

GROUP CONSOLIDATED PERFORMANCE – SPLIT PER SEGMENT

Social performance

		Container activities and related activities		Oil and gas activities		APM Terminals		Tankers, offshore and other shipping activities		Retail activity		Other businesses		Unallocated and eliminations		A.P. Moller - Maersk Group (total)	
Our employees		2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Number of full time equivalents (FTEs)		39,660	41,449	2,658	3,130	21,146	22,538	16,807	17,377	26,104	24,537	6,781	7,445	585	604	113,741	117,080
Gender (female representation)	%	39	39	23	23	23	15	6	9	55	58	10	10	40	40	33	32
Employee engagement ^a	%	–	–	–	–	–	–	–	–	–	–	–	–	–	–	69	75
Performance appraisals ^a	%	–	–	–	–	–	–	–	–	–	–	–	–	–	–	60	67
Safety																	
Fatalities *	number	1	0	0	0	10	10	1	1	0	0	0	2	0	0	12	13

Environmental performance

Energy consumption		2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Fuel oil	1,000 tonnes	9,792	10,817	67	81	0	0	862	897	0	0	3	2	1	1	10,724	11,798
Diesel	1,000 tonnes	7	6	56	54	112	112	5	3	0	0	4	5	0	0	184	181
Natural gas	1,000 tonnes	5	4	589	657	1	1	0	1	5	3	7	4	0	0	607	669
Electricity	1,000 MWh	132	162	18	17	424	500	16	14	500	470	120	130	2	2	1,213	1,295
Energy consumption	GJ	396,574,383	438,537,182	33,688,109	37,353,814	6,537,134	6,659,411	35,574,976	36,824,919	2,332,057	2,084,179	1,053,906	977,698	54,665	50,330	475,815,229	522,487,533
Greenhouse gas (GHG) emissions																	
GHG emissions	1,000 tonnes CO ₂ eq	30,805	34,210	3,027	2,869	687	664	2,735	2,852	224	200	235	260	4	4	37,717	41,059
Direct GHG emissions (Scope 1 GHG Protocol)																	
CO ₂	1,000 tonnes	30,535	33,866	2,807	2,627	359	358	2,711	2,826	15	9	48	45	3	3	36,478	39,734
CH ₄	1,000 tonnes CO ₂ eq	44	47	182	190	1	1	4	4	0	0	85	128	0	0	316	370
N ₂ O	1,000 tonnes CO ₂ eq	148	165	11	12	3	2	12	15	0	0	9	0	0	0	183	194
HFC	1,000 tonnes CO ₂ eq	0	43	3	18	78	4	0	0	0	0	0	0	0	0	81	65
HCFC	1,000 tonnes CO ₂ eq	0	0	11	9	0	21	0	0	0	0	20	0	0	0	31	30
Indirect GHG emissions (Scope 2 GHG Protocol)																	
CO ₂	1,000 tonnes	78	89	13	13	245	277	8	7	208	190	72	86	1	1	625	663
CH ₄	1,000 tonnes CO ₂ eq	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0	0	1	1	0	0	1	1	1	1	0	0	3	3
Other emissions																	
SO _x	1,000 tonnes	540	598	18	13	4	4	46	48	0	0	0	0	0	0	610	663
NO _x	1,000 tonnes	774	855	15	15	9	7	68	70	0	0	0	0	0	0	866	947
VOCs	1,000 tonnes	12	14	4	2	1	1	1	1	0	0	1	1	0	0	19	19
Particulate matter	1,000 tonnes	73	72	0	0	0	0	6	5	0	0	0	0	0	0	79	77
Other resource consumption																	
Steel consumption	1,000 tonnes	0	0	0	0	3	24	0	0	0	0	343	391	0	0	346	415
Waste total	1,000 tonnes	250	164	12	8	27	26	30	21	76	118	29	31	0	0	424	368
– recycled (composting, reused, recycled)	1,000 tonnes	147	59	3	3	14	19	11	4	76	69	20	22	0	0	271	176
– solid (landfill, on-site storage, incineration)	1,000 tonnes	102	105	3	2	5	6	17	15	0	49	6	5	0	0	133	182
– hazardous (controlled deposit)	1,000 tonnes	1	0	6	3	8	1	2	2	0	0	3	4	0	0	20	10
Water consumption	1,000 m ³	517	610	7	12	862	1,250	221	144	684	623	544	668	7	4	2,842	3,311
– surface water	1,000 m ³	32	34	0	0	0	0	13	46	0	0	0	0	0	0	45	80
– ground water	1,000 m ³	72	50	6	6	24	150	1	11	0	0	126	132	7	4	236	353
– rain water	1,000 m ³	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	2
– municipal water supplies/water utilities	1,000 m ³	413	526	1	6	838	1,098	207	87	684	623	418	536	0	0	2,561	2,876

Economic performance

		2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Group revenue	USD million	26,038	27,295	10,250	12,616	4,251	4,682	5,634	5,929	10,537	10,314	1,455	1,805	-2,075	-2,411	56,090	60,230
Profit for the year	USD million	2,642	-537	1,659	2,061	793	649	240	740	394	990	170	188	-880	-714	5,018	3,377
Tax for the year	USD million	233	106	4,143	5,685	121	122	131	125	117	118	-8	37	-82	-133	4,655	6,060
Electricity cost	USD million	22	24	2	2	67	78	3	3	75	72	14	16	1	0	183	195

– = Not available
^a Employee engagement and performance appraisals are not included for the segments, as these are only calculated per business unit and the Group.
For further note references, please refer to Group consolidated performance and business unit tables at www.maersk.com/sustainability.
* Operational scope

MAERSK LINER BUSINESS*

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		29,977 ^a	29,347 ^a	30,792
Gender (female representation)	%	35 ^a	37 ^a	37
Employee engagement	%	–	71	77
Performance appraisals	%	51	73 ^b	92
Safety				
Lost time injury frequency (LTIF) **	frequency	1.14	0.83	0.57
Fatalities **	number	0	1	0

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	10,392	9,792	10,817
Diesel	1,000 tonnes	6 ^c	3 ^c	3
Natural gas	1,000 tonnes	1 ^c	3 ^c	2
Electricity	1,000 MWh	85 ^d	99 ^d	121
Energy consumption ^f	GJ	420,437,539 ^e	396,180,108 ^e	438,121,369
Greenhouse gas (GHG) emissions				
GHG emissions ^g	1,000 tonnes CO ₂ eq	32,641 ^e	30,766 ^e	34,168
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	32,391	30,518	33,849
CH ₄	1,000 tonnes CO ₂ eq	47	44	47
N ₂ O	1,000 tonnes CO ₂ eq	156	147	165
HFC	1,000 tonnes CO ₂ eq	0	0	43
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂ ^g	1,000 tonnes	47	57	64
CH ₄ ^g	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O ^g	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x ^h	1,000 tonnes	574 ^e	541 ^e	597
NO _x	1,000 tonnes	820 ^e	773 ^e	854
VOCs	1,000 tonnes	13 ^e	12 ^e	14
Particulate matter	1,000 tonnes	78	74	71
Spills **	m ³	3	2	10
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total ⁱ		201 ^c	249 ^c	158
– recycled (composting, reused, recycled)	1,000 tonnes	80 ^c	147 ^c	58
– solid (landfill, on-site storage, incineration)	1,000 tonnes	121 ^c	101 ^c	100
– hazardous (controlled deposit)	1,000 tonnes	0 ^c	1 ^c	0
Water consumption		288	329	329
– surface water	1,000 m ³	16	22	15
– ground water	1,000 m ³	60	64	42
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	212	243	272

Economic performance

		2009	2010	2011
Revenue	USD million	18,288	24,022	25,108
Electricity cost	USD million	13 ^d	16 ^d	19

* Container business includes Maersk Line, Safmarine, MCC Transport and other container related activities.

** Operational scope. – = Not available

^a Group principle on FTEs adjusted to include JVs acc to regular financial consolidation rules.

^b Excludes seafarers.

^c Diesel, natural gas, and waste has been restated due to incorrect unit measures reported in certain entities. Subsequently, emission calculations have been restated as well.

^d Reefer electricity consumption at terminals incurred for 2009 and 2010 was allocated to the Liner company having reefers at the terminal - some internally and other externally. This principle has been abolished, and all reefer consumption at the terminals is therefore reported by APM Terminals. 2009 and 2010 has been restated accordingly. ERS rail electricity consumption in Germany restated for 2009 and 2010 due to omission of reporting.

^e Subsequently changed due to the above changes.

^f The converter for Gas to direct energy consumption has been restated.

^g District heating included in the scope 2 emission calculations.

^h The converter for SO_x on Heavy fuel has been restated also back in time based on actual measurements of sulphur content.

ⁱ Reported waste figures for ships estimated based on type of waste and discharged port.

DAMCO

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		10,979 ^a	10,312 ^a	10,657
Gender (female representation)	%	45 ^a	46 ^a	45
Employee engagement	%	67	70	73
Performance appraisals	%	67	87	80
Safety				
Lost time injury frequency (LTIF) *	frequency	5.55	1.75	0.81
Fatalities *	number	2	0	0

– = Not available

* Operational scope.

^a Group principle on FTEs adjusted to include joint ventures according to regular financial consolidation rules.^b The heating has been adjusted due to incorrect reporting by some entities.^c District heating included in the scope 2 emission calculations.^d Damco was not able to provide full set of waste data.^e The converter for Gas to direct energy consumption has been restated.

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	0	0	0
Diesel	1,000 tonnes	3	3	4
Natural gas	1,000 tonnes	2	2	2
Electricity	1,000 MWh	40	33	40
Energy consumption ^e	GJ	368,425 ^b	394,275 ^b	415,812
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	39 ^c	39 ^c	42
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	14	17	17
CH ₄	1,000 tonnes CO ₂ eq	1	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	1	0
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	24 ^c	21 ^c	25
CH ₄	1,000 tonnes CO ₂ eq	0 ^c	0 ^c	0
N ₂ O	1,000 tonnes CO ₂ eq	0 ^c	0 ^c	0
Other emissions				
SO _x	1,000 tonnes	0	0	0
NO _x	1,000 tonnes	0	0	0
VOCs	1,000 tonnes	0	0	0
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total		2 ^d	1 ^d	5
– recycled (composting, reused, recycled)	1,000 tonnes	1 ^d	0 ^d	0
– solid (landfill, on-site storage, incineration)	1,000 tonnes	1 ^d	1 ^d	5
– hazardous (controlled deposit)	1,000 tonnes	0 ^d	0 ^d	0
Water consumption		155	188	280
– surface water	1,000 m ³	8	9	19
– ground water	1,000 m ³	7	8	8
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	140	171	253

Economic performance

		2009	2010	2011
Revenue	USD million	2,223	2,691	2,752
Electricity cost	USD million	6	6	6

MAERSK OIL

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		2,631	2,658	3,130
Gender (female representation)	%	23	23	23
Employee engagement	%	74	76	77
Performance appraisals	%	68 ⁱ	85	100
Safety				
Lost time injury frequency (LTIF) *	frequency	2.16	1.19	0.91
Fatalities *	number	1	0	0

Environmental performance

Energy consumption		2009 ^a	2010 ^a	2011 ^b
Fuel oil	1,000 tonnes	66	67	81
Diesel	1,000 tonnes	71 ^c	56 ^c	54
Natural gas	1,000 tonnes	455	589	657
Electricity	1,000 MWh	17 ^c	18 ^c	17
Energy consumption ^h	GJ	27,848,970 ^d	33,688,109 ^d	37,353,814
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	3,789 ^d	3,027 ^d	2,869
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	3,452 ^e	2,807 ^a	2,627
CH ₄	1,000 tonnes CO ₂ eq	308	182	190
N ₂ O	1,000 tonnes CO ₂ eq	10	11	12
HFC	1,000 tonnes CO ₂ eq	2	3	18
HCFC	1,000 tonnes CO ₂ eq	6 ^f	11 ^f	9
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	11	13	13
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x	1,000 tonnes	33 ^g	18 ^g	13
NO _x	1,000 tonnes	15	15	15
VOCs	1,000 tonnes	6	4	2
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total		14	12	8
– recycled (composting, reused, recycled)	1,000 tonnes	3	3	3
– solid (landfill, on-site storage, incineration)	1,000 tonnes	2	3	2
– hazardous (controlled deposit)	1,000 tonnes	9	6	3
Water consumption		8	7	12
– surface water	1,000 m ³	0	0	0
– ground water	1,000 m ³	7	6	6
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	1	1	6

Economic performance

		2009	2010	2011
Revenue	USD million	9,025	10,250	12,616
Electricity cost	USD million	2	2	2

– = Not available

* Operational scope.

^a Environmental data are not complete for non-operated fields in Algeria, the UK and Brazil.

^b Environmental data are not complete for non-operated fields in UK and to some extent Algeria.

^c Diesel and electricity has been restated due to incorrect unit measures reported in some entities.

Subsequently, emission calculations have been restated as well.

^d Subsequently changed due to the above changes.

^e The converter for vented gas to CO₂ emission has been restated.

^f HCFC included for the first time

^g The converter for SO_x on Heavy fuel has been restated back in time based on actual measurements of sulphur content.

^h The converter for Gas to direct energy consumption has been restated.

ⁱ Excludes 200 operation employees in Denmark.

For non-producing exploration fields in Brazil, Norway, USA and Oman the reported data are reported 100%, as ownership share per field/license is unavailable. Impact is considered immaterial.

Notice the financial scope has large effect on Maersk Oil's reporting, as many of the fields/licences are in joint ventures, and ownership % is included. For non-operated fields/licenses the impact is higher and for operated fields/licenses the impact is lower data compared to operational scope.

APM TERMINALS

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		22,374 ^a	21,146 ^a	22,538
Gender (female representation)	%	27 ^a	23 ^a	15
Employee engagement	%	73	72	76
Performance appraisals ^h	%	19	22	16
Safety				
Lost time injury frequency (LTIF) *	frequency	5.82	4.36	3.46
Fatalities *	number	9	10	10

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	0	0	0
Diesel	1,000 tonnes	122	112	112
Natural gas	1,000 tonnes	1	1	1
Electricity	1,000 MWh	391 ^b	424 ^b	500
Energy consumption ^g	GJ	6,834,146 ^c	6,537,134 ^c	6,659,411
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	663 ^d	687 ^d	664
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	391	359	358
CH ₄	1,000 tonnes CO ₂ eq	1	1	1
N ₂ O	1,000 tonnes CO ₂ eq	2	3	2
HFC	1,000 tonnes CO ₂ eq	51	78	4^e
HCFC	1,000 tonnes CO ₂ eq	0	0	21
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	217 ^d	245 ^d	277
CH ₄	1,000 tonnes CO ₂ eq	0 ^d	0 ^d	0
N ₂ O	1,000 tonnes CO ₂ eq	1 ^d	1 ^d	1
Other emissions				
SO _x	1,000 tonnes	5	4	4
NO _x	1,000 tonnes	10	9	7
VOCs	1,000 tonnes	1	1	1
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	2
Other resource consumption				
Steel consumption	1,000 tonnes	3	3	24
Waste total		23	27	26
– recycled (composting, reused, recycled)	1,000 tonnes	10	14	19
– solid (landfill, on-site storage, incineration)	1,000 tonnes	3	5	6
– hazardous (controlled deposit)	1,000 tonnes	10	8	1
Water consumption		905	862	1,250
– surface water	1,000 m ³	0	0	0
– ground water	1,000 m ³	28	24	150
– rain water	1,000 m ³	0	0	2
– municipal water supplies/water utilities	1,000 m ³	877	838	1,098

Economic performance

		2009	2010	2011
Revenue	USD million	4,240 ^f	4,251	4,682
Electricity cost	USD million	73 ^f	67	78

– = Not available

* Operational scope.

^a Group principle on FTEs adjusted to include joint ventures according to regular financial consolidation rules.

^b Reefer electricity consumption at terminals incurred for 2009 and 2010 was allocated to the Liner company having reefers at the terminal - some internally and other externally. This principle has been abolished, and all reefer consumption at the terminals is therefore reported by APM Terminals. 2009 and 2010 has been restated accordingly.

^c Subsequently changed due to the above changes.

^d District heating included in the scope 2 emission calculations. District heating also adjusted for certain entities reporting wrongly.

^e HFCs used to top up reefers has from 2011 been re-invoiced to the liner company.

^f APM Terminals and Container Inland Services data are consolidated.

^g The converter for Gas to direct energy consumption has been restated.

^h In some joint ventures appraisals are only performed for white collar employees

MAERSK TANKERS

Social performance

Our employees		2009 ^a	2010	2011
Number of full time equivalents (FTEs)		2,964	2,771	3,223
Gender (female representation)	%	5	5	23
Employee engagement	%	67	61	67
Performance appraisals	%	5 ^b	97	97
Safety				
Lost time injury frequency (LTIF) *	frequency	1.34	0.83	1.12
Fatalities *	number	0	1	0

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	622	742	797
Diesel	1,000 tonnes	0	0	0
Natural gas	1,000 tonnes	0 ^c	0 ^c	0
Electricity	1,000 MWh	1	1	1
Energy consumption	GJ	25,234,392 ^d	30,138,791 ^d	32,342,259
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	1,952	2,329	2,511
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	1,940	2,315	2,496
CH ₄	1,000 tonnes CO ₂ eq	3	3	3
N ₂ O	1,000 tonnes CO ₂ eq	9	11	12
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	0	0	0
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x	1,000 tonnes	34 ^e	40 ^e	43
NO _x	1,000 tonnes	49	58	63
VOCs	1,000 tonnes	1	1	1
Particulate matter	1,000 tonnes	5	5	5
Spills *	m ³	0 ^g	0 ^g	0 ^g
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total^f		4	4	8
– recycled (composting, reused, recycled)	1,000 tonnes	0	0	1
– solid (landfill, on-site storage, incineration)	1,000 tonnes	4	4	7
– hazardous (controlled deposit)	1,000 tonnes	0	0	0
Water consumption		3	3	4
– surface water	1,000 m ³	1	1	0
– ground water	1,000 m ³	1	1	1
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	1	1	3

Economic performance

		2009	2010	2011
Revenue	USD million	1,166	1,219	1,299
Electricity cost	USD million	0	0	0

– = Not available

* Operational scope.

^a The product tanker company Broström was acquired in 2009.^b Appraisals in 2009 were only done for onshore personnel.^c The gas consumption has been restated due to incorrect measurements in certain entities.^d Subsequently changed due to the above changes.^e The converter for SO_x on Heavy fuel has been restated also back in time based on actual measurements of sulphur content.^f Data are based on landing of waste at green ports. Maersk Tankers rates green ports as those with the infrastructure to manage waste landed at the highest environmental standards. Waste from ships is measured in m³, and a conversion factor of 1 has been used to convert amounts into tonnes.^g The spills recorded by Maersk Tankers are below the threshold for reporting.

MAERSK DRILLING

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		5,355 ^a	5,828 ^a	6,281
Gender (female representation)	%	4 ^a	2 ^a	5
Employee engagement	%	70	70	72
Performance appraisals	%	26 ^b	87	88
Safety				
Lost time injury frequency (LTIF) *	frequency	0.70	0.36	0.21
Fatalities *	number	1	0	0

– = Not available

* Operational scope.

^a Group principle on FTEs adjusted to include joint ventures according to regular financial consolidation rules.

^b Appraisals in 2009 were only done for onshore personnel.

^c Waste were reported wrongly by certain entities, and have been adjusted back in time to assure comparison.

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	0	0	0
Diesel	1,000 tonnes	6	5	3
Natural gas	1,000 tonnes	0	0	0
Electricity	1,000 MWh	4	5	3
Energy consumption	GJ	276,627	226,557	159,296
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	20	17	12
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	19	15	11
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	1	2	1
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x	1,000 tonnes	0	0	0
NO _x	1,000 tonnes	1	0	0
VOCs	1,000 tonnes	0	0	0
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total	1,000 tonnes	1 ^c	2 ^c	4
– recycled (composting, reused, recycled)	1,000 tonnes	1	0	0
– solid (landfill, on-site storage, incineration)	1,000 tonnes	0	2	4
– hazardous (controlled deposit)	1,000 tonnes	0	0	0
Water consumption	1,000 m ³	12	11	29
– surface water	1,000 m ³	0	0	0
– ground water	1,000 m ³	0	0	0
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	12	11	29

Notice the financial scope has large effect on Maersk Drilling reporting, as most of their activities are related to lease out of assets and manpower.

Economic performance

		2009	2010	2011
Revenue	USD million	1,282	1,627	1,878
Electricity cost	USD million	0	0	1

MAERSK FPSOs & MAERSK LNG

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		916 ^a	880 ^a	857
Gender (female representation)	%	3 ^a	4 ^a	14
Employee engagement	%	59	61	64
Performance appraisals	%	26 ^b	89	90
Safety				
Lost time injury frequency (LTIF) *	frequency	0.00	1.18	0.53
Fatalities *	number	0	0	0

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	5	13	0
Diesel	1,000 tonnes	0	0	0
Natural gas	1,000 tonnes	0	0	0
Electricity	1,000 MWh	0	0	1
Energy consumption	GJ	201,121	510,298	14,167
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	15	39	1 ^c
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	15	39	1
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	0	0	0
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x	1,000 tonnes	0	1	0
NO _x	1,000 tonnes	0	1	0
VOCs	1,000 tonnes	0	0	0
Particulate matter	1,000 tonnes	0	0	0
Spills ^e	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total		1 ^d	1 ^d	0
– recycled (composting, reused, recycled)	1,000 tonnes	0	0	0
– solid (landfill, on-site storage, incineration)	1,000 tonnes	1	1	0
– hazardous (controlled deposit)	1,000 tonnes	0	0	0
Water consumption		1	1	2
– surface water	1,000 m ³	0	0	0
– ground water	1,000 m ³	0	0	0
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	1	1	2

– = Not available

* Operational scope.

^a Group principle on FTEs adjusted to include joint ventures according to regular financial consolidation rules.^b Appraisals in 2009 were only done for onshore personnel.^c The GHG-emitting consumptions/ combustions are very much depending on the amounts of off hire.^d Waste were reported wrongly by some entities, and have been adjusted also back in time to assure comparison^e The spills recorded by Maersk FPSOs & LNG are below the threshold for reporting.

Notice the financial scope has large effect on Maersk FPSOs & Maersk LNG's reporting, as most of their activities are related to lease out of assets and manpower.

Economic performance

		2009	2010	2011
Revenue	USD million	386	418	591
Electricity cost	USD million	0	0	0

MAERSK SUPPLY SERVICE

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		2,412	2,088	2,186
Gender (female representation)	%	4	4	5
Employee engagement	%	75	79	70
Performance appraisals	%	3 ^a	95	96
Safety				
Lost time injury frequency (LTIF) *	frequency	0.69 ^b	0.78 ^b	0.74
Fatalities *	number	0	0	1

– = Not available
 * Operational scope.
^a Appraisals in 2009 were only done for onshore personnel.
^b The LTIF for 2009 and 2010 only covers off-shore activities
^c The GHG-emitting consumptions/ combustions are very much depending on the amounts of off hire.
^d Water were reported incorrectly by certain entities, and have been adjusted back in time to assure comparison.

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	10	9	26
Diesel	1,000 tonnes	0	0	0
Natural gas	1,000 tonnes	0	0	0
Electricity	1,000 MWh	0	0	1
Energy consumption	GJ	462,745	411,538	1,102,653
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	34	30	83^c
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	33	30	82
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	1
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	0	0	0
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x	1,000 tonnes	0	0	1
NO _x	1,000 tonnes	1	1	2
VOCs	1,000 tonnes	0	0	0
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total		13	15	2
– recycled (composting, reused, recycled)	1,000 tonnes	8	8	1
– solid (landfill, on-site storage, incineration)	1,000 tonnes	5	7	1
– hazardous (controlled deposit)	1,000 tonnes	0	0	0
Water consumption		136 ^d	161 ^d	45
– surface water	1,000 m ³	0	0	43
– ground water	1,000 m ³	0	0	2
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	136	161	0

Economic performance

		2009	2010	2011
Revenue	USD million	749	772	824
Electricity cost	USD million	0	0	0

SVITZER

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		3,806	3,461	4,094
Gender (female representation)	%	4	4	4
Employee engagement	%	66	66	65
Performance appraisals	%	24 ^a	26	28
Safety				
Lost time injury frequency (LTIF) *	frequency	1.35	0.82	0.72
Fatalities *	number	0	0	0

– = Not available

* Operational scope.

^a Appraisals in 2009 were only done for onshore personnel.^b The converter for Gas to direct energy consumption has been restated.^c Water were reported incorrectly by certain entities, and have been adjusted back in time to assure comparison.

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	75	68	69
Diesel	1,000 tonnes	0	0	0
Natural gas	1,000 tonnes	0	0	0
Electricity	1,000 MWh	10	9	9
Energy consumption	GJ	3,275,874 ^b	2,986,568 ^b	2,964,181
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	244	222	225
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	237	215	219
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	1	1	2
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	6	6	4
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
Other emissions				
SO _x	1,000 tonnes	3	3	3
NO _x	1,000 tonnes	6	5	5
VOCs	1,000 tonnes	0	0	0
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total		3	3	5
– recycled (composting, reused, recycled)	1,000 tonnes	2	2	2
– solid (landfill, on-site storage, incineration)	1,000 tonnes	0	0	1
– hazardous (controlled deposit)	1,000 tonnes	1	1	2
Water consumption		37 ^c	44 ^c	58
– surface water	1,000 m ³	7	12	2
– ground water	1,000 m ³	0	0	7
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	30	32	49

Notice the financial scope has large effect on SVITZER's reporting, as most of their activities are related to lease out of assets and manpower.

Economic performance

		2009	2010	2011
Revenue	USD million	779	890	992
Electricity cost	USD million	2	2	2

DANSK SUPERMARKED

Social performance

Our employees		2009	2010	2011 ^a
Number of full time equivalents (FTEs)		25,635	26,104	24,537
Gender (female representation)	%	55	55	58
Employee engagement ^b	%	–	–	–
Performance appraisals	%	70	75	– ^c
Safety				
Lost time injury frequency (LTIF) *	frequency	14.10 ^d	13.53	13.95
Fatalities *	number	0	0	0

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	0	0	0
Diesel	1,000 tonnes	0	0	0
Natural gas	1,000 tonnes	4	5	3
Electricity	1,000 MWh	482	500	470
Energy consumption	GJ	2,178,425 ^e	2,332,057 ^e	2,084,179
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	210 ^f	224 ^f	200
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	14	15	9
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	0	0	0
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	195 ^f	208 ^f	190
CH ₄	1,000 tonnes CO ₂ eq	0 ^f	0 ^f	0
N ₂ O	1,000 tonnes CO ₂ eq	1 ^f	1 ^f	1
Other emissions				
SO _x	1,000 tonnes	0	0	0
NO _x	1,000 tonnes	0	0	0
VOCs	1,000 tonnes	0	0	0
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	0	0	0
Waste total	1,000 tonnes	73	76	118
– recycled (composting, reused, recycled)	1,000 tonnes	73	76	69
– solid (landfill, on-site storage, incineration)	1,000 tonnes	0	0	49
– hazardous (controlled deposit)	1,000 tonnes	0	0	0
Water consumption	1,000 m ³	723	684	623
– surface water	1,000 m ³	0	0	0
– ground water	1,000 m ³	0	0	0
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	723	684	623

Economic performance

		2009	2010	2011
Revenue	USD million	10,683 ^g	10,537	10,314
Electricity cost	USD million	74	75	72

– = Not available

* Operational scope.

^a Netto UK was sold with effect from 2011.^b Dansk Supermarked is not part of the Group's annual employee engagement survey, but carries out an individual survey every second year.^c Not available until autumn 2012.^d In the UK and Germany the LTI frequency has been measured after absence of three days.^e The converter for Gas to direct energy consumption has been restated.^f District heating included in the scope 2 emission calculations.^g Revenue is restated due to new financial regulations for other income.

MAERSK CONTAINER INDUSTRY

Social performance

Our employees		2009	2010	2011
Number of full time equivalents (FTEs)		3,138	4,105	5,927
Gender (female representation)	%	9	10	9
Employee engagement	%	81	86	87
Performance appraisals	%	60	55	83
Safety				
Lost time injury frequency (LTIF) *	frequency	2.24	1.88	1.33
Fatalities *	number	0	0	2

– = Not available

* Operational scope.

^a The converter for Gas to direct energy consumption has been restated.

^b The converter for vented gas to CO₂ emission has been restated.

^c HCFC included for the first time.

^d Maersk Container Industry do not use HCFC anymore for the reefer production. It has been replaced by SuPo Tec in the production.

Environmental performance

Energy consumption		2009	2010	2011
Fuel oil	1,000 tonnes	0	0	0
Diesel	1,000 tonnes	2	2	3
Natural gas	1,000 tonnes	0	1	1
Electricity	1,000 MWh	39	77	99
Energy consumption	GJ	238,896 ^a	424,332 ^a	550,088
Greenhouse gas (GHG) emissions				
GHG emissions	1,000 tonnes CO ₂ eq	170	175	226
Direct GHG emissions (Scope 1 GHG Protocol)				
CO ₂	1,000 tonnes	9 ^b	18 ^b	24
CH ₄	1,000 tonnes CO ₂ eq	32	80	126
N ₂ O	1,000 tonnes CO ₂ eq	0	0	0
HFC	1,000 tonnes CO ₂ eq	0	0	0
HCFC	1,000 tonnes CO ₂ eq	100 ^c	20 ^c	0^d
Indirect GHG emissions (Scope 2 GHG Protocol)				
CO ₂	1,000 tonnes	29	57	75
CH ₄	1,000 tonnes CO ₂ eq	0	0	0
N ₂ O	1,000 tonnes CO ₂ eq	0	0	1
Other emissions				
SO _x	1,000 tonnes	0	0	0
NO _x	1,000 tonnes	0	0	0
VOCs	1,000 tonnes	1	1	1
Particulate matter	1,000 tonnes	0	0	0
Spills *	m ³	0	0	0
Other resource consumption				
Steel consumption	1,000 tonnes	97	271	391
Waste total				
– recycled (composting, reused, recycled)	1,000 tonnes	4	12	19
– solid (landfill, on-site storage, incineration)	1,000 tonnes	1	3	3
– hazardous (controlled deposit)	1,000 tonnes	1	2	4
Water consumption				
– surface water	1,000 m ³	0	0	0
– ground water	1,000 m ³	185	126	132
– rain water	1,000 m ³	0	0	0
– municipal water supplies/water utilities	1,000 m ³	250	318	446

Economic performance

		2009	2010	2011
Revenue	USD million	270	689	1,168
Electricity cost	USD million	5	9	12