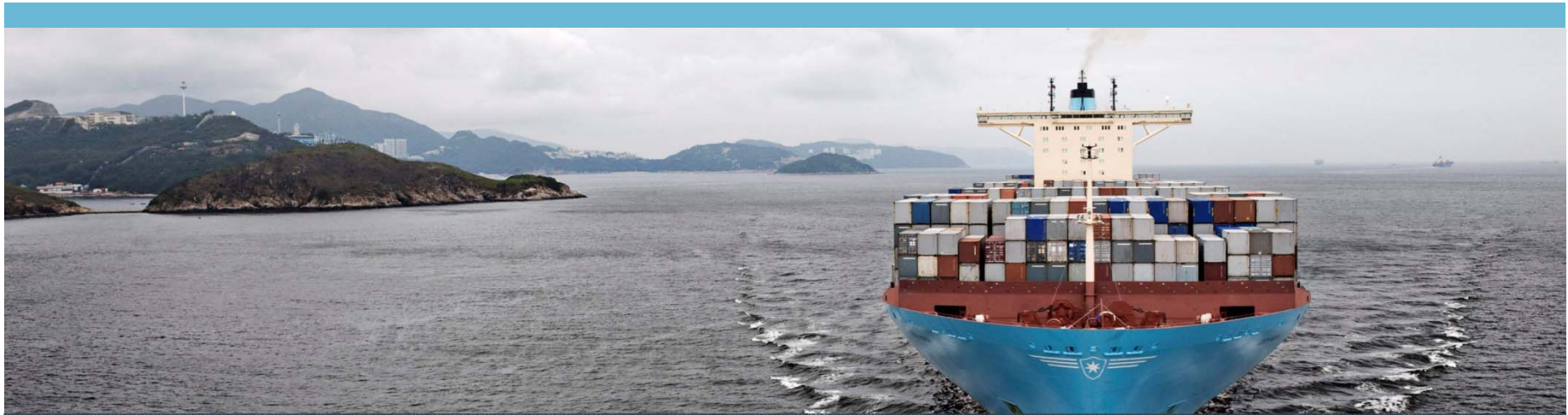


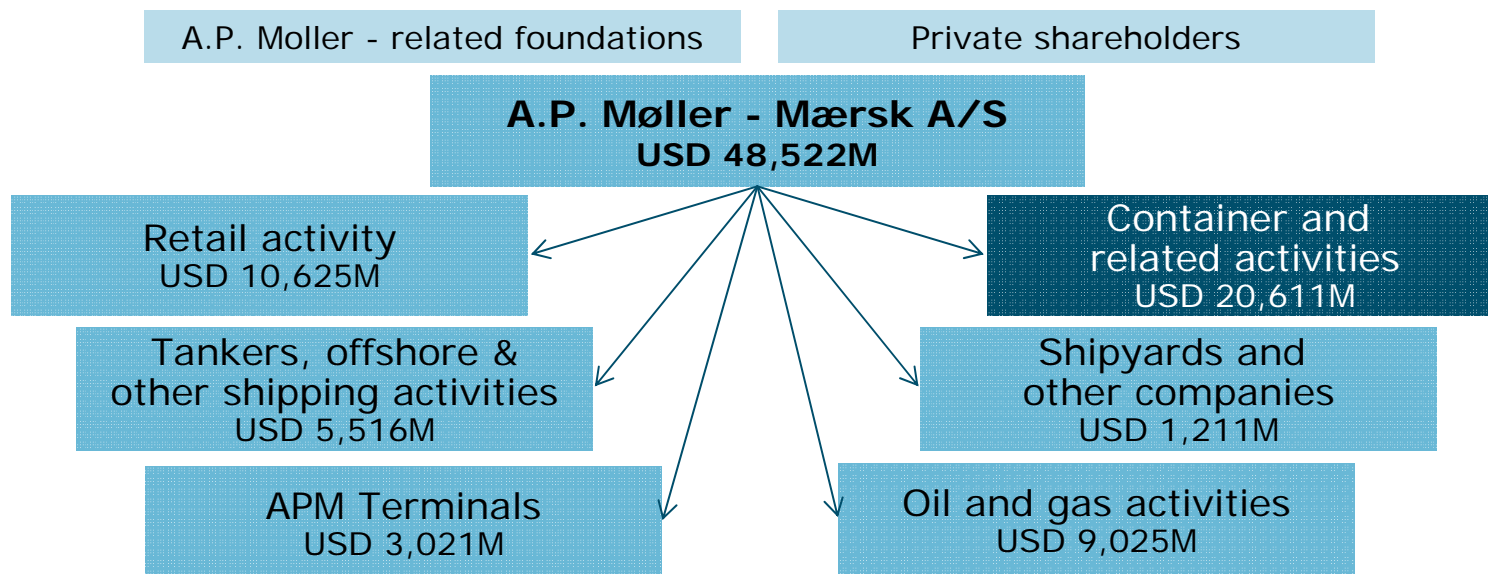
Maersk Global Service Centres (Philippines) Ltd.

The Global Service Centres





A.P. Moller-Maersk, a highly diversified group

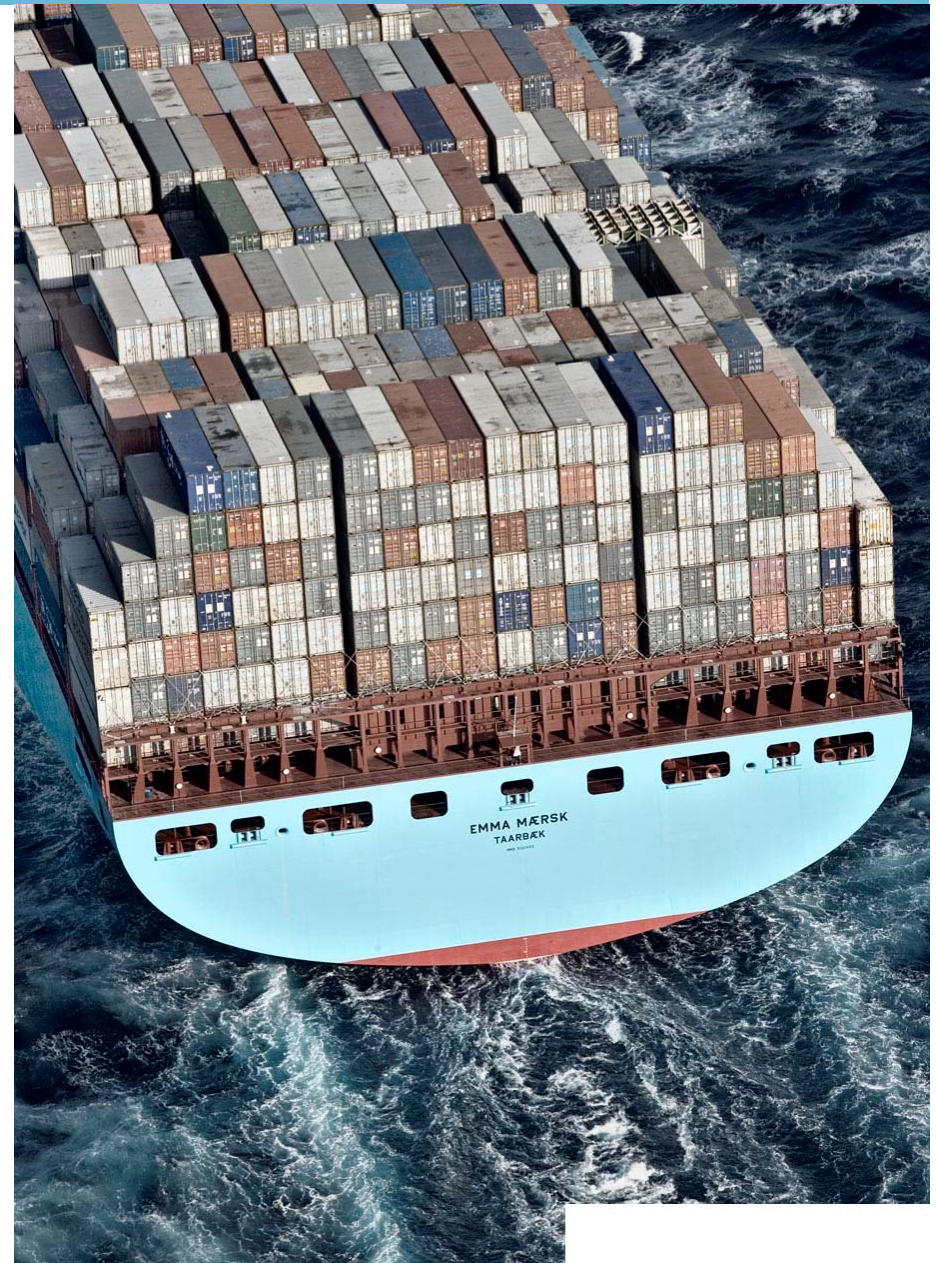


Figures are 2009 revenue before unallocated revenue and eliminations.

A container business

Maersk Line

- More than 450 container vessels
- Over 1.9 million containers, trucks and dedicated trains
- More than 16,000 employees in 125 countries
- Seamless door-to-door transport of all types of goods
- Leading the way in developing solutions to reduce our environmental impact
- Committed to advancing industry standardisation including the alignment and automation of processes across the transportation chain



A look at the Global Service Centres

Maersk Global Service Centres (GSCs)

- Started in 1998, initially servicing one 'region' local needs
- Now 6 sites in India, China and the Philippines
- Up to 1,000 seats per site, allowing 24X7 coverage
- 6,500 staff globally
- Senior management team/head office function based in Copenhagen
- Average workstation utilisation of 1.8
- Activities range from critical transactional processing to high-end value added services
- Business continuity plans are in place, tested regularly and work!

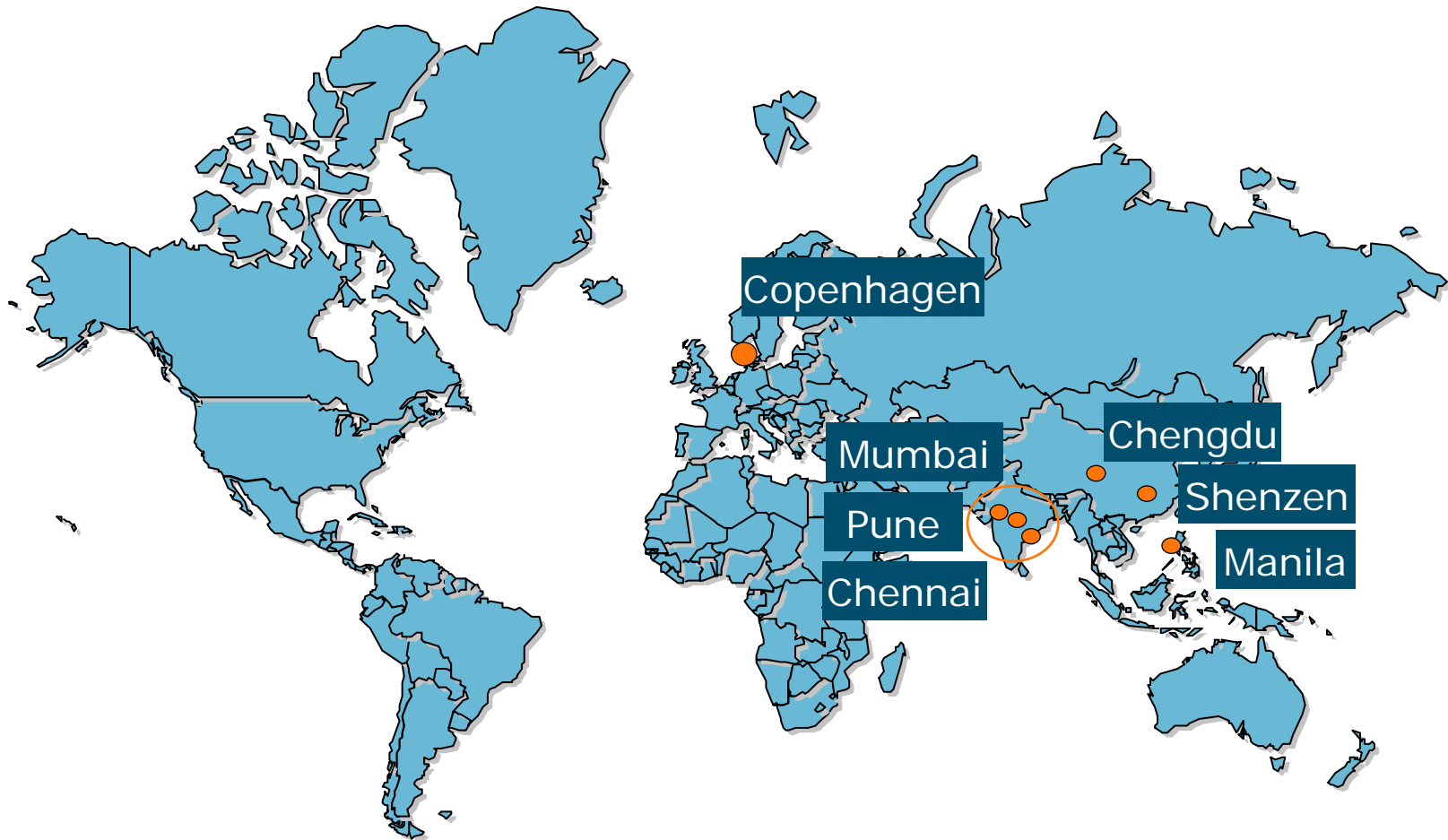




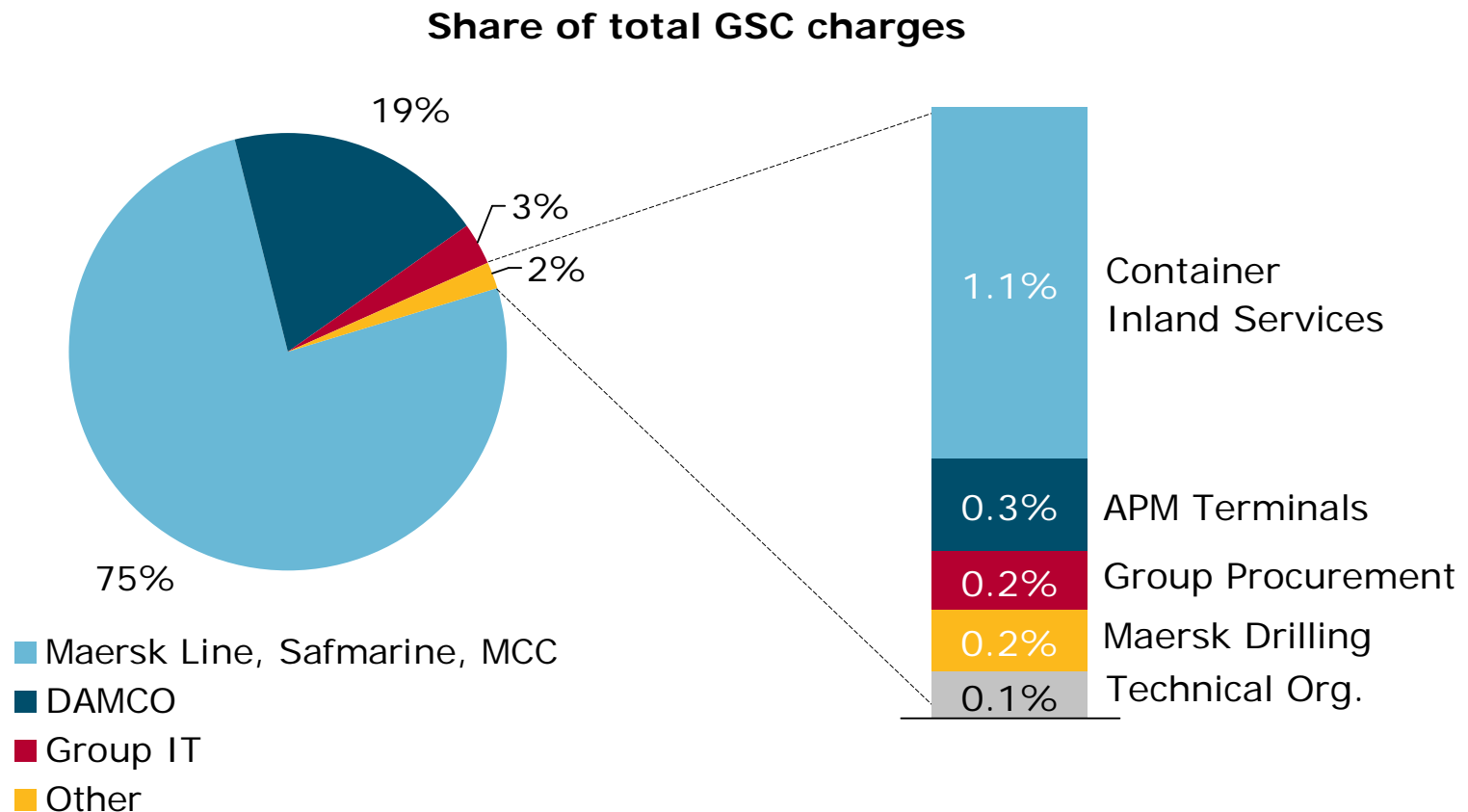
How the GSCs came to be...

- | | |
|-------------|--|
| 1999 | <ul style="list-style-type: none">• Have been in place since the Maersk acquisition of Sea-Land in December 1999• Was set up as a result of the company re-organisation under the Starlight management review |
| 2005 | <ul style="list-style-type: none">• More or less doubled in size as a result of the P&O Nedlloyd acquisition adding 3 Service Centres to the 4 Service Centres already in place in Maersk Line |
| 2009 | <ul style="list-style-type: none">• Expanded to include a Corporate Service Centre in Copenhagen handling HR, Payroll, IT, Security and Support for the APMM head office• Continuously evaluating locations of various centres to ensure the most efficient operational set-up (Ex: closing Costa Rica in 2006 and Guangzhou in 2009, opening Chengdu in 2010, and closing in Shenzhen in 2010) |

Where the GSCs are located...



Maersk Line is the main customer with 75%



3 operating models available for new processes being offered

Increasing level of process maturity and degree of separation from customer



	Joint venture	Joint venture - mature	Partnership model
Key distinctions	<ul style="list-style-type: none"> GSC accountable for team administration Customer accountable for service delivery 	<ul style="list-style-type: none"> GSC accountable for service delivery (assured through SLA's) Customer accountable for team objective setting 	<ul style="list-style-type: none"> GSC accountable for service delivery (assured through SLA's) GSC fully accountable for all HR, team setup and performance

Current default GSC option



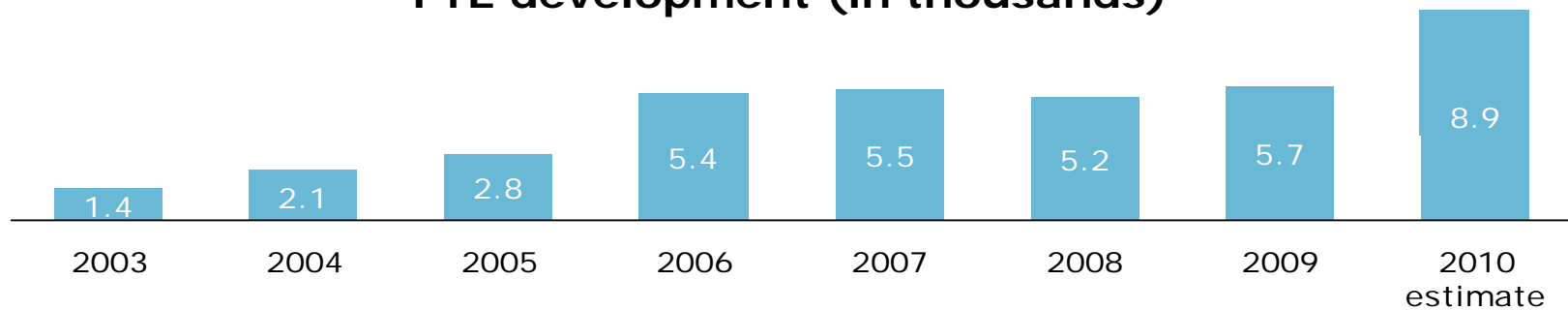


Some considerations on the locations chosen

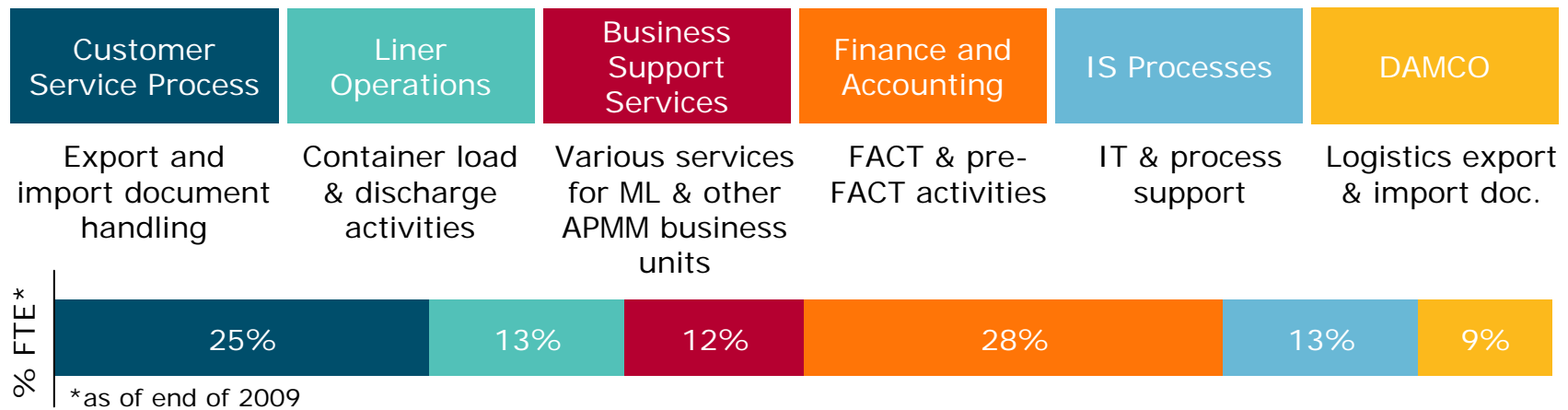
	PROS	CONS
India	<ul style="list-style-type: none"> • Large BPO market • Low cost • Well educated people • Good English skills 	<ul style="list-style-type: none"> • High attrition • Higher taxes
China	<ul style="list-style-type: none"> • High growth market • Chinese language skills • Chinese presence politically important 	<ul style="list-style-type: none"> • Increasing cost but opportunity to improve by moving West • Fairly high attrition • Higher taxes
Philippines	<ul style="list-style-type: none"> • Large BPO market • Well educated people • Good English skills • Lower attrition 	<ul style="list-style-type: none"> • Medium cost level but with opportunity to improve by moving away from Manila

GSC has grown both in terms of size and process scope

FTE development (in thousands)



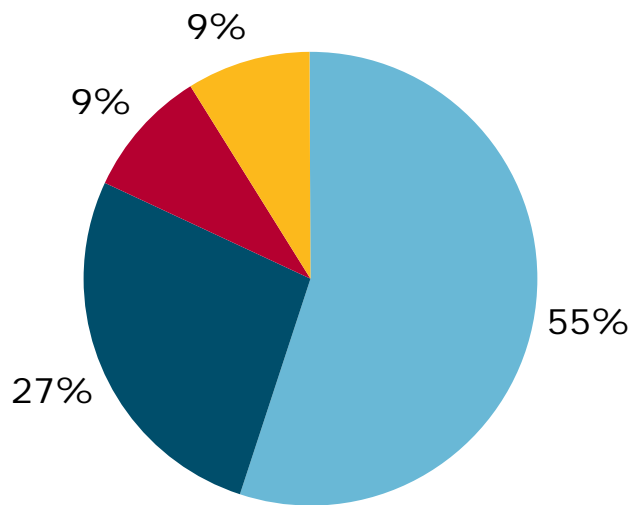
GSC services



GSC process distribution

	Mumbai	Pune	Chennai	Chengdu (Shenzhen)	Manila
Export Documentation	✓	✓	✓	✓	✓
Import Documentation	✓		✓		✓
Liner Operations	✓	✓	✓		✓
DAMCO	✓		✓		✓
Business Service Incubator / Network & Product / Sales	✓		✓		✓
Group Procurement	✓				✓
Finance and Accounting	✓	✓	✓	✓	✓
IS Process		✓	✓		✓
Analytics					✓

Process split in Manila GSC



- Rules Based
- Knowledge Based
- Research and Analytics
- Specialized Voice

Category	Processes
Rules based	<ul style="list-style-type: none"> • Customer Service (Export and Import) • Liner Operations • BSS – Network & Product / Sales • DAMCO • FNA (Order to Cash, Request to Pay, Master Data Management)
Knowledge based	<ul style="list-style-type: none"> • FNA (End to End, Accounting to Report, Payment Clearing Centre) • ISP (Business Support) • Purchasing Logistics • BSI Internal Communication
Research and Analytics	<ul style="list-style-type: none"> • Analytics
Specialized Voice	<ul style="list-style-type: none"> • ISP (Service Desk) • Customer Service (E-booking, E-registration, IVOP, Online CS)

Manila GSC Analytics - an example of KPO

**From 15 FTEs in January 2009 to
140 FTEs in May 2010 doing:**

- Service level and performance reports
- Scorecards and dashboards
- Booking status monitoring
- Client-specific sales presentations
- Yield cluster packages
- Customer satisfaction surveys
- Ad hoc reports and analysis
- BPO newsletter
- Brochures, flyers and pamphlets



Process Improvement

- In-house program under the Process Excellence (PEX) Academy in Copenhagen and in Chennai, India
- The Manila GSC PEX team is composed of Blackbelt and Greenbelt certified individuals coming from various processes and departments
- 109 Kaizen projects for 2009





- Top-down central mandate to offshore works better than an ad hoc approach when it is not a priority
- Map the processes completely to ensure adequate knowledge transfer and prevent impacting negatively the customer experience
- Set clear targets and use end-to-end KPIs to prevent a disconnect between the SSC and business expectations
- Migration plans must include communication of new roles within the organisation post-offshoring, to avoid shadow teams and duplication of work



Manila GSC recognition

- **Maersk Global Services Centre (Phils) Ltd. has been a consistent finalist for the annual ICT awards:**
 - 2007 – Best BPO Employer of the Year
 - 2008 – Most Innovative BPO Company of the Year
 - 2009 – Shared Services Excellence of the Year

Thank you

