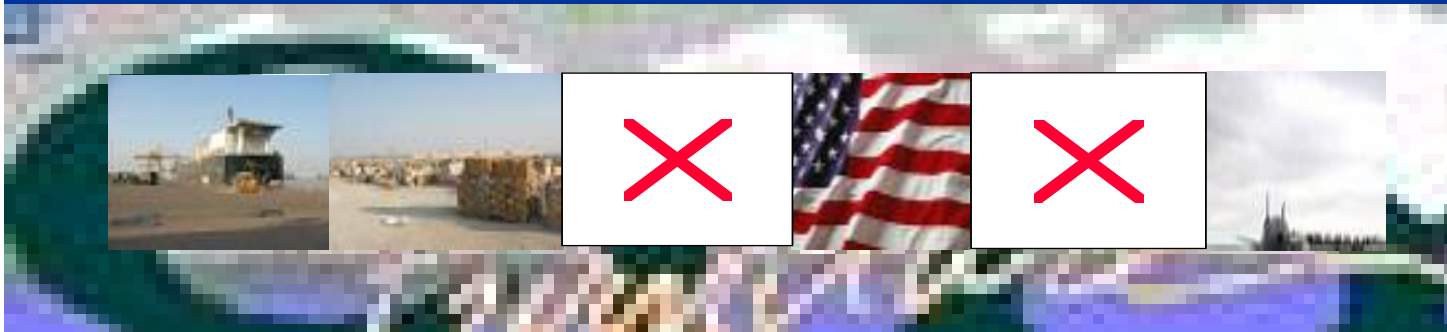


DoD Distribution Challenges & Initiatives

NDIA 21st National Logistics Conference & Exhibition



**Ken Gaulden | Senior Vice President and
Chief Commercial Officer | Maersk Line, Limited**

**March 1, 2005
Miami, FL**



Outline

- **Global Intermodal Capability**
- **Sealift Industry**
- **Distribution Process Owner**
- **Supply Chain Management**
- **Government-Commercial Model**
- **Maersk Integrated Defense Logistics**
- **Conclusion**

Global War on Terror



Global Intermodal Capability

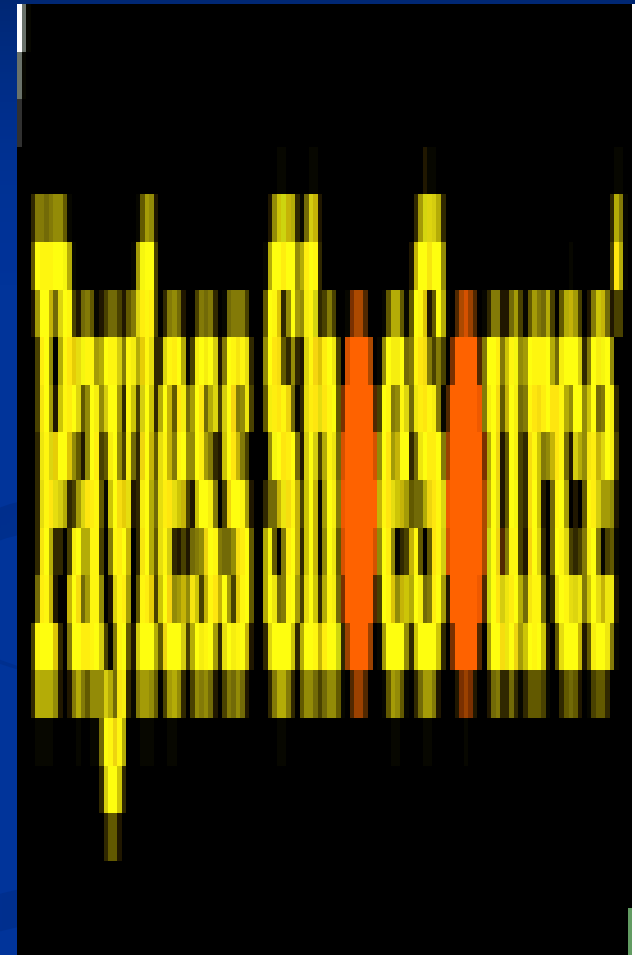
- Point-to-point intermodal container service with in-transit visibility

Infrastructure

- Vessels
- Terminals/Ports
- Containers
- Truck Power
- Rail/Barge
- Gensets
- Handling Equipment

Technology

- Systems
- Networks
- People



Maersk Global Presence

70,000 Associates
130 Countries
682 Offices
480 Cities

Asia & Australia
38 Countries
161 Cities
221 Offices

North America
15 Countries
96 Cities
166 Offices

Europe
30 Countries
110 Cities
160 Offices

Africa
39 Countries
73 Cities
90 Offices

South America
9 Countries
40 Cities
45 Offices

Commercial Sealift Industry Value Proposition

Government	Industry
Assured Access to:	
■ Vessels	Cargo Preference
■ Global Intermodal Capacity	Commercial Compensation
■ US Maritime Labor	Joint Planning
Peacetime and War	

Pay as you go.

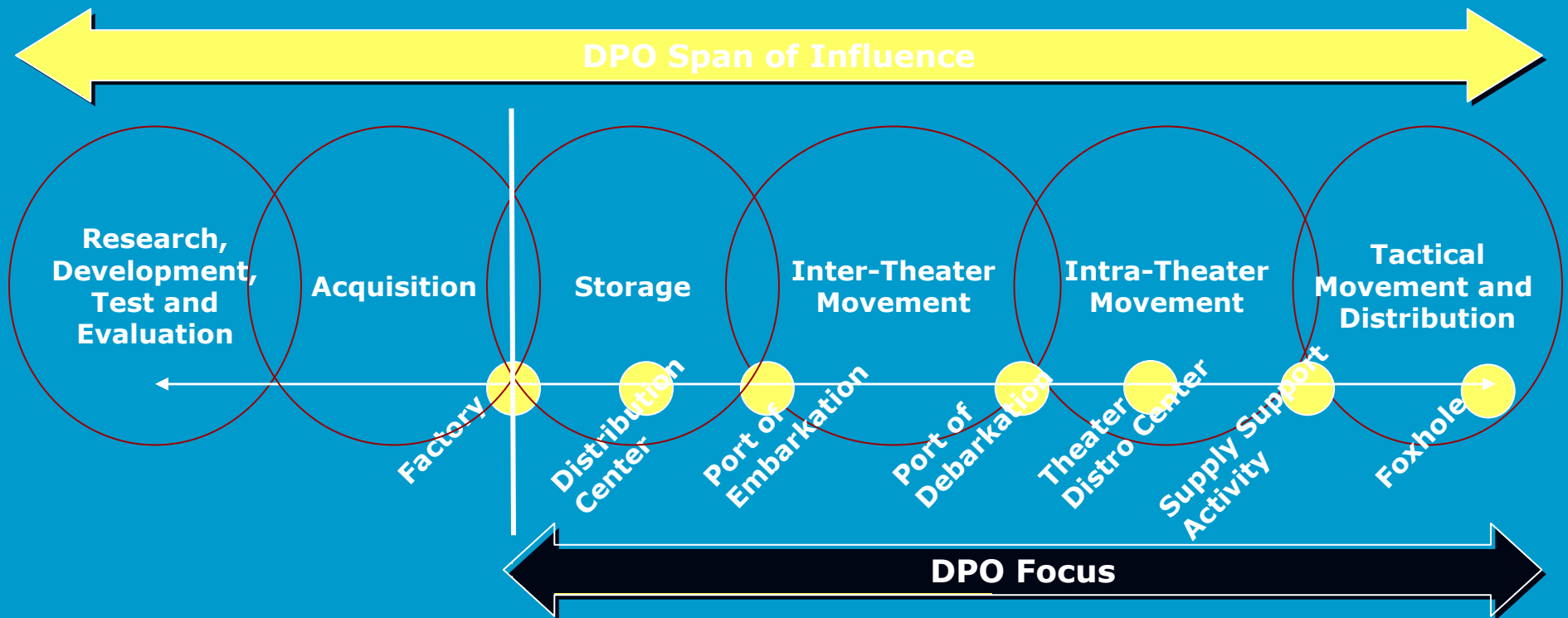
Sealift Industry and Government Partnership

- **Military organic vessel operations**
- **Maritime Security Program (MSP)**
- **Voluntary Intermodal Sealift Agreement (VISA)**
- **Joint Planning Advisory Group**
- **US Merchant Mariners**

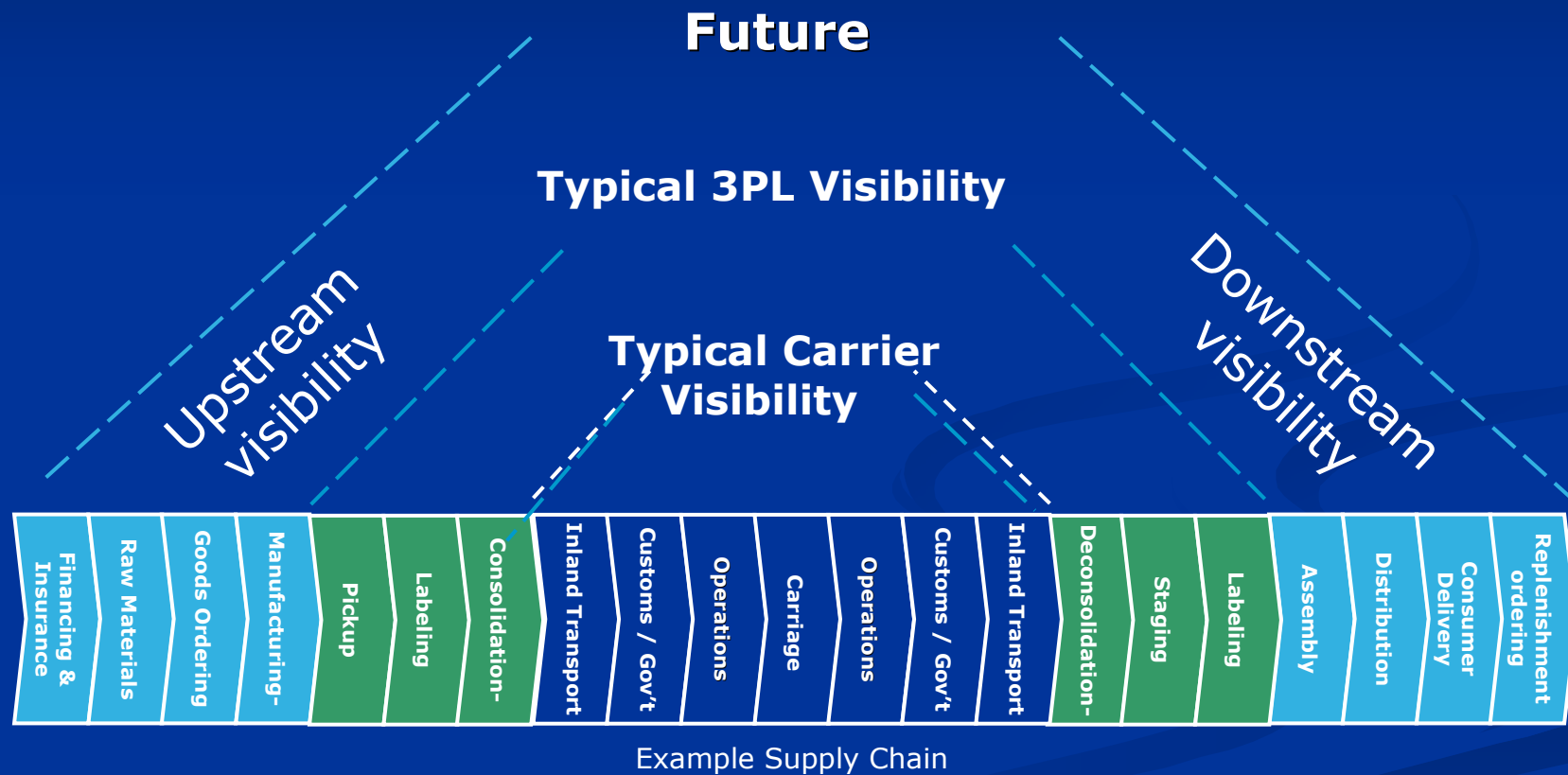


DoD Distribution Process

US Transportation Command is the Distribution Process Owner

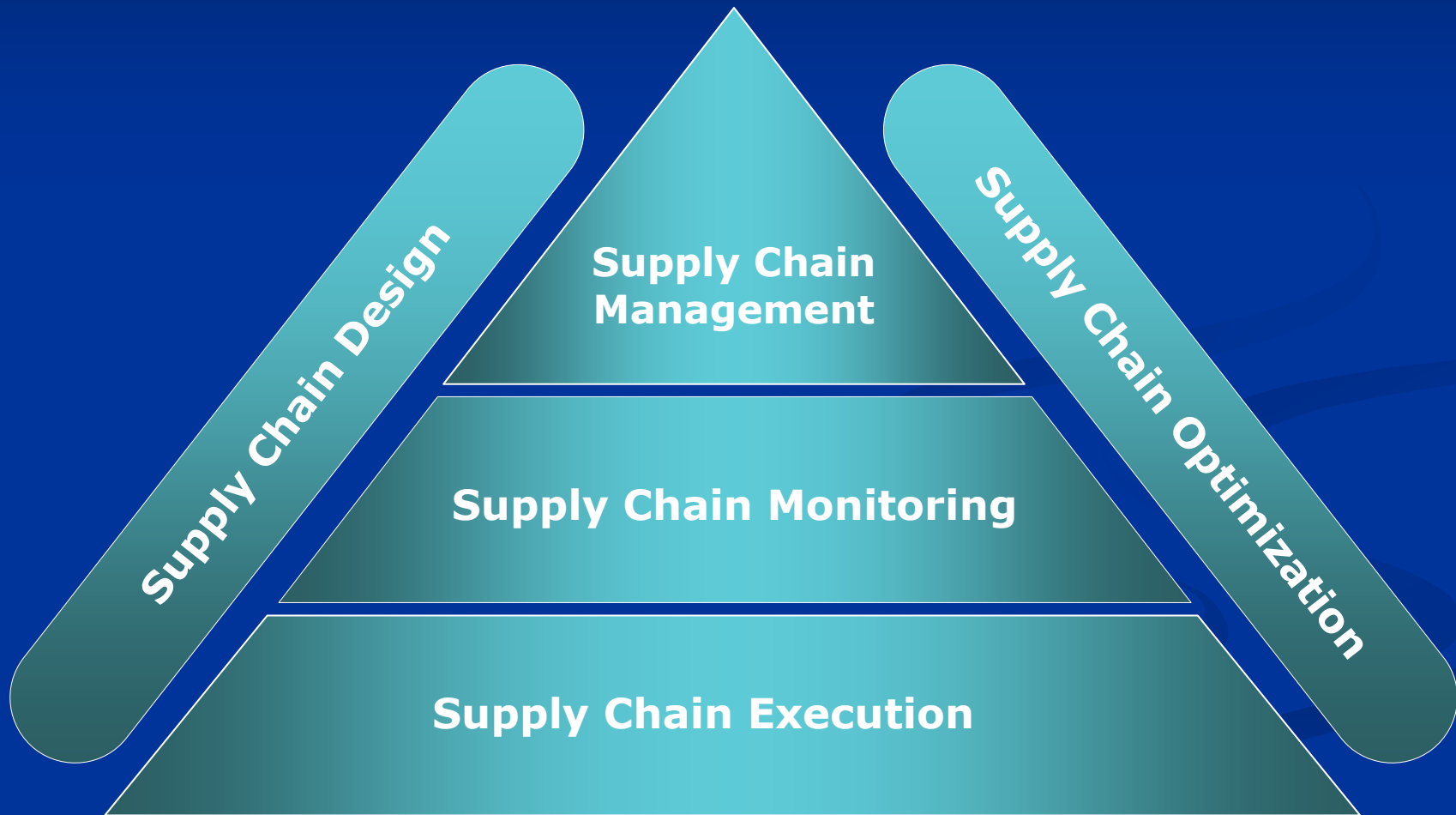


Supply Chain Management Visibility

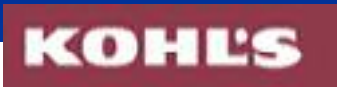


Commercial Supply Chain Management

Broad View



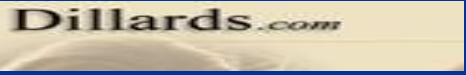
Some of our clients



STARBUCKS.CO



LIZ CLAIBORNE



Government – Commercial Model

Formula:

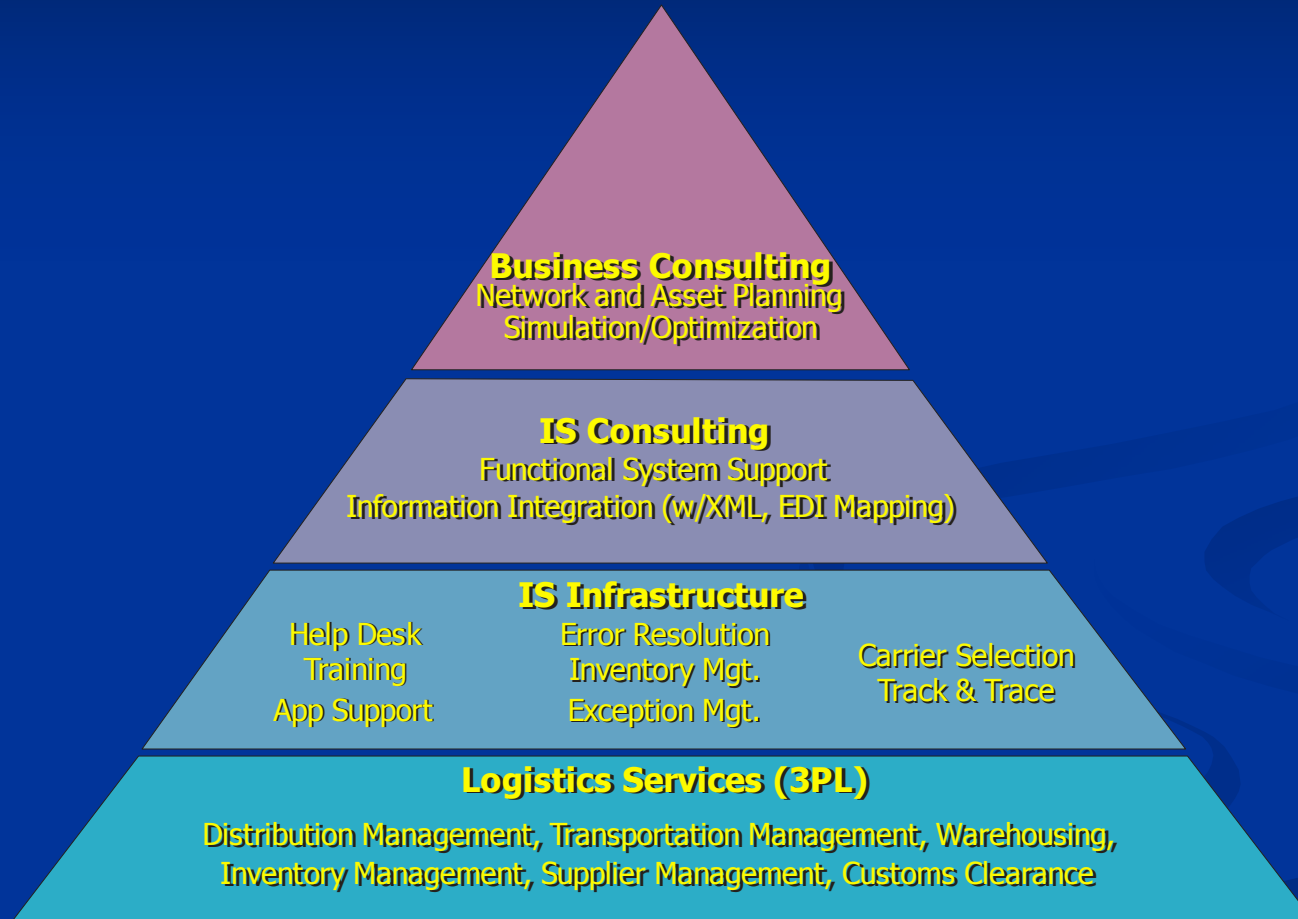
90% of Commercial SCM services applicable to defense space

+

Commercial services -- augmented, expanded and/or tailored

Superior Value Creation

Maersk Integrated Defense Logistics Products and Services



Services can be bundled or offered separately.

