

MAERSK POST

1/1995





Cover:

*The rendezvous of two Maersk Air
Boeing 737 aircraft at the Innsbruck Airport.*

Published by A.P. Møller,
Copenhagen
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Printers: Scanprint a/s
Layout: Jakob Kühnel, IDD
Copies:
13,300 Danish
13,000 English

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Volume 34, No. 1
February 1995
ISSN 0904-7093
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As we had anticipated, 1994 was a year which brought many challenges.

The year saw substantial growth in global trade and in maritime transport, but also increased competition and growth in tonnage supply. In certain trades, supply outstripped demand, and consequently some sectors saw reduced rates whilst others saw increases. The U.S. dollar, our most significant income currency, fell while costs increased. On top of this, we saw worldwide rises in interest rates, rises which were not expected.

The combined Shipping Activities were busy, with 40 Mærsk operated rigs and 230 vessels employed during the year, involving about 18,000 calls at 350 ports in over 85 different countries.

The weak start to the year was an indication of a result for the Shipping Activities below that of 1993, which was expressed in our half-yearly statement. Subsequent developments have given no grounds to amend this forecast.

A new production record for our Oil and Gas Activities was set once again. Total production reached the equivalent of 13.5 million tonnes of oil, an increase of 10% on the previous year, but the oil price fell to its lowest level since 1988, resulting in a drop of 11% to DKK 98 per barrel.

Internationally, Mærsk Olie og Gas produced its first oil in Qatar, currently 10,000 barrels per day.

The Affiliated Companies at home and abroad continued to expand and, with a few exceptions, did well in 1994.

1995 is expected to be no less demanding and no less challenging.

International competition is tougher than ever, creating constant pressure on incomes. This, along with the possibility of a continued weak U.S. dollar, means that we must work even more efficiently and must reduce our costs even further. We must find more economical ways of doing what needs to be done by having new, creative ideas. We must avoid both unnecessary duplication of work and the internal bureaucracy which so often accompanies growth. Our objective is considerably reduced expenditure throughout the organisation, combined with improved income, mainly through more concentrated efforts on the sales and marketing side. This is absolutely essential to meet the competition.

This is a task for every one of us and I am convinced that, with the capable, energetic people we have and with constant care throughout, we shall succeed.

My partners and I should like to thank all of you, whether on land, at sea or in the air, for your good work and co-operation in 1994, and wish you and your families a happy and prosperous New Year.

Jess Søderberg

Accident at the Lindø Shipyard by Mr. Kurt Andersen:

A tragic accident occurred at the Lindø Shipyard on 27th October 1994 when a violent fire broke out in the port bunker tank and in the engine room on the boiler deck of newbuilding no. 149. The force of the fire was so devastating that six people lost their lives and thirteen were seriously injured.

By a combination of unfortunate circumstances which the Yard's comprehensive safety procedures had, sadly, not anticipated, a considerable volume of oxygen had gushed into the engine room on the boiler deck from a damaged oxygen pipe and, from here, the extraction ventilators at the top of the tank had sucked the oxygen through the venthole into the tank. A valve in an oil pipe connected to the top of the tank had been opened and approximately 800 litres of oil, the residue from a compression test, had poured in and dispersed into the atmosphere in the 2,500 cubic metre tank. A spark from a welding operation ignited the oil-containing atmosphere, while the concentration of oxygen in the area resulted in the combustion being extremely violent.

The Board of Directors, the Management and the entire staff of the Odense Steel Shipyard are profoundly affected by the accident and our deepest sympathy goes to the families of the deceased and to all who have been touched by the tragedy. Every possible effort will be made to ensure that there is no repetition of the accident.

Fortunately, all the injured are making a good recovery.

9th January 1995



GREEN AWARD TO ELEO MÆRSK

On 21st December 1994 ELEO MÆRSK was awarded the world's first Green Award Certificate. The double-hulled super-tanker was built at Odense Steel Shipyard.

The Green Award Certificate is an environmental quality certificate rewarding ships that have been built to superior quality standards and whose crew has been specially trained with respect to environmental safety. To qualify for the certificate, stringent safety and quality requirements, set by the Green Award Foundation, must be met. A relatively new institution, the Green Award Foundation was established in early 1994 by the Rotterdam municipality. In the process of setting up the measurement standards the Foundation has won the approval and full backing of the International Maritime Organisation (IMO).

A Green Award gives 6% rebate on harbour dues and various free services from associations such as the pilots and boatmen. Pilots contribute by paying the annual fee for the award and the boatmen offer free use of their services in connection with mooring. Furthermore, and perhaps most important, it has been decided that Green Award vessels will be given first priority in the port, reducing turn-around-time and thus expenses for both charterers and owners.

Poul Woodall

The large crude carrier, ELEO MÆRSK, calling at the port of Rotterdam. The tanker's double-hulled construction has been developed to ensure optimum protection against pollution in the event of grounding or collision.



Michael Hassing, Managing Director of Maersk Nederland B.V., receives the Green Award Certificate from Mr. Rene Smit, Alderman of the port of Rotterdam.

TAKING A CLOSER LOOK

Bangladesh, located on a huge river delta with the Bay of Bengal to the south and with boundaries to India and Burma on the other three sides, was ruled by the British until 1947, when the state of Pakistan was established. This did

Other major cities are Chittagong and Khulna, which are also sea ports, and Rajshahi.

Having such a high density of population, it comes as no surprise that Bangladesh is an extremely poor

country, with a GNP per capita of only USD 220. The government, in its efforts to rejuvenate the ailing economy and provide jobs for the massive labour force, has embarked upon a new open market policy.

Bangladesh's economy is dominated by exports, mainly ready-made garments, textiles, jute and frozen seafood to the USA, Germany and other European countries, as well as to Singapore and Japan. Over the last year, how-

ever, new industries, notably electronics, luggage, toys and sports equipment have flourished, thanks to joint venture schemes 100%-financed by foreign investments.

The government's efforts to attract foreign-owned firms to the area include the establishment of two Export Processing Zones in Chittagong and Dhaka, with attractive financial incentives, special labour laws and tax relief measures.

Plans are also going ahead to build an

Inland Container Depot next to the Dhaka Exporting Zone. Furthermore, the low draft river port of Narayanganj, twenty miles from Dhaka, will be upgraded into a fully-containerised port, thanks to aid from Japan. The river channels will be dredged further to accommodate 150 TEU-vessels, which will feeder containers from Dhaka to Chittagong. This will enhance the logistic support of the Dhaka-based industries, which are dependent on foreign industrial raw materials.

Maersk in Bangladesh

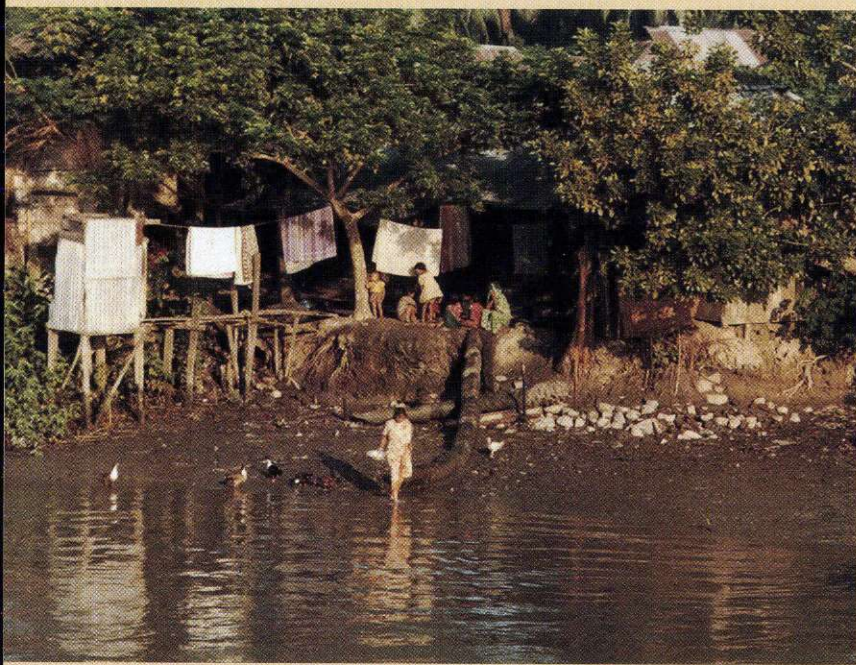
Maersk Line's involvement in Bangladesh began in August 1985 when it was represented by Seagull Associates Ltd, with offices in Dhaka, Chittagong and Khulna. The most significant cargoes were ready-made garments and seafood, and since 1987 Maersk Line has been the most important transporter of these major export commodities.

In June 1992, Seagull Associates and Maersk jointly established Maersk Bangladesh Ltd, the first joint venture shipping company since the country became independent in 1971. Maersk Bangladesh has its headquarters in Dhaka and subsidiaries in Chittagong and Khulna, with a total staff of 95 employees.

Maersk Bangladesh serves all the trade lanes covered by Maersk Line and is, in fact, the largest shipping agent in the country.

As a further means of strengthening Maersk's position in Bangladesh, it has been decided to couple the offices in Dhaka and Chittagong on-line to the global Maersk Line communication system.

M. Shamimul Huq



Life at the river

not improve the fate of her citizens, however, and the demand for independence resulted in a bloody civil war between East and West Pakistan. The outcome of the war led, in 1971, to the emergence of the new sovereign independent state of Bangladesh.

With a total area of about 144,000 km², Bangladesh is one of the most densely populated countries in the world. The country has about 110 million inhabitants, 3.4 million of whom live in the capital, Dhaka.



Traditional sailing boat.



Facts on Bangladesh

Total area:
55,598 square miles

Population:
110.9 million

Capital:
Dhaka

GNP:
US\$ 24,520,000,000

GNP per capita:
US\$ 220

Major export destinations:
USA (28.9%)
Germany (9.6%)
UK (7.7%)
Italy (5.5%)
France (5.4%)
Singapore (3.8%)
Japan (3.4%)

Major import areas:
EU (12.4%)
Japan (10.5%)
South Korea (9.4%)
USA (7.0%)
Singapore (6.6%)
India (6.3%)
China (5.8%)

Currency:
1 Taka=100 Paisa

Ferries are an important means of transportation in Bangladesh.





NEW PRODUCTION FACILITY AT MCI

Henrik Hansen

After three and a half years of exclusively producing dry cargo containers, last summer Mærsk Container Industri AS announced that the company is to start manufacturing reefer containers. Production will take place at a new purpose-designed factory currently under construction on a site adjacent to the existing dry cargo container factory. The new building will cover an area of 18,800 m² (compared with the existing factory area of just over 16,500 m²) and the production of the reefer containers will be even more advanced and fully automated than the present production of dry containers.



Before it was dispatched to Iceland, one of the handmade prototypes was exhibited at the reception.

Rasmussen & Schiøtz Vest A/S are the general contractors for the building. Work on the preliminary excavations on the site was started

on 5th July 1994, and on 18th November the contractors were able to hold the topping-out ceremony for the impressive building for the company's own staff, Mærsk Container Industri AS and a number of specially-invited guests.

On this occasion, Jens Erik Karlskov Jensen, Managing Director of Rasmussen & Schiøtz, presented the



Managing Director of Rasmussen & Schiøtz, J.E. Karlskov Jensen (second from left) in conversation with other guests.

Executive Vice President of Mærsk Container Industri, Vagn Rosenkilde Kristensen, with a clock. Karlskov Jensen explained that the clock

would help Mærsk Container Industri to keep an eye on the time and make sure that the building is ready for moving into at the agreed time of 12 noon on 11th May 1995. Rasmussen & Schiøtz intend to be just as precise as Maersk Line vessels on their calls at ports all over the world.

At present, Mærsk Container Industri AS has two prototypes of the new

reefer containers sailing on Maersk Line vessels, where they are being tested and exposed to the most extreme conditions to ensure that the design is the absolute optimum.

The actual production is expected to start in the autumn of 1995. When the capacity is

fully utilised, Mærsk Container Industri AS will be among the world's largest suppliers of reefer containers.

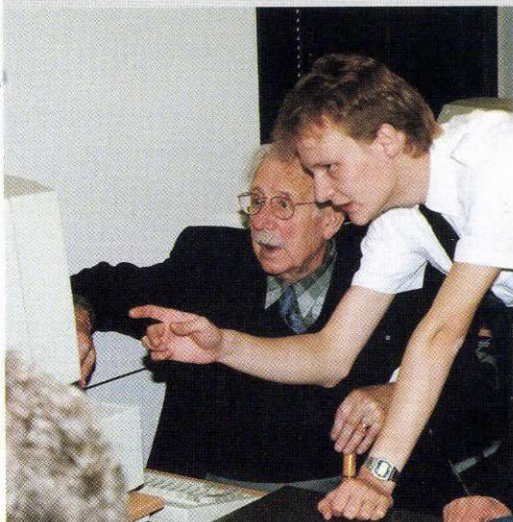
PENSIONERS' GET TOGETHER

T rue to tradition, the Technical Organisation arranged the annual get-together for A.P. Møller's pensioners in the autumn of 1994. On Saturday 1st October, the pensioners living west of the Great Belt were invited on a day's visit to the Kogtved Maritime Training School, which included a thorough review of the school's activities and was followed by conducted tours of the Maersk Training Centre and A.P. Møller's Workshop School.

The "Easterners" gathered at Esplanaden on Friday 14th October 1994. They were welcomed by Ship-owner Ib Kruse, who briefed them on developments in A.P. Møller's various activities during the previous year. Later, Tage Bundgaard talked in detail about Maersk Supply Service and Jørgen Frederiksen from the Maersk Training Centre told the pensioners about the Centre's work with the further training of different groups of personnel and about training by means of simulation systems.

As usual, the pensioners turned up in considerable numbers and the atmosphere at both arrangements was relaxed and positive.

Retired Captain Arnold Andreas Jacobsen is instructed in the finer details of using the computer system at the Maersk Training Centre.



Georges Caulier surrounded by part of his impressive collection.

A UNIQUE COLLECTION

W hen you leave the office of Mr. Georges Caulier, Deputy General Manager of Maersk Belgium, make sure you have all your belongings with you, since it has been said that many a banker has left Georges' office without his tie. The reason for this surprising statement is simply that Georges Caulier collects ties and especially those that companies use as promotional items.

It all started back in 1974, when Georges was given his first company tie by a shipping company. This tie became the start of an impressive collection numbering at present no less than 5,238 ties and making it the second largest collection of its kind in the world.

In order to locate the different items easily, each tie has its own individual reference number, not only in the special room at his home in an Antwerp suburb, but also in the comprehensive database in Georges' computer. This database registers the ties according to colour, size, country of origin, maker and design, as well as the name of the person who presented him with the tie and the type of company from which it originated.

Over the years, many members of the Maersk staff have become familiar with Georges' collection, as each person registered as having donated a tie receives a fully-updated statement of the collection as well as a description of where each donor's particular tie is categorized. Furthermore, every year all donors receive a Christmas card from Georges "to remind them to keep sending me more ties", as he says himself.

Captain Kroman Petersen (now retired), who is well known at A.P. Møller, is the most active donor of ties so far, with a grand total of 120, but altogether over 500 people from all over the world have contributed to the collection.

All ties donated are subject to a strict routine. First they are checked to see if there is already an identical tie in the collection, since one in three ties donated are duplicates. If the tie is unique, it is registered in the database and then ironed and put aside to be worn - Georges wears a different tie every day of the year. After having been worn, the tie is then given its permanent place in the collection.

Poul Woodall

More than eight years ago Maersk Supply Service made its presence known in Canada for the first time, when six supply vessels were purchased from

billion Canadian dollars in the Hibernia Field, located about 200 nautical miles east of St. John's. This is extremely expensive for a single platform, but it is no ordinary one. The platform is a huge concrete construction, built to withstand collision with even the largest icebergs in the surrounding waters, and it is being equipped with two permanent drilling rigs as well as production facilities. During the first two years there will be a crew of 360 manning the platform.

In March 1994, Maersk Company Canada reached agreement with the consortium regarding the delivery and employment of two newly-built supply vessels for a period of 10 years, as well as MAERSK PLACENTIA for two years. The two new vessels will be built in Marystown on Newfoundland and will be vessels of the same design as A.P. Møller's F-types, though with several modifications to accommodate the special requirements of the charter. The vessels will each have considerable cargo capacity for future requirements, but in the Hibernia Field they will also be acting as standby vessels and carry out other tasks such as fire-fighting and the recovery of oil spills. They will also be capable of towing icebergs and, in emergencies, the tankers serving in the field. In order to meet all these requirements, the vessels will be equipped with larger main engines, more powerful gears and propellers and a towing winch. Finally, the vessels are being built to ice class, for although - apart from icebergs - ice other than slopice seldom occurs, there might well be pack ice at the entrance to St. John's Harbour, which quite accurately is called "The Narrows".

Because of the local climate in Newfoundland, and especially the famous Newfoundland fog which can surround the platform and necessitate the movement of crew by ship, the vessels will be equipped with 12 single cabins for passengers - a reasonable facility considering the transit time of about 20 hours.

Marystown Shipyard began building the new supply vessels in November 1994, and the first will be delivered in January 1996, the second in April 1996. If all goes according to plan, the vessels will be delivered to Hibernia in the middle of 1997. In the interim period, they will most likely become part of Maersk Supply's fleet of "ordinary" F-types.

The two newbuildings will become the backbone of the supply service for the Hibernia Field, where they will take turns in doing the supply roundtrip and being on standby duties in the field. The third vessel, MAERSK PLACENTIA, will partly be giving general support and partly

have the extremely important function of operating as forward ice patrol during the iceberg season. She will be patrolling about 20-30 miles upstream from the platform, detecting icebergs coming down from the Davis Strait on potential collision course with the platform. The vessel will deflect the icebergs either by towing or by changing their course using the special iceberg water cannon mounted on the bow.

The Hibernia project is already well under way and MAERSK GABARUS has performed several tasks for Hibernia during the autumn. These include laying the huge anchoring system to keep the construction in place while the concrete shaft is cast and the production and accommodation facilities along with the drilling equipment are installed on top of the concrete structure. In November, MAERSK CHIGNECTO towed the base of the structure from the specially-constructed drydock, after which the structure was tied to the chains laid by MAERSK GABARUS.

As mentioned, probable delivery to Hibernia will take place in summer 1997, which will coincide with the 500th jubilee of St. John's.

St. John's is both the provincial capital of Newfoundland-Labrador and the oil capital of East Coast Canada. Up here the distances are enormous and the population small. It is about 1,000 kilometres from St. John's to the other end of the island and the population of St. John's is only 100,000, which is nevertheless almost 20% of the total population of the province. The rugged but magnificent scenery and the rich wild life provide unique opportunities for recreational activities.

Although most people think of Newfoundland as located far north, it is actually on the same latitude as Paris, although the climate and conditions are more similar to those of the west coast of Norway. The cold Labrador current leads cold water down from the Davis Strait between Greenland and Labrador, and icebergs are common in the spring.

The weather is the main topic of conversation in these parts, and with good reason - a local saying is that in the course of a single day one can experience all four seasons. If the weather comes from the north, it will be the same as in the Davis Strait, while if it comes from the south, it will be like New York. The phenomenon is created by the jet streams crossing the North American continent, which cause huge fluctuations in temperature and weather that can change by the hour. As we know so well from Denmark, there can be periods when powerful summer and winter high pressures

REDISCOVERING NEWFOUNDLAND

In 1901 the first transatlantic wireless signals were sent by Marconi from the "Cabot Tower".

the oil company Husky. They had been built in 1983 while there was a boom in the Canadian offshore area with over 30 vessels employed on the east coast. Four years later after the collapse of the oil market, the situation was quiet and Husky no longer wanted to be a shipowner.

Four of the six vessels were taken over by the Maersk Company Canada and remained in Canada under Canadian flag. The company succeeded in finding work for three of them until the summer of 1989, when the market for supply vessels disappeared entirely. When that happened, three of the vessels, MAERSK GABARUS, MAERSK CHIGNECTO and MAERSK PLACENTIA, were moved to the North Sea, while the fourth, MAERSK BONAVISTA, went to Australia, where she will remain on charter to Esso in the Bass Strait for most of 1995.

Since her arrival in the North Sea, MAERSK PLACENTIA has been operating with British crew as MAERSK SHIPPER, while the two other vessels are operating with Canadian crews, who mainly come from Newfoundland where the vessels have their home port.

After a quiet start for Maersk Company Canada, things started to move again in 1993. Hibernia Management Development Corporation, a consortium comprising Mobil, Chevron, Petrocanada and Murphy, had started to develop a project worth approximately six

over the continents give stable weather with quiet wind conditions. On the other hand, when the high pressures weaken and the lows come in from the Atlantic this brings rain, high humidity and strong winds. Despite the frequent rains, there is no market for umbrellas up here. The rain is inevitably accompanied by wind speeds which reduce the practical life of an umbrella to minutes.

Despite the harsh climate, however, Newfoundlanders are friendly and hospitable people who are fond of their island. There is little crime in these parts and the police are still unarmed. In fact, normally the greatest danger is that of driving into a moose, great numbers of which cross the Trans-canadian Highway which has its eastern termination point in St. John's.

Almost the entire population lives in small settlements along the coast, while the interior is practically empty. This is because subsistence on the island has always depended on fishing, especially the traditional cod fishery on the Grand Banks.

The total moratorium on cod fishing which was introduced some years ago was a hard blow to the Newfoundlanders and particularly to St. John's, where a substantial part of not only the fishing fleet but also the fish processing and supply industries were located.

It is consequently particularly important for the area that Grand Banks, which had previously secured the Newfoundlanders' existence, can, through its oil resources, replace some of the incomes and jobs previously provided by the fishing and fish-processing industries.

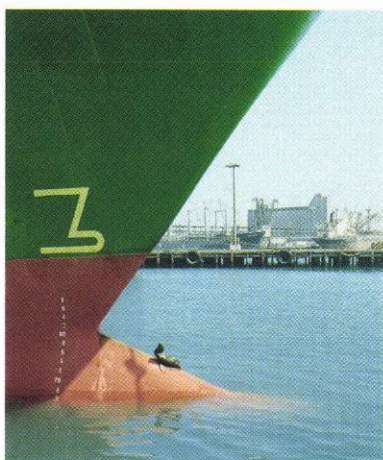
As previously mentioned, in 1997 St. John's celebrates the 500th anniversary of the arrival of John Cabot. John Cabot (ca. 1450-1498), an Italian explorer in the service of the English, also lent his name to the city's landmark, the "Cabot Tower", from where Marconi sent the first transatlantic wireless signals in 1901.

Hopefully, the celebrations to mark this occasion will also herald a long and positive cooperation between the Hibernia Group and Maersk Supply Service.

In November 1994, MAERSK CHIGNECTO and MAERSK GABARUS were engaged in the towage of the concrete structure from the specially-constructed drydock.



*MAERSK LA PAZ on her second call at Callao.
The charter vessel is employed on the CALSA
(California/South America) Service carrying
Asian and American products to the west
coast of South America.*



MAERSK IN PERU

Maersk is by far the leading shipping line in Peru and since the CALSA and Gulf Express Services were added to the global Maersk Line liner network, importers and exporters in Peru have booked even greater volumes of cargo with Maersk.

As the Peruvian economy recovers from the terrible depression of 1990-92, consumers are slowly regaining disposable income and increasing their purchasing power. At the same time, importers are reducing their margins and costs, so that prices in the stores are coming down to more reasonable levels. The result is a boom in imports, bringing all types of consumer and industrial goods into the country.

Callao is being used as a mini-hub on the West Coast South America Service (WCSA) with relays to and from Buenaventura in Colombia and Arica, Iquique and San Antonio in Chile between the three fortnightly services on the WCSA - Andean, CALSA and Gulf Express. In 1995, a total of 130 vessel calls at Callao are planned. As there are no cranes in Callao port, the vessels' own gear is used. Production averages 10-15 moves per hour per crane and the containers are trucked to and from the off-dock facility some five km from the port, where customers make the delivery or pick-up. Most containers are stuffed or stripped within 10 km of the port as Lima is the economic, logistics and population centre of Peru.



Callao used to be a separate port city, but with the enormous increase in the population of Lima, the two cities are now closely intertwined. The photo was taken on one of the rare sunny days in the area. On account of the cold Humboldt current from Antarctica, Peru only gets clear and warm weather during the summer months of December to March/April. The rest of the year is normally cloudy and cool, with temperatures ranging from 15 to 18°C. The whole coast from north to south is one of the driest deserts in the world.

Maersk Peru is the general agent and Maersk Portuaria Peru S.A. the port agent and stevedore for Maersk Line in Peru. The staff numbers 42 persons in total.



The guests in front of SUHAIL STAR at the namegiving ceremony on 20th August 1994.

STARS FROM LINDØ

Two more stars were added to Vela's collection of stars, when the shipping company, a subsidiary of Saudi Aramco (the world's largest oil company), named the two newbuildings, L148 and L149, SUHAIL STAR and GEMINI STAR respectively.

New series for Vela

The series of three supertankers, which the Odense Steel Shipyard is now in the process of completing for Vela International Marine Ltd., Saudi Arabia, is one of Denmark's largest export orders. It is also the first time that Vela has purchased vessels from a European shipyard. The VLCCs have a carrying capacity of 301,400 tonnes of crude oil, which is equivalent to approximately 2.14 million barrels. The supertankers are about 333 metres long, 56 metres wide and 32 metres high, with a draught of 22 metres.

The supertankers are equipped with seven-cylinder MAN/B&W diesel engines, which generate 32,000 BHP, ensuring a service speed of more than 15 knots. The three steam-driven cargo pumps, with a total capacity of 15,000 m³ per hour, can completely discharge the supertanker in less than 24 hours.

Excellent conditions for officers and crew

On the bridge, there is a one-man control system with computer monitoring of the main engine and security systems. The living quarters on board are of Danish design throughout, a guarantee of optimum conditions for the crew. The communication system ensures efficient communication with the outside world, and the vessel's air-conditioning plant, combined with the low noise and vibration levels, creates ideal working conditions on board.

The customer was satisfied

SUHAIL STAR was named on 20th August 1994, by her sponsor Mr. Sa'ad R. Shaifan, Vice President of Engineering Services, Saudi Aramco, and President of Suhail Transport Co. Ltd., which owns SUHAIL STAR. Also present on the occasion was Mr. D.A.F. Al-Utaiba, President and CEO, Vela International Marine Ltd. and on behalf of Saudi Aramco was Mr. Abdallah S. Jum'ah, Executive Vice President of International Operations. Mr. Jum'ah mentioned in particular the Lindø Shipyard's quality consciousness and consequent high standards of materials, craftsmanship and operational facilities. The design work on SUHAIL STAR began in January 1992 and the vessel was delivered in September 1994.

GEMINI STAR was named on 29th November 1994 by her sponsor, Mr. Ali M. Seflan, Vice President of Distribution Operations, Saudi Aramco, and President of Gemini Transport Company Ltd., which owns GEMINI STAR. On this occasion Vela was represented by Mr. Adel M. Al-Dulaijan, Manager of Marine Operations. Mr. Seflan emphasized the importance of Vela's increased transport capacity and his satisfaction with the vessels, with one already in service and two more on their way.

The last star soon to be delivered

The delivery of GEMINI STAR took place on 3rd January 1995. The third and last vessel in the series, ALPHARD STAR, is expected to be delivered early March. This will bring the number of supertankers in Vela's fleet up to 23. All three VLCCs are classified by ABS (the American Bureau of Shipping) and Northern Marine Management Ltd. is responsible for operations.

Leo Jensen

MAERSK AIR 25 YEARS IN THE AIR

Marita Petersen

1st January 1995 was a special day for MAERSK AIR, being the 25th anniversary of the foundation of the airline.

From a modest start with a few Fokker F-27 propeller aircraft and a staff of about 100 in 1970, activities have increased so dramatically that the MAERSK AIR Group now employs approx. 2,250 people and operates 45 aircraft.

During this anniversary year, MAERSK AIR anticipates that the total number of passengers will reach the two million mark, distributed among domestic routes, foreign destinations, charter and helicopter services.

The various activities within the MAERSK AIR Group are at present distributed among the main sectors indicated below.

MAERSK AIR
Danmark

Staff 1, 200

MAERSK AIR
air craft

MAERSK AIR
Cargo

MAERSK
HELICOPTERS

MAERSK TRAVEL

MAERSK AIR
UK Ltd.

Staff 325

MAERSK AIR
air craft

MAERSK AIR
Engineering

MAERSK TRAVEL

STAR AIR
Danmark

Staff 50

Air freight

STAR AIR
aircraft

Copenhagen
Air Services

Staff 675

Aircraft
handling

Cargo Centre
Copenhagen



AWARD TO CELEBRATE ANNIVERSARY

It was entirely appropriate then that, as an advance anniversary present, MAERSK AIR was voted "Company of the Year" within the Nordic Aircraft and Travel Industries at the World Travel Market held in Earls Court, London, in November 1994. The award was based on the results of a competition held for readers of the Scandinavian travel magazine, "Stand-By".

Readers praised MAERSK AIR's excellent passenger service both on the ground and in the air, as well as the Company's successful trans-

formation from being exclusively a charter airline to also becoming an operator of scheduled flights.

At the opening of the World Travel Market MAERSK AIR was presented with a crystal globe to mark the award. To receive the trophy on behalf of MAERSK AIR, two representatives of the staff had been chosen - one each from air staff and ground staff - since the airline's good passenger service had been the main reason for it having achieved the honour.



Chief Stewardess Annette Harritso and Ground Supervisor Lene Poulsen surrounded by children from all over the world at the Center State, Earls Court. The Managing Director of Maersk Air, Bjarne Hansen, is seen in the middle.

10 YEARS BIRTHDAY FOR BILLUND-LONDON

To almost coincide with the 25th anniversary, MAERSK AIR was also able to celebrate another birthday. On 29th November 1994, the service Billund to London was 10 years old.

In 1983 the EEC, as the EU then was, passed the Inter-regional Air Directive, which gave airlines other than just the national ones, the opportunity of operating scheduled services within the EEC area. MAERSK AIR was the first airline in Europe to take advantage of this new opportunity.

MAERSK AIR's initiative was heartily welcomed by people living on both

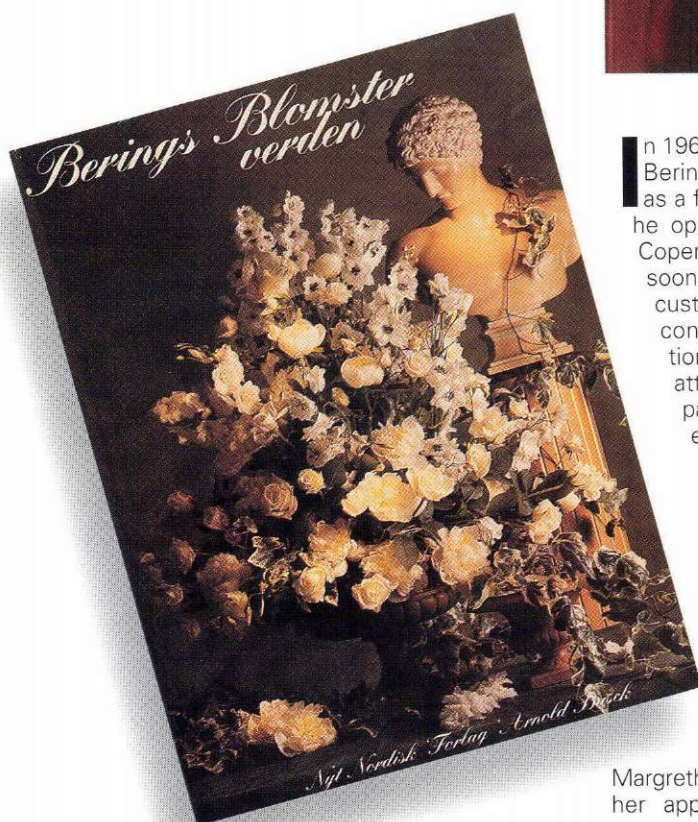
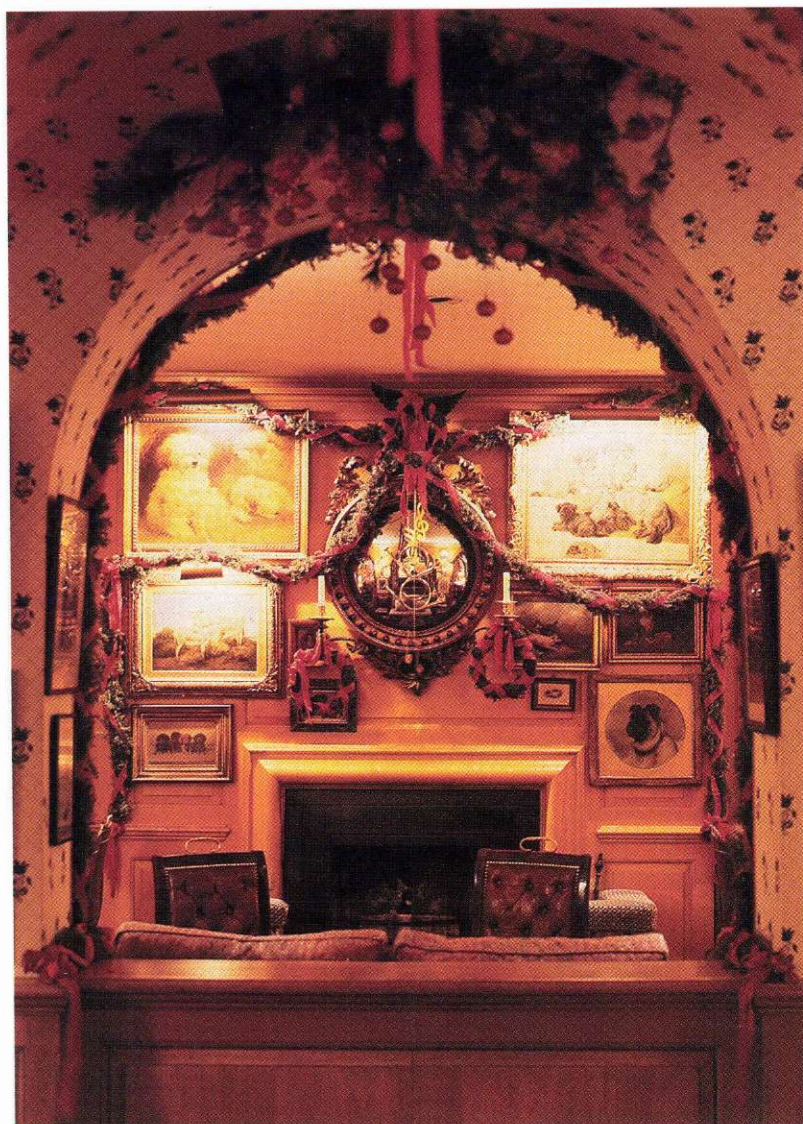
the island of Funen and in Jutland. During the last 10 years the service has developed in an extremely positive fashion, the number of passengers having increased from 12,000 during the first year to 100,000 in this jubilee year.

Since the opening of the London service from Billund, MAERSK AIR has started up five other international scheduled services, which from Billund connect Jutland and Funen with the rest of Europe, i.e., Amsterdam, Brussels, Frankfurt, the Faroe Islands and Stockholm.



BERINGS WORLD OF FLOWERS

The name Erik Bering is well known to any Dane who loves flowers.



In 1965, at the age of twenty, Erik Bering completed his education as a florist and seven years later he opened his own business in Copenhagen. The flower shop soon boasted a circle of faithful customers, while the beautiful, constantly-changing decorations in the shop window soon attracted the attention of all passers-by even slightly interested in flowers and plants.

Over the years, he has taken part in numerous exhibitions both at home and abroad, and has been responsible for the floral arrangements for many major events, such as state visits and gala performances at the Royal Theatre. In 1990, Her Majesty Queen Margrethe of Denmark demonstrated her appreciation of his work by

Ever since 1988, it has been an established tradition that Erik Bering creates the Christmas floral decorations at Annabel's and at Harry's Bar in London.

appointing him Royal Purveyor to the Court.

Nyt Nordisk Forlag Arnold Busch has recently published a book on the florist's life and work, illustrated with numerous beautiful colour photographs.

Thanks to a substantial donation from the A.P. Møller Foundation, personally initiated by Mrs. Emma Mc-Kinney Møller, the price of the book has been set at a reasonable level.

NEW LEASE OF LIFE

In November 1994, the building complex "Christianslyst" in South Schlesvig celebrated its 25 years' anniversary as a school camp and conference centre, and at the same time the organizers of the festivities could look around with satisfaction at the extensive refurbishing of the building's interior. The major part of this complete conversion, which was absolutely necessary to ensure the continued existence of Christianslyst, was financed by a donation of DM 1 million from the A.P. Møller Foundation.

Christianslyst, on the peninsula Angeln, was built as a hunting lodge for the Danish king, Christian VII, in 1787. In 1952, the Danish Youth Organisation of South Schlesvig took over the building, which became a meeting place for both old and young people in the border area. Since a conversion and redecoration programme in 1969, Christianslyst has housed organisations and schools from Denmark and the other Nordic countries. Not only do many school groups come to camp in the complex, but an increasing number of courses for firms and organisations are held there.

The conference activities, in particular, have pointed out the necessity of renovating Christianslyst. Dormitories and common bathing facilities have now been replaced by separate rooms with adjoining bathrooms. At the same time, existing rooms have been turned into a newly-decorated area housing a conference room, winter garden and reception hall.

The renovated conference centre "Christianslyst".

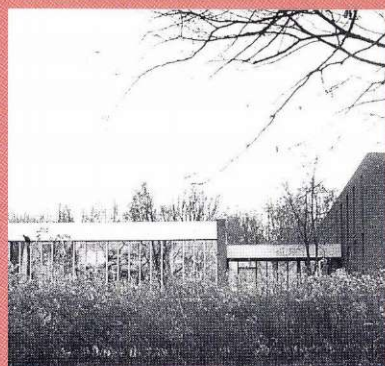
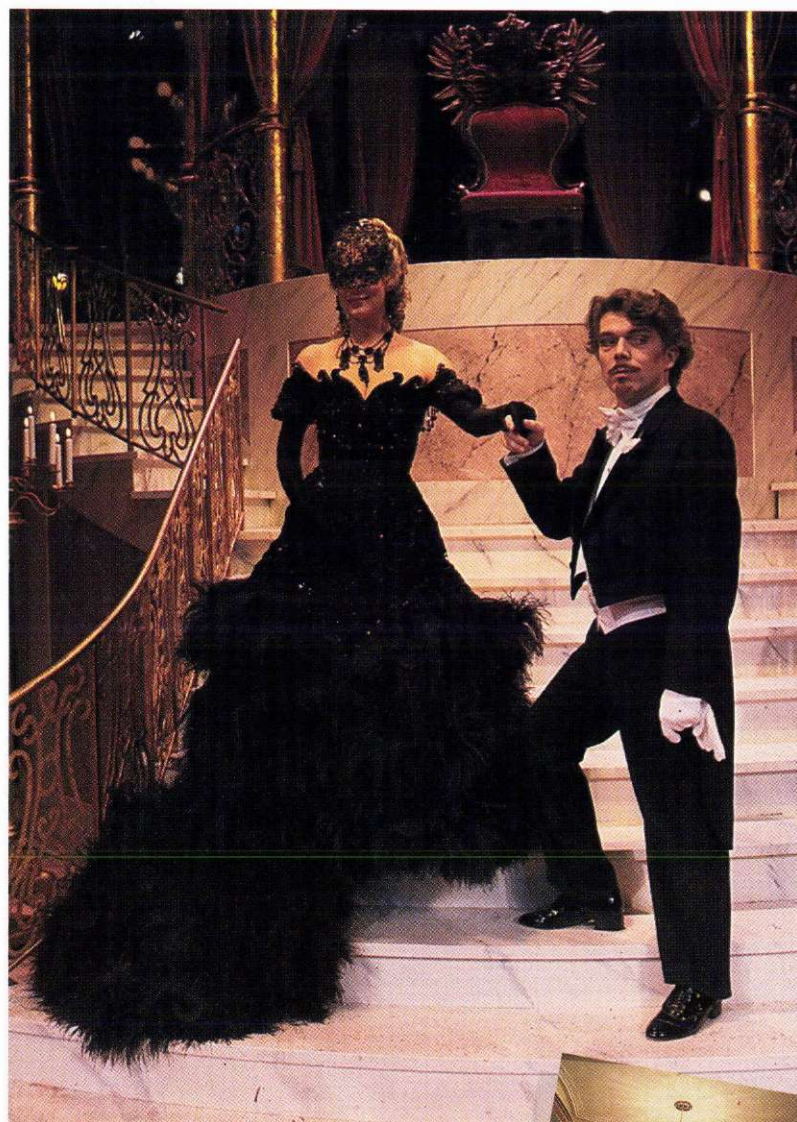


Photo: Jens Peder Meyer



From the performance of "Die Fledermaus".

A NEW THEATRE

The New Theatre in Frederiksberg, a suburb of Copenhagen, which has been closed for more than three years, reopened on 4th November 1994 as Copenhagen's largest musical theatre. The privately-owned theatre could not afford to finance the necessary large-scale refurbishing and conversion programme itself, so the task had to be managed by means of donations from outside benefactors. The A.P. Møller Foundation contributed a considerable amount to the conversion.

The theatre, which has the second largest stage in Denmark, has been carefully restored in all its glory to its original state when it was built in 1908. The conversion incorporates many magnificent features, including terrazzo floors, Greek statues, brass bannisters, and stucco ceilings.

The newly-refurbished theatre reopened with a festive performance of Johann Strauss' famous operetta, "Die Fledermaus".



The photo shows
(from l. to r.)
Hans Lotz and Erik
Holtegaard from
Maersk Deutschland,
Mærsk Mc-Kinney
Møller, Captain H.
Mortensen, Chief
Officer J. Ejler and
Chief Engineer
P. Holm.



VISIT TO HAMBURG

On 5th October 1994, Mr. Mærsk Mc-Kinney Møller visited Maersk in Hamburg. After a flight over the city's landmarks, Mr. Møller arrived at the port of Hamburg and visited the terminal office. He was welcomed by the Port Authorities, who briefed him on the present and planned facilities of the port. Another highlight was a visit to the container vessel MUNKEBO MÆRSK at the Burchardkai, where Maersk Line vessels call on average five times a week.

Andreas Laube

PRODUCTIVITY RECORD

In November 1994, the operator of HHLA, the terminal used by Maersk Line in Hamburg, reached an average productivity rate of 110 moves per hour while working on LEXA MÆRSK, which is the best ever result achieved at the Burchardkai. The result was attained by operating with five cranes during the day shift and three and four cranes during the night shift. Maersk Line is one of the most important customers in the port of Hamburg, moving 130,000 containers through the port annually.

Andreas Laube



MAERSK TUNNELS ITS WAY TO LONDON

Maersk Line may not normally have much in common with the construction business, but in late October last year, a heavy shipment of tunnelling machinery was carried by a Maersk vessel to the port of Southampton, after a 26-day voyage from Kobe, Japan.

The consignment consisted of two breakbulk pieces, weighing 67 and 45 tons, respectively, as well as four containers, all destined for London.



The machinery will be used to excavate tunnels for the extension of the Jubilee Line on the London underground. The new stretch of line will run from Green Park in Central London, pass four times under the River Thames, and finally end at Stratford in East London.

One of the many new "tube" stations also being constructed on the line is that at Canary Wharf where The Maersk Company Limited has its head office in the U.K.

The machinery was imported by Newjas (Europe) Ltd., London, and is expected to be used until the extension of the Jubilee Line is finished in 1998.

Ann Pulham



MAERSK BANGLADESH TAKES TO THE HIGH SEA

Mr. Mehdi Hassan, who has recently joined the A.P. Møller fleet, is the very first Bangladeshi national to sail on the Maersk blue vessels. He was taken on as a deck cadet on the car carrier, MAERSK CREST, from Singapore on 7th December 1994. The Chairman of Maersk Bangladesh Ltd., Mr. M. Ghaziul Haque, is seen in the photo handing the young sailor his letter of appointment.

M. Shamimul Huq

UNIQUE CHRISTMAS DECORATION

At the beginning of December, the citizens of Esbjerg could hardly believe their eyes; they thought they saw MÆRSK EXERTER moored at the end of Torvegade. In fact, there is a large park between Torvegade and Esbjerg harbour, where the rig was actually moored, but at a distance the park could not be seen.

MÆRSK EXERTER arrived in Esbjerg from the Kraka Field and, after an inspection of its spudcans, left again for the Skjold Field to work for Mærsk Olie og Gas.

Foto: Yrsa Jørgensen



HAMBURG GOES SAILING

In September 1994, the Maersk Hamburg office took part in an annual yacht race from Northern Germany to Ærøskøbing on the Danish island of Ærø. The race is organised by the Hamburg-based shipping agent, Peter Gast, and attracts hundreds of shipping people from all over Germany as well as their customers and other enthusiasts, including the Minister for Traffic for Schleswig Holstein.



Maersk Deutschland chartered a yacht (type Baltic 42), appointed Niels Harnack from the Hamburg office as skipper and invited some good clients to take part in the race. There was hardly any wind, but everybody enjoyed themselves.

After the race, the participants (approximately 700) gathered in the old schoolhouse at Ærøskøbing where they enjoyed a typical Danish herring dinner hosted by the Mayor and other town officials.

Even though Maersk did not win any prizes this time, everyone agreed to take up the challenge again next year.

Andreas Laube



MÆRSK VALIANT TO VENEZUELA

Early November 1994, the drilling rig MÆRSK VALIANT arrived in Venezuela, on its way to Lake Maracaibo to commence a three year contract with Shell Venezuela S.A.

In order for the rig to pass under the General Rafael Urdaneta Bridge at the entrance to Lake Maracaibo, it was necessary to cut off the upper 50 metres of the legs, as well as part of the derrick. Prior to this operation, the length of the legs on MÆRSK VALIANT was 104 metres.

The upper 25 metres of each leg were cut off and are now stored in Maracaibo. In order to be able to

bring the leg section ashore on a vessel, each section had to be cut into three pieces due to their large weight.

Subsequently the next 25-metre leg section was cut off and the two aft legs were pulled on rails onto the rig floor, while the front leg section was pulled onto a small platform on the side of the rig.

The rig passed under the bridge on 26th November 1994, and the legs and derrick were reinstalled and welded back on before the rig commenced operations for Shell Venezuela S.A. on 24th December.

MAERSK INDONESIA ON EXHIBITION

In October 1994 Maersk Indonesia participated in the major commercial exhibition "Resource Indonesia 1994", the only shipping line to be represented. The exhibition was officially opened by Vice President Try Sutrisno and almost all important Indonesian exporters of furniture, garments, textiles, footwear, kitchenware and handicrafts were represented. Buyers from all over the world were given a unique opportunity to compare the quality and design of the various exporters and at the same time judge the com-

petitiveness of the Indonesian products.

Maersk Indonesia was present with a centrally-located stand, not forgetting a 45' high cube container standing right in front of the main entrance. Our participation in the exhibition clearly reinforced our image of being "the" shipping line in Indonesia, and many valuable contacts were made during the six day exhibition.

Christian M. Laursen





Celebrating the new office location are (left to right), front row: Gary Mulhall, Ed Campion, Joyce Hayden, Alan McCorkell and Lars Funding. Back row: Liam Fleming, Palle Weidlich and Jens B. Madsen.

MAERSK BELFAST MOVES INTO NEW PREMISES

On 20th October 1994, The Maersk Company (Ireland) Limited moved into new purpose-built offices in the Belfast port area. The offices are located in the Edgewater Office Park adjacent to the newly-opened Victoria Terminal III.

The inauguration was celebrated in the evening with a dinner held at the Culloden Hotel, Belfast. The 40 guests included customers, staff and management from the Maersk Company (Ireland) Limited, as well as a representative from Esplanaden, Palle Weidlich.

Belfast is served by a dedicated feeder vessel twice weekly, on Tuesdays and Fridays, which ensures optimum connection to and from mother vessels.



The new premises of the Maersk office in Belfast.



Torre Picasso in Madrid is Spain's tallest office building.

MAERSK ESPANA MOVES UP

On 2nd November 1994 Maersk España S.A. moved into new head office premises in Madrid. The new headquarters is on the 41st floor of Torre Picasso, the tallest office building in Spain located in the heart of the business and civil administration centre. The building is equipped with the most modern facilities, including optic fibre communication lines throughout the structure, advanced security systems and even a heliport on the roof. The move to Torre Picasso will strengthen the company's image as well as its leading position in the Spanish transportation market.

Maersk España's branch offices in Bilbao and Alicante also benefitted from advantageous conditions for real estate prices and moved to new locations.

Javier Lopez



NEW FACILITY IN NORTHLAKE

On May 16th 1994, Maersk Inc. USA and its affiliated companies, Bridge Terminal Services and Bridge Terminal Transport, opened a new operations and maintenance facility in Northlake, which is a suburb approximately 15 miles west of downtown Chicago.

The new facility is adjacent to the Chicago and Northwestern Railroad's Global II Intermodal facility,

which provides connections, by means of doublestack trains, for cargo moving to and from Maersk container vessels at ports on the East and West coasts of the United States.

The facility comprises 8,000 square feet of office space and a 32,000 square foot repair shop, as well as 1.5 acres of storage space for empty containers.



Tom Hyldelund presenting his project to the jury.

MAERSK EMPLOYEE WINS UNIVERSITY FIRST PRIZE

On 30th November 1994, the annual presentation of prizes for the best completed project work in maritime studies took place at a ceremony held at the Erasmus University in Rotterdam.

During his previous posting with Maersk Nederland, Tom Hyldelund, now with Maersk Latvia, attended the university faculty specialising in maritime and port economics.

Of the many reports submitted, three had been shortlisted for final evaluation:

- The optimum size of container vessels
- Ship financing
- EDI's impact on a Liner Shipping Organisation

The jury, after some long and difficult deliberations, finally decided to award the First Prize to the project on EDI, which had been completed by Tom Hyldelund and his partner, Remco Jongkind. The two winners had based their report on the EDI link between Maersk Nederland and Heineken.

In his final comments, the Chairman of the Jury mentioned that one of the decisive factors in awarding the prize was "the strong relations to an actual problem in today's shipping industry".

Poul Woodall

INDIAN FOOTBALL VICTORY

The Maersk India football team took part in the third seven-a-side Merchant's Cup Tournament in the lush surroundings of the gardens of the Bombay Gymkhana Club.

The Maersk team was making its debut in this popular tournament, competing against 29 other large corporations including Hoechst, Hong Kong Bank, Procter & Gamble, ANZ Grindlays and Colgate Palmolive.

Maersk won all its matches with ease in the league tournament and emerged as group leader and one of the favourites for the winner's league. After surviving some tense moments in the semi-final penalty shoot-off against its greatest threat, the TATA team, Maersk made it to



The winning team with the trophy. Standing (l. to r.): Steen, Morten, Lars, Thomas and Karsten. Sitting: Rajesh, Nachiket, Anders, Klaus and Gert.

the final against the home favourites, Bombay Gymkhana.

The final was an evenly-matched game, but Maersk had the edge throughout. A second-half header from a corner kick secured the winning goal and it was all over - the Merchant's Cup was Maersk's. The team had exceeded all expectations and was the toast of the tournament.

Hoshang Vajifdar



From the inauguration are seen, in the first row from the left, Peter Wee and Yim Choong Chow from Maersk Malaysia, Ole Weiling, Group Vice President of Pharma-Plast International, and Karsten Kronborg and John Goltermann Lassen, both of Pharma-Plast Malaysia.

PHARMA-PLAST EXPANDS IN MALAYSIA

In the spring of 1994, Pharma-Plast acquired a production company in Malaysia. The company, which mainly produces a special type of catheters, the Foley catheters, has developed satisfactorily from the start.

Production equipment from Pharma-Plast's catheter factory in Denmark has just been installed, and technicians from Malaysia have been on training courses in Denmark in order to become familiar with the necessary know-how. It is expected that the company already this year will increase its turnover substantially.

Within the first six months of taking over the company, it was necessary

to expand the factory by a total of 800 m² in order to improve the production and warehouse facilities and the administration premises.

The rebuilding was inaugurated in October 1994. Among other guests present on this festive occasion were Yim Choong Chow, the Executive Vice President of Maersk Malaysia, who is also on the Board of Pharma-Plast Malaysia.

The inauguration was a colourful event with speeches, music, and refreshments provided for the guests and all the staff.

Marianne Maltow

The sponsor, Mrs. Clara Chow, together with Per Stæhr, Senior Vice President, Maersk Drilling.



CHRISTENING OF RIG

On 2nd December 1994, at the Amfels shipyard in Brownsville, USA, the first of two newbuildings, MAERSK RIG 61, was christened by her sponsor, Mrs. Clara Chow, who is the wife of the Managing Director of the shipyard, Mr. Y.Y. Chow. Less than two weeks later, the rig was loaded on to a heavylift vessel and, after being towed for eight days, arrived in Maracaibo. After unloading and inspection, the rig commenced work on a 10-year contract with the local oil company, Lagoven, on 12th January 1995. Her sister rig, MAERSK RIG 62, was delivered from the shipyard on 17th January 1995 and is expected to arrive at her destination

early February, also to commence work on a 10-year contract with Lagoven. Christening will take place in Venezuela.

The two newly-built rigs are so-called cantilever work-over barges which are used to increase production of existing wells as the drill floor can be placed above small wellhead platforms while the rig is kept in position by anchors. The rigs are capable of working at depths of up to 45 metres and have a drilling depth of up to 4,500 metres. Each barge is 61 metres long, 26 metres wide and almost 5 metres deep. The rigs can accommodate up to 40 persons.

MAERSK RIG 12 and MAERSK RIG 52 are already working for Lagoven, while MAERSK RIG 11 and MAERSK RIG 14 are operating for Maraven, for whom Maersk Drilling Venezuela S.A. also has management contracts on two jack-up rigs. Both Lagoven and Maraven are subsidiaries of the state-owned Pétroleos de Venezuela S.A.

With the arrival of the two newbuildings in early 1995, as well as MAERSK VALIANT's commencement of work on contract to Shell Venezuela S.A. in December 1994 - see page 17 - the number of rigs operated by Maersk Drilling on Lake Maracaibo has reached nine.

Altogether 191 rigs, 48 of which are offshore, are working in Venezuela and activity is still increasing.



In front of MAERSK CANARIAS are seen (left to right): José Arana, Mayor Patricio Gonzales, Jörg Schuster, Jørn Quist, José Luis Estrada, Antonio Valderrama and Javier Ortiz.

MAERSK ESPAÑA GOES TO SEA

Naviera Maersk España S.A. (NAMESA), a Maersk España affiliate, has recently acquired a container vessel, which has been long-term chartered to Maersk Line to cover the Canary Island feeder traffic from the port of Algeciras.

The 6,680 dwt vessel has a capacity of 445 TEUs, which includes 100 positions for reefer containers. She has been renamed MAERSK CANARIAS and sails under the Spanish flag, with Spanish crew and with home port in Algeciras. The vessel began her regular service between Tenerife, Las Palmas and Algeciras on 26th October 1994.

Recognising the significance of this event, the local authorities of the City and Port of Algeciras held an informal reception on board the vessel during her maiden call at the Maersk España terminal in Algeciras. Among the guests who came to wish the vessel, its crew and the new feeder service the best of success were the Mayor of the city, Mr. Patricio Gonzales, the President of the Port Authority, Mr. José Arana, and the local Managers of Maersk España's Terminal and Agency divisions, Jörg Schuster and Jørn Quist. A commemorative plaque was presented to Mr. J. Saavedra, the Master of the vessel.

The acquisition of MAERSK CANARIAS is hopefully the first step towards expanding the fleet activities of Naviera Maersk España S.A.

Javier Lopez

THE LARGEST FURNITURE FAIR IN MALAYSIA

Muar is normally just a quiet and picturesque little town located some two hours' drive from Kuala Lumpur, but between 21st and 25th September 1994 it became the centre of attraction for the entire country. The reason was that 40% of all the furniture produced in Malaysia is actually produced in Muar, making the town more than worthy to play host to the largest furniture fair in the country. Everybody who had the slightest connection with the furniture business was there, and naturally Maersk, as one of the regular providers of a first class transportation service to the industry, also took part. Since Maersk was the only ocean transportation exhibi-

tor, our stand attracted a great deal of attention and the sales staff assisted a number of new shippers and consignees with their queries, giving them sound advice on how to get the best possible shipping service, the Maersk way.

Mads Sorensen





Esplanaden



40 Years Anniversary
Ole Schieltved Paulsen
1 January 1995



40 Years Anniversary
Jørgen Haagen Frederiksen
Maersk Training Centre
21 May 1995



25 Years Anniversary
Birgit Johanne Madsen
1 March 1995



25 Years Anniversary
Torsten Melby Jørgensen
15 March 1995



25 Years Anniversary
Bent Nygaard Mogensen
1 April 1995



25 Years Anniversary
Villy Nielsen
28 April 1995



25 Years Anniversary
Jess Soderberg
1 May 1995

The Fleet



40 Years Anniversary
Radio Operator
Jørgen Ib Hansen
15 February 1995



40 Years Anniversary
Captain Jørgen Vilhelm Frederiksen
17 March 1995



40 Years Anniversary
Repairman Ernst Hartig Nielsen
24 March 1995



40 Years Anniversary
Chief Officer Leivur Nielsen
1 June 1995



25 Years Anniversary
Chief Officer Klaus Peter Spinding
1 February 1995



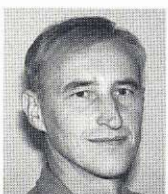
25 Years Anniversary
Chief Steward Yan Kau Lau
14 February 1995



25 Years Anniversary
Captain Jens Andersen Bech
20 February 1995



25 Years Anniversary
Captain Hans Peter Carl
19 April 1995



25 Years Anniversary
Captain Kristian Sovang
20 April 1995



25 Years Anniversary
Captain Svend Lykke Kjeldsen
20 April 1995



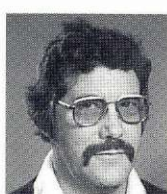
25 Years Anniversary
Chief Officer Svend Hardy Christiansen
18 May 1995



Retiring
Captain Kurt B. Brændekilde
1 April 1995



Retiring
Chief Engineer Albert Sängren
1 April 1995



Retiring
Chief Engineer Preben E. Pedersen
1 May 1995

Abroad



Retiring
Radio Operator
Jørgen Ib Hansen
1 June 1995



40 Years Anniversary
Hiroshi Ban
Tokyo
1 February 1995



25 Years Anniversary
W. Pronk
Norfolk Line
1 January 1995



25 Years Anniversary
Keiko Ishikawa
Tokyo
1 March 1995



25 Years Anniversary
Hidetaka Fujii
Maersk Agency
Kyushu
1 March 1995



25 Years Anniversary
Tam Kwai San
Brigantine Hong Kong
21 March 1995



25 Years Anniversary
Keisuke Ohkura
Kobe
1 April 1995



25 Years Anniversary
A. van Spaendonck
Norfolk Line
Maersk Flanders
6 April 1995



25 Years Anniversary
Ole Sv. A. Lønberg Hansen
Tokyo
23 April 1995



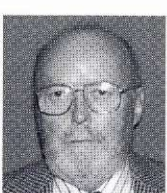
25 Years Anniversary
Masanori Konishi
Tokyo
1 May 1995



25 Years Anniversary
Torben Sørensen
Lagos
1 May 1995



Retiring
Edith Clausnitzer
Maersk Deutschland
Hamburg
31 December 1994



Retiring
Jørgen Petersen
Maersk Line Ltd
USA
1 January 1995

Maersk Air



25 Years Anniversary
Vivian Adelfest
1 January 1995



25 Years Anniversary
Jens Fangel
1 January 1995



25 Years Anniversary
Peter Grønvold
1 January 1995



25 Years Anniversary
Bent Jakobsen
1 January 1995



25 Years Anniversary
Ingemann Jørgensen
1 January 1995



25 Years Anniversary
Benny Larsen
1 January 1995



25 Years Anniversary
Ib Laursen
1 January 1995



25 Years Anniversary
Niels Lindgård
1 January 1995



25 Years Anniversary
Anita Mathiesen
1 January 1995



25 Years Anniversary
Harry Taggaard Nielsen
1 January 1995



25 Years Anniversary
Poul Simonsen
1 January 1995



25 Years Anniversary
Jytte Sundekilde
1 January 1995



25 Years Anniversary
Steen Taarnmark
1 January 1995



25 Years Anniversary
Henrik Tønnesen
1 January 1995

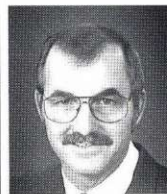
DISA



25 Years Anniversary
Dan Vilhelmsen
1 January 1995



25 Years Anniversary
Tommy Boston
2 March 1995



25 Years Anniversary
Arne L. Nielsen
Herlev
1 January 1995



25 Years Anniversary
Erling Skjoldmark
Herlev
16 March 1995



25 Years Anniversary
Finn Jensen
1 November 1994



25 Years Anniversary
Lars Fussing
1 March 1995



25 Years Anniversary
Freddy Kudsk Jensen
1 April 1995

Thor Jørgensen

Rosti

Roulunds



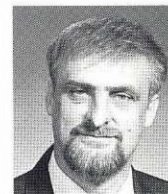
25 Years Anniversary
Solveig M. Pedersen
17 February 1995



25 Years Anniversary
Helge Eriksen
4 March 1995



25 Years Anniversary
Benny Pliniussen
1 April 1995



25 Years Anniversary
Henning Mortensen
20 April 1995



25 Years Anniversary
Ase I. Jørgensen
11 May 1995



25 Years Anniversary
Anni L. Rasmussen
1 June 1995



25 Years Anniversary
Sven-Erik Nielsen
1 June 1995

Pharma-Plast



25 Years Anniversary
Annette Pedersen
3 February 1995



25 Years Anniversary
André Pedersen
1 April 1995



25 Years Anniversary
Monica Pedersen
1 June 1995

Mærsk Data



25 Years Anniversary
Erik Rosell
1 April 1995

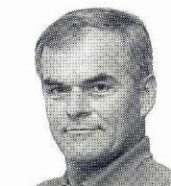


25 Years Anniversary
Kai Hansen
1 April 1995



25 Years Anniversary
S. Anker Madsen
1 May 1995

The Yard



25 Years Anniversary
Finn Højbye-Mortensen
3 February 1995



25 Years Anniversary
Preben Arthur Møller
10 February 1995



25 Years Anniversary
Kaj Lundsfryd
17 February 1995



25 Years Anniversary
Henning Christensen
24 February 1995



25 Years Anniversary
Henning S. Andersen
24 February 1995



25 Years Anniversary
Keld Hellestøe Jensen
10 March 1995



25 Years Anniversary
Erik Møller Hansen
10 March 1995



25 Years Anniversary
Orla Sørensen
17 March 1995



25 Years Anniversary
Palle Toft Petersen
17 March 1995



25 Years Anniversary
Arne Larsen
31 March 1995



25 Years Anniversary
Ib Egholdt Madsen
31 March 1995



25 Years Anniversary
Ernst Lüders
7 April 1995



25 Years Anniversary
Jens Peter Bennetsen
7 April 1995



25 Years Anniversary
Jørgen S. Sørensen
21 April 1995



25 Years Anniversary
Palle Nørgaard Christensen
21 April 1995



25 Years Anniversary
Benny Heine Jørgensen
28 April 1995



25 Years Anniversary
Knud Chr. Nordkvist Henriksen
28 April 1995



25 Years Anniversary
Erling Frederik Hansen
5 May 1995



25 Years Anniversary
Jan Schultz
5 May 1995



25 Years Anniversary
Ole Demant Rasmussen
5 May 1995

25 Years Anniversary
Torkil Givskov
19 May 1995



25 Years Anniversary
Mogens Rusbjerg
2 June 1995



25 Years Anniversary
Jørgen Nielsen
2 June 1995



25 Years Anniversary
Alex Hansen
2 June 1995



25 Years Anniversary
Flemming Nielsen
9 June 1995



25 Years Anniversary
Carl Lund Nielsen
9 June 1995

Obituary

The A.P. Møller Group regret to announce the following deaths:

Poul Hein
DISA Herlev
7 October 1994

Quang Anh Tran
The Yard
27 October 1994

Mogens Jørgensen
The Yard
27 October 1994

Jørgen Junge Hansen
The Yard (Persolit)
7 November 1994

Jan Madsen
The Yard
14 October 1994

Van Hoan Nguyen
The Yard
27 October 1994

Orla Eglin Hansen
Roulunds
30 October 1994

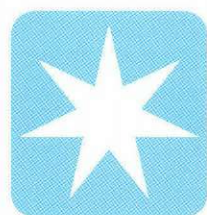
Ronald Davidsen
The Yard
12 November 1994

John Hegner
Mærsk Olie og Gas
25 October 1994

Søren Heide
The Yard
27 October 1994

Poul Erik Vennerwald
Hansen
The Yard (Persolit)
4 November 1994

Grethe Thorsen
Esplanaden
20 December 1994



MAERSK