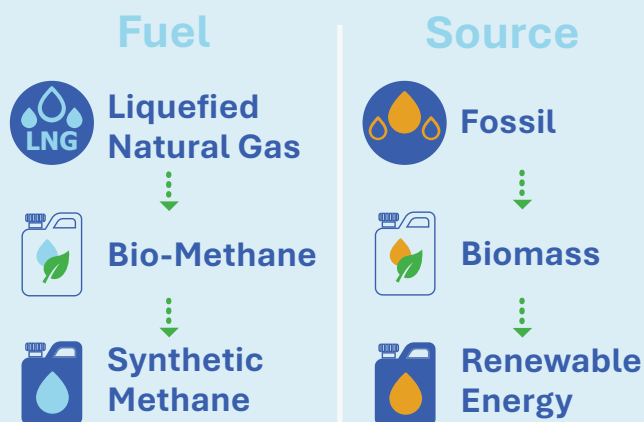


Future Of Fuels Roadmap



Reducing greenhouse gas (GHG) emissions is our **#1 sustainability priority** as we pursue **net zero emissions** from our ship operations by 2050

METHANE FUEL PATHWAY:



~15%
total GHG emissions
in 2025 vs. 2011

1st in the
industry
to trial **certified biofuels**



Investing for a Net Zero Future:

- Investigating other fuel pathways, including **green methanol** and **drop-in fuels** such as biodiesel
- Actively advocating for further development of **synthetic fuels**
- Partnering with Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, the Clean Shipping Alliance and others to **reduce emissions, and develop alternative fuels and technologies**



11 LNG-capable
ships

in the fleet, delivering
immediate GHG reductions
+7 more joining the fleet
through 2033

Key Elements to Unlocking Net Zero Emissions Pathway:

- Global fuel standard**
- Government incentives** for clean fuel production
- More fuel available** at competitive pricing

