Should you have **any questions or concerns regarding the changes**, we recommend that you access our FAQs or get in touch with our local contact people in your area.

We want to thank you for your business and look forward to continuously serving your global transportation needs.

Best regards,

Maersk