

A.P. MØLLER - MÆRSK A/S

Notice convening the Annual General Meeting

The Annual General Meeting will be held as a completely electronic general meeting on **Wednesday 25 March 2026 at 3.00 p.m. (CET)**.

Agenda

- A. Report on the activities of the Company during the past financial year.**
- B. Submission of the audited annual report for adoption.**
- C. Resolution to grant discharge to directors.**
- D. Resolution on appropriation of profit and the amount of dividends in accordance with the adopted annual report.**
- E. The remuneration report is presented for approval.**
- F. Any requisite election of members for the Board of Directors.**
- G. Election of auditors.**
- H. Deliberation of any proposals submitted by the Board of Directors or by shareholders.**
 - 1. Proposal by the Board on share capital decrease.
 - 2. Proposal by the shareholder MP Investment Management A/S on ESG considerations in Executives' performance and remuneration.
 - 3. Proposal by the shareholder MP Investment Management A/S on disclosure of human rights due diligence processes.
 - 4. Proposal by Ekō on behalf of the shareholder Zen Donen on disclosure of human rights due diligence processes.
 - 5. Proposal by the shareholder Kritiske Aktionærer regarding shipments of military equipment.

Adoption requirements

Approvals, adoptions, resolutions and elections according to items B. to G. and H.(2) to H.(5) on the agenda take place by a simple majority vote.

The proposal under item H.(1) will be adopted if at least two-thirds of the A share capital are represented by persons entitled to vote at the general meeting, and at least two-thirds of the votes are cast in favour of adoption of the proposal.

Prior to execution of the capital decrease as proposed under item H.(1), the Company's creditors will be requested to file their claims within a four-week deadline through the Danish Business Authority's IT system, cf. section 192, (1) of the Danish Companies Act. Pursuant to section 193, (2) of the Danish Companies Act, the execution of the capital decrease and the following amendment of the articles of association will be registered as final with the Danish Business Authority after expiry of the deadline for creditors' filing of claims, unless the execution cannot take place at such time pursuant to the Danish Companies Act.

Shareholder information

The documents to be presented at or prior to the Annual General Meeting, including:

- The notice convening the Annual General meeting,
- The complete proposals,
- Forms to be used for registration and for voting by proxy or postal vote,
- Information on the total number of shares and voting rights, including the total number for each share class at the date of the notice convening the Annual General Meeting,
- The Company's Annual Report for 2025,
- The Remuneration Report, and
- Information on management level posts held by the proposed candidates,

are available at the Company's website on investor.maersk.com.

Any shareholder can ask questions to the Board and the Executive Management about the Annual Report for 2025, the Company in general or about the items on the agenda prior to the Annual General Meeting in the following manners:

- via the Company's Q&A function on investor.maersk.com,
- by email to GF2026@maersk.com, or
- by regular mail to A.P. Møller - Mærsk A/S, Esplanaden 50, DK-1263 Copenhagen K, Att.: Shareholder Secretariat.

Questions received prior to the Annual General Meeting will, as far as possible, be answered in writing prior to the Annual General Meeting and published via the Q&A function.

Questions and answers with information subject to personal data protection will only be published via the Q&A function if it is possible to give a meaningful answer without violating the law.

At the time of the Annual General Meeting, the Company's total share capital is nominally DKK 15,828,942,000 of which nominally DKK 9,756,491,000 is in A shares and nominally DKK 6,072,451,000 is in B shares. Each share class is divided into shares of DKK 1,000 and DKK 500.

Each A share amount of DKK 500 carries one vote, subject to the shareholding being registered in the shareholder's name in the Company's register of shareholders no later than on the Registration Date, Wednesday 18 March 2026 at 11.59 p.m. (CET), or that the Company at this time has received notification of ownership for registration in the register of shareholders. B shares carry no votes.

The dividend adopted by the Annual General Meeting is expected to be paid out on 30 March 2026 via the share issuing bank, Danske Bank A/S, to the shareholders' account in their own depository bank.

Completely electronic general meeting

The Company's Annual General Meeting will be held as a completely electronic general meeting without the possibility of physical attendance. Furthermore, the Annual General Meeting will be conducted in English.

All shareholders may ask questions and give comments at the general meeting via a chat function in the electronic general meeting portal. Questions and comments shall be kept brief and concise. In the event of voting, shareholders with voting rights will be able to vote through the electronic general meeting portal. Votes can also be cast in advance by proxy to the Board or by postal vote.

In order to participate in the electronic general meeting each shareholder must have a computer, tablet, or similar electronic device on which the electronic general meeting portal can be accessed via an internet browser. Moreover, each shareholder must ensure a well-functioning internet connection at the time of the conduction of the general meeting. Further information about minimum requirements for systems, internet browser etc. will be sent to the shareholder upon registration and is made available on investor.maersk.com.

To participate in the electronic general meeting, the shareholder must register as stated below.

Webcast

The Chair's report under item A on the agenda will be webcasted for everyone via the Company's website. The subsequent part of the Annual General Meeting will only be available via the general meeting portal.

Registration

It is a prerequisite for participation in the Annual General Meeting that the shareholder is registered by name in the Company's register of shareholders no later than on the Registration Date, Wednesday 18 March 2026 at 11.59 p.m. (CET), or that the Company at this time has received notification of ownership for registration in the register of shareholders.

Registration of shareholding by name is to be done via the shareholder's bank or stockbroker.

Registration can take place **until Sunday 22 March 2026 at 11.59 p.m. (CET)** as follows:

- Via the "Shareholder Portal" at the Company's website investor.maersk.com.
- By email to GF2026@maersk.com stating name, address, telephone no. and VP-account no. (registration form on investor.maersk.com can be used).

Shareholders who want to register an advisor must state the name of the advisor when registering.

Please note that confirmation of registration for the Annual General Meeting including link to the electronic general meeting portal will be sent electronically to the shareholder (also if proxy has been given to a third party). Therefore, please state the email address to which this link is to be sent.

Proxy

Shareholders with voting rights can authorise the Board of Directors to vote on their behalf. Furthermore, registered shareholders can choose to be represented by proxy at the Annual General Meeting.

Proxies can be granted electronically via the "Shareholder Portal", and a proxy form can be found at investor.maersk.com.

For shareholders not attending the Annual General Meeting, proxies must be received by the Company no later than **Sunday 22 March 2026 at 11.59 p.m. (CET)**

Proxies can be revoked by the shareholder at any time. Revocation must be in writing by contacting the Company at Esplanaden 50, DK-1263 Copenhagen K, Att.: Shareholder Secretariat, or by email to GF2026@maersk.com with proper identification and signature.

Postal vote

Shareholders with voting rights can vote by postal vote. Postal votes can be cast electronically via the "Shareholder Portal", and a postal vote form can be found at investor.maersk.com.

Postal votes must be received by the Company no later than **Sunday 22 March 2026 at 11.59 p.m. (CET)** and cannot be revoked.

Personal data

As a consequence of legal requirements in relation to company law, the Company will process personal data as part of the administration of the Company's register of shareholders and other communication. The following data will be processed: Name, address, contact information, VP-account number, shareholding as well as participation in events. Moreover, the Annual General Meeting will be webcasted via the electronic general meeting portal and partly via the Company's website. Further information on how the Company processes personal data can be found here terms.maersk.com/privacy.

The Board