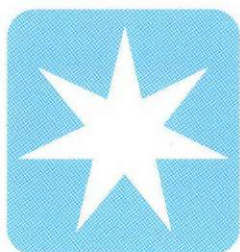




MÆRSK
POST

3/1995



Cover:

*TROLL GBS of 1,030,000 tons being
towed to its future position in the
Troll Field off Bergen, Norway.*

Published by A.P. Møller,
Copenhagen
Editor: Hanne H. Clausen
Printers: Scanprint a/s
Layout: Jakob Kühnel, MDD
Copies:
13,600 Danish
13,200 English

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Volume 35, No. 3
October 1995
ISSN 0904-7093
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Our efforts to improve earnings and reduce costs are beginning to give the desired results. This is gratifying and I should like to congratulate everyone on the progress achieved so far.

In general, the first half of 1995 indicated a positive development, calculated in US dollar, in Shipping Activities. Unfortunately, however, the value of the dollar was approximately 15% less than during the corresponding period last year, and this means that the operational improvements in our companies for the half-year, calculated in Danish kroner, are no more than modest. For the year as a whole, after gains on disposals and other special items, a net profit amounting to approximately the same as in 1994 is expected.

The Oil and Gas Activity in the North Sea also showed a slight operational improvement during the first half-year and, for the year as a whole, a similar profit level to that of last year is anticipated.

The full year result will continue to be influenced by the development in freight rates, the US dollar rate of exchange and listed prices on securities and, for the oil and gas activity, by the development of oil and gas prices.

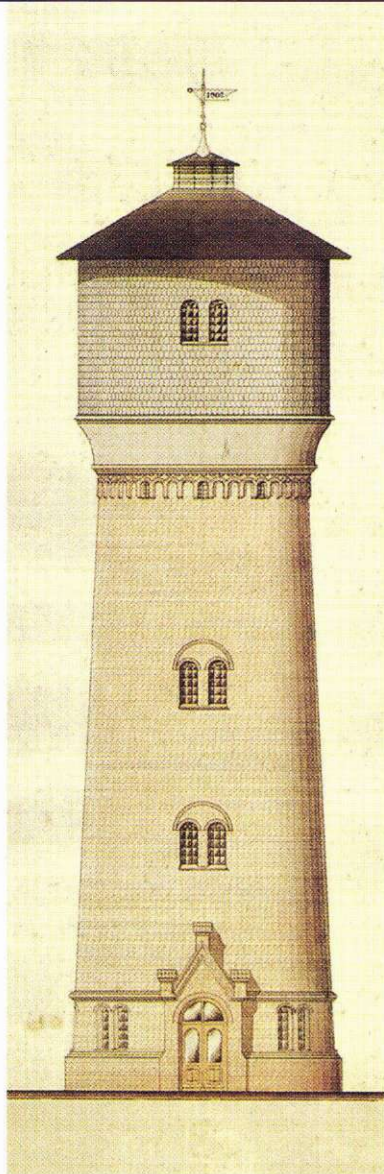
Consequently we must continue our efforts, find new ways of tackling the challenges and demonstrate an even greater degree of ingenuity, if the positive tendencies of the first half-year are to be intensified and the outlook for the year as a whole improved.

Information and communication are crucial and affect us all, providing a great many opportunities for rationalisation and for improving efficiency.

The rapid advances in technology have meant faster and more effective contact with our vessels, our offices around the world, our suppliers and not least, our customers. We are now in a better position to be of service not only to our customers but also to each other, thanks to telephones, internal telex systems, satellites, telefax, e-mail, video meetings and, most recently, Internet. These modern advances are far from cheap, however, so a considerable degree of discipline must be exercised in order to utilise them in the best possible, and most appropriate way.

Therefore, I urge you to show discrimination in your choice of method of communication and consider the purpose, price and degree of urgency of your message. Likewise, you should be just as critical as regards the contents and the recipient of the message and ask yourself "Is this information necessary?" "Are so many copies required?" "Is the message clear and concise?", etc. Always bear in mind that the object of the exercise is to supply intelligible and relevant information on a "need to know" and not a "nice to know" basis.

Jess Söderberg



OLD WATER TOWER IS NOW A MUSEUM

A donation of more than DKK 10 million from the A.P. Møller and Chastine Mc-Kinney Møller's Foundation has made possible the extensive restoration and conversion of Tønder's old water tower into a museum.

The 40-metre high tower, which was originally constructed in 1902, is located right next to Tønder Museum and The South Jutland Art Gallery, and a newly-built covered glass gallery now connects the tower with the two museums. The 200-cubic metre water tank has been removed and the tower now has a total of eight newly-furnished floors - six actual exhibition galleries as well as a panorama deck and a conference room on the two uppermost floors.



Her Majesty Queen Ingrid, Mr. Mærsk Mc-Kinney Møller and other guests at the official opening of Tønder's new tower museum.

The exhibition contains a collection of the work of the internationally-known Danish furniture designer, Hans J. Wegner, from 1949 up to the present. The furniture in the conference room includes a circular table designed by Hans J. Wegner's daughter, the architect Marianne Wegner Sørensen, as well as 25 examples of the designer's own world-famous "Chair".

Her Majesty Queen Ingrid officially opened the tower museum on 12th August 1995. Among the guests present on this occasion were Mr. Mærsk Mc-Kinney Møller and his daughter, Mrs. Ane Uggle.



ORGAN IN OLD CHAPEL RESTORED

One of the oldest surviving castle chapels in Denmark, Queen Dorothea's chapel, lies within the walls of the ancient castle of Sønderborg, near the border between Denmark and Germany. It was established around the year 1560 by Christian III's widow and the interior acoustics are exceptional. The organ in the chapel, which is thought to be just as old as the interior itself, has now been restored.

The organ builder and historian, Mads Kjærsgaard, has restored the old instrument.

The restoration was made possible through donations from Her Majesty Queen Ingrid's Foundation and A.P. Møller and Chastine Mc-Kinney Møller's Foundation. The inauguration of the organ took place at a private concert of Renaissance music performed in the presence of Her Majesty Queen Ingrid.

TEAM-BUILDING AT THE GREAT WALL



With Maersk China's rapid expansion in the Peoples' Republic of China, a key focus is on the young organisation's training and education requirements.

Accordingly, a comprehensive training plan was established earlier this year, including both corporate programmes and local initiatives. The plan, which is now well under way, includes training in basic shipping, oral and written English, Maersk Line systems, sales and customer service skills and management development.

With staff from Taiwan, Hong Kong, Singapore, India, Japan, Korea and Denmark in addition to many local staff, it is essential that everybody learns to function as a homogeneous team in spite of different cultural backgrounds. The concept of team-building rapidly became a catchword at Maersk China, an organisation which covers 9.6 million km², made up of 31 provinces, municipalities and autonomous regions.

So, in the middle of June, Maersk China managers took part in a three-day seminar held at a small camp out in the country near the Great Wall some 160 km north of Beijing. The time was spent on various physical and theoretical exercises aimed at enhancing team work, communication and corporate bonding. The seminar was named "I Will Not Complain" - an appropriate name as each day started at dawn with physical jerks in the fields. Activities included passing "spiders' webs", crossing a "burning prairie" with the help of only a few oil drums and two wooden planks, abseiling as well as mentally challenging tasks relevant to the daily work in the offices.

The seminar was a great success and the participants returned invigorated to their normal daily duties. Soon it will be the turn of Maersk China section leaders to take part in two similar seminars planned for this Autumn.

Morten Løkkegaard



On 8th September at the Lindø Shipyard, Mrs. Maria Bæhring named newbuilding no. 146 EVELYN MÆRSK. Mrs. Bæhring is the wife of the Chairman of the National Union of Danish Metalworkers, Max Bæhring, who is also the Chairman of CO-Industri, the trade union to which approximately 2,400 employees at the Lindø Shipyard belong. The photo shows the sponsor and her husband together with Kurt Andersen, Managing Director of Odense Steel Shipyard, and Jess Soderberg, Partner and Chief Executive of A.P. Møller.

THE SIXTH DOUBLE-HULLED VLCC IS NAMED

In 1990 A.P. Møller decided to enter into a contract with the Odense Steel Shipyard for the delivery of a series of double-hulled VLCCs (Very Large Crude Carriers). This decision was taken in order to meet the terms of the new Act on Oil Pollution (OPA90) which had been passed by the US Senate in August 1990 as a consequence of the Exxon Valdez oil spillage disaster in Alaska. The new law stated that, over a set period of time, the older single-hulled crude carriers transporting crude oil to the USA were to be phased out and replaced by double-hulled carriers. Unfortunately, the phasing-out operation has been carried out at a slower rate than anticipated, partly because of the reluctance of the charterers to pay higher freight rates for double-hulled vessels and partly because the pattern of American demand has altered so that supplies of oil are now increasingly coming from sources closer to the USA than the Middle East which was formerly the most important supplier area.

EVELYN MÆRSK is the sixth and, for the time being, the final vessel in A.P. Møller's series of double-hulled VLCCs. Her sister vessel, ELEO MÆRSK, was the first double-hulled crude carrier in the world when she was delivered on 1st January 1993. Now there are 22 vessels of this type in the world. A.P. Møller owns six of them, the largest fleet owned by any individual shipping company.

The E-type is in many ways a first. Mainly because of the unique construction of the vessel's hull which considerably reduces the risk of oil spillage, ELEO MÆRSK was the first vessel to be granted a "Green Award" by the port authorities in Rotterdam, entitling her to lower port dues. ESTELLE MÆRSK was the first double-hulled crude carrier to call at Tokyo Bay, conforming with Japan's extremely stringent regulations for tankers calling at Japanese ports.

The world market for the traditional employment of these vessels has been unsatisfactory, so it has been necessary to find alternative means of employment, like transportation of gas oil from Northern Europe to South East Asia. So far, the E-series have carried four of these special cargoes, most recently when ELLEN MÆRSK carried gas oil from Porvoo in Finland, and Rotterdam for the Finnish oil company, NESTE OY. No regular mar-

ket exists, however, for this kind of transport and consequently the vessels mainly carry crude oil from the Arabian Gulf.

Although the present rate of scrapping for older tonnage is rising and despite greater public awareness of matters that concern the environment, freight rates have still not increased. Shipowners apparently have to exercise patience before the market for double-hulled tankers improves noticeably and justifies the greater investment.

ELLEN MÆRSK passed the gigantic new Great Belt Bridge construction area on her way from Finland to Holland in June 1995.



EXPANSION IN THE NORTH SEA

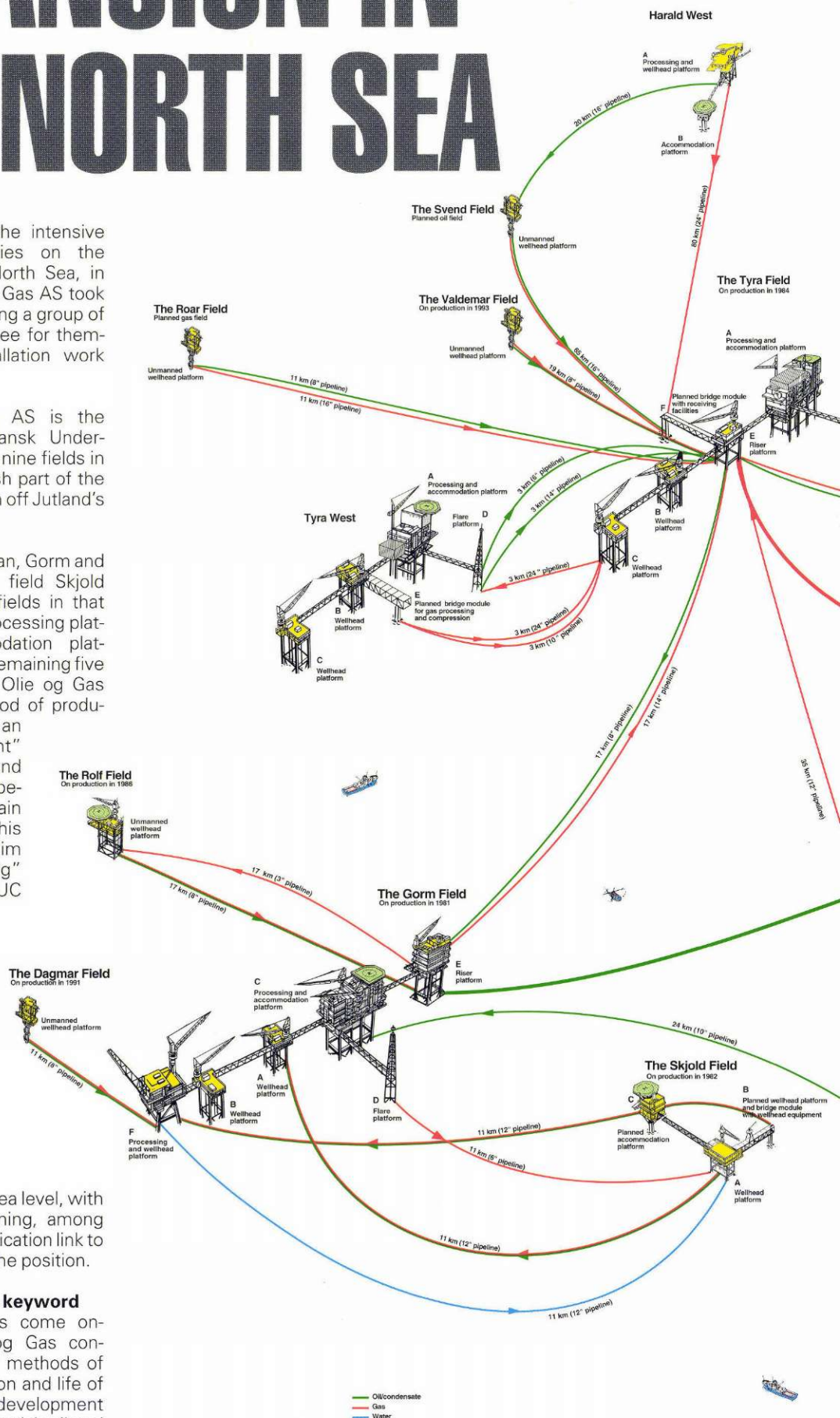
In connection with the intensive development activities on the DUC fields in the North Sea, in August Mærsk Olie og Gas AS took the opportunity of inviting a group of reporters to come to see for themselves how the installation work takes place.

Mærsk Olie og Gas AS is the operator for DUC (Dansk Undergrunds Consortium) on nine fields in production in the Danish part of the North Sea about 200 km off Jutland's west coast.

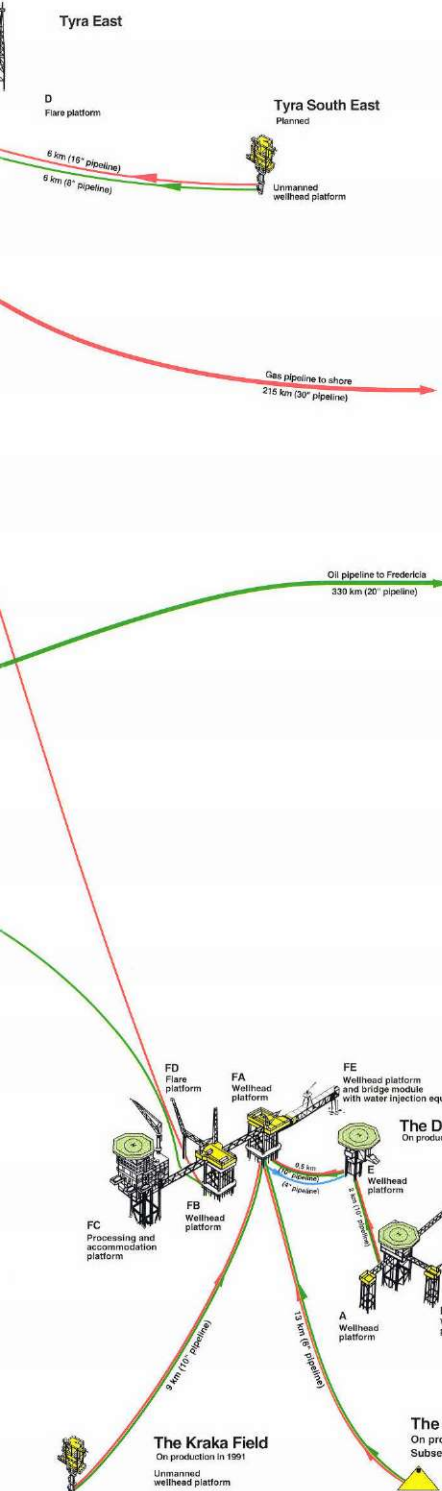
The three main fields Dan, Gorm and Tyra differ from the other fields in that they have their own processing platforms and accommodation platforms. On three of the remaining five satellite fields Mærsk Olie og Gas has developed a method of producing oil and gas from an unmanned "lightweight" wellhead platform and leading it through a pipeline to one of the main fields for treatment. This concept is called "Slim Tripod Adapted for Rig" (STAR). These days DUC has three STAR wellhead platforms in operation: Dagmar, Kraka and Valdemar. The eighth field is Rolf, with a conventional four-legged unmanned wellhead platform, and the ninth field is Regnar where the production equipment is placed directly on the seabed, 44 metres below sea level, with only one buoy (containing, among other things, a communication link to the Dan Field) to mark the position.

"Development" is the keyword

Even after a field has come on-stream Mærsk Olie og Gas continues to develop new methods of increasing the production and life of a field. At the moment development and expansion of the Danish oil and gas fields are rapid.



While staying on the former marine research vessel, now *ESVAGT DANA*, the Danish reporters had the opportunity to watch several of the lifts as well as visit the production platform on Tyra East and the giant crane, Barge 102.

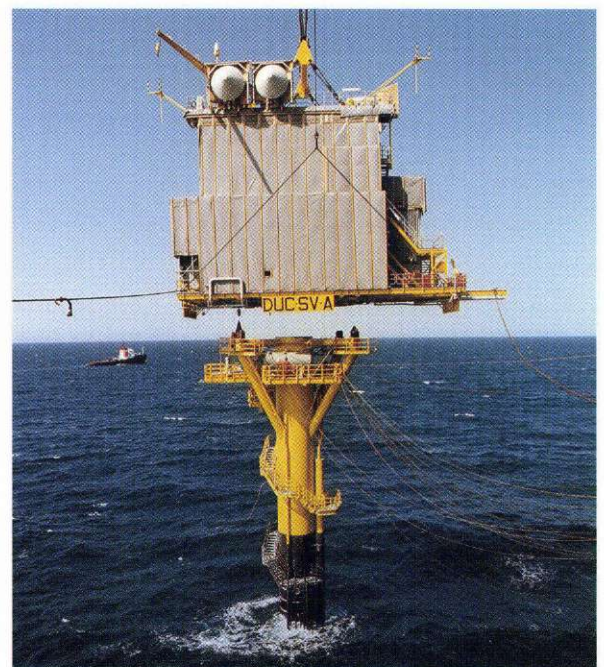


Mærsk Olie og Gas AS has just installed, but not yet commissioned, two wellhead platforms of the STAR type on the Svend and Roar fields. In the past, STAR platforms have only been built for depths of up to 40 metres but in the Svend Field, which is expected to be put into production in 1996, the STAR platform is installed in 65 metres of water. The untreated products from the Svend Field are transported through a 65 km long pipeline to the Tyra Field. On the Roar Field, with production expected to start in the first half of 1996, the STAR concept has been further developed and the platform will be provided with a separator for the oil and gas before they are sent on to the Tyra Field, the main field for Roar, Valdemar and Svend.

In the latter half of August five heavy lifts were carried out, with the installation of the jacket and cellardeck on Tyra West, a bridge/process module on Tyra East, the jacket and topside on the Svend Field and the jacket on Roar. All the lifts were carried out by the American/Dutch giant crane, McDermott Derrick Barge No. 102, which can lift up to 12,000 tons. This time the heaviest lift was the module for Tyra East of 2,200 tons, an easy lift for the heavy-weight.

Later the gas field Harald will be developed. Apart from construction of a combined processing and wellhead platform, the Harald Field, which is planned to come onstream in October 1997, includes installation of a STAR platform supporting an accommodation module. These two platforms will be bridge-connected.

The units for the Svend and Roar fields have been built at Jørgen Bladt A/S, Aalborg, and towed on a barge to their positions in the North Sea by the supply vessel MAERSK RIDER.





PRESENTING MERCANTILE

Activities of Mercantile have previously been reported in Mærsk Post, but a brief account of Mercantile's history, particularly in relation to the Melville Corporation, may be of interest, although Mercantile's client list also includes such household names as Liz Claiborne, Wilson Sporting Goods, Mattel Inc., Hennes & Mauritz, La Redoute, Otto Versand and many, many more.

Mercantile started in the Far East in 1978 and has developed into a sizeable business with a considerable turnover. Mercantile is a major player in the forwarding and supply chain management business, handling no fewer than 55,000 fortyfoot equivalents in 1994. Today, Mercantile employs over 650 people in more than 35 countries. In addition to the global activities, many of the operations offer localised services.

The business was originally created in response to the growing demand, particularly from Maersk Line customers in the USA, for pre-shipping services at origin, such as consolidation of merchandise in the Far East from several vendors into one container, to enable more efficient delivery to the distribution warehouses at the destination. This relatively simple service was, in fact, the beginning of an exciting evolution of the transport package offered to the Maersk customer who had greater requirements than the traditional ocean transportation service.

The consolidation service gained momentum during the 1980s and, with the addition of a number of complementary services such as documentation handling, pick up and delivery and, not least, basic information services, the Mercantile product began to present itself as an attractive package to importers.

In 1989 it was decided to introduce the concept of Supply Chain Management, then termed Logistics. The concept was, and is, the ultimate management solution whereby the Maersk Group, through its well established infrastructure and in collaboration with the client, designs and manages the total supply chain. The principles of Logistics Management - the management of merchandise and information flows in order to orchestrate the most efficient and financially feasible supply of goods to meet the market demand at all times - are used to do this. Mercantile has to get close to its client, to learn his business and understand the factors which influence his success.

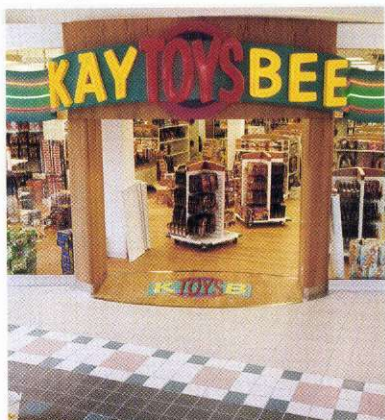
APM Logistics Management A/S was formed in the early 1990s to market this concept. The management of the information and therefore of the merchandise required a different approach from Maersk Line's systematic tracing and tracking of containers and therefore, together with Mærsk Data, the LOG*IT system was developed, which enables the management of merchandise at purchase order and even at stock unit level.

In 1991, collaboration began with the American retail conglomerate, Melville Corporation. As a result of increasing competition and the general consumer market recession, Melville had taken the strategic decision to consider supply chain management as an important competitive factor. In order to manage this in the most efficient way, Melville needed a partner which was prepared to work with it to achieve its goals of continuing to supply American consumers with a ready availability of quality products at low cost.



This collaboration is now in its fifth year. After the initial three years, the operational goals were defined more precisely. Robert House, Melville's Executive Vice President of Logistics, said "We regard you as Melville's Supply Chain Manager and categorise you as any other manager within the Melville organisation. We jointly define business targets, measure them and share the benefits of achievements with you". The main areas of measurement are reliability and productivity, the two most important parameters for a Melville business success. For the year ending April 1995, a reliability factor of 96.8% "on time" was achieved against a target of 95%. Even more impressive was the 11.8% gain in productivity compared to the previous year.

The experience with Melville, as well as positive responses from other clients in the USA, Europe, Australia and the Far East, prompted a review of the organisational set-up. At the beginning of 1995 the Mercantile organisation was thus streamlined to enable a cohesive and uniform response to clients. APM Logistics A/S has been renamed Mercantile International A/S and, under the leadership of Vagn Lehd Møller, is formulating the Mercantile global strategy for the future.



ORDER OF DANNEBROG

With effect from 1st January 1995, Hiroyuki Kataoka, General Manager of Maersk K.K. (Kobe) was appointed Knight of the Order of Dannebrog by Her Majesty Queen Margrethe II. The honour was awarded in acknowledgement of Mr. Kataoka's outstanding contribution to Danish-Japanese relations in his capacity of Danish Consul in Kobe.



The ceremony, slightly delayed due to the tragic earthquake in Kobe earlier this year, took place on 28th March at the Royal Danish Embassy in Tokyo, where H. Kataoka received his honour from the Danish Ambassador, Flemming Hedegaard.

Steffen Schiøttz-Christensen



Seen from the left are President of The National Association for Danish Enterprise, Helle Jorvad, K. Barry Olsen and Poul Laursen, the Danish Consul General in Toronto.

K. BARRY OLSEN RECEIVES DANISH HONOUR

In recognition of his outstanding services to trade relations between Denmark and Canada, the President of Maersk Canada Inc., Mr. K. Barry Olsen, was awarded the Diploma of the National Association for Danish Enterprise, which was instituted in 1967, and HRH Prince Henrik of Denmark's Medal of Honour, which was added in 1982. The award was presented by the Consul General of Denmark, Mr. Poul Laursen, at a reception at the Royal Danish Consulate in Toronto on 12th July 1995.

Mr. K. Barry Olsen has been President of Maersk Canada since it was founded in 1980. Since then, the company has flourished and today

has offices in Toronto, Montreal, Vancouver, Calgary and Halifax.

Maersk Canada Inc. currently offers the widest range of services in the shipping sector, including an inter-continental network. In addition, Maersk has signed a long-term contract with the Hibernian off-shore project, under which two Maersk supply vessels will be built by a Canadian shipyard.

As well as being the founder Chairman of the Danish-Canadian Chamber of Commerce, Mr. K. Barry Olsen has been re-elected for the third consecutive year. The Chamber is now fully established and has a steadily growing membership.

On a narrow stretch of sand on the Arabian Sea lies one of the world's most remarkable boat-building yards. Here, stacks of knotted pieces of teak and mango-wood are transformed into the vessels which for centuries have been a part of the Arab cultural

Consequently, drawings and plans are an unknown phenomenon in Sur, one of the three harbour towns in the Sultanate of Oman, from where, in bygone days, fleets of dhows set sail with cargoes of dates, incense and Arab horses and came home with spices, silks and teak from Africa, China and India respectively.

A single voyage could easily last three or four years. Those days have been over for a long time now. The hundreds of Indian ships' carpenters who, until the middle of this century, helped to make Sur the largest newbuilding port in Oman, now number no more than ten. Nevertheless, they still stretch the keel just as they learned when they were teenagers. Then they fix the first planks of the hull in a groove, and bang the rest together - in the top-to-toe fashion and not with the European style of overlapping. In the old days - until a

few decades ago - the planks were sewn together with palm fibres. These days they are riveted to the timbers, which are laid down when the hull has taken shape.

After caulking, the exterior of the vessel is given a protective coating. Under the waterline, this coating consists of plant oil and animal fat or resin mixed with chalk, to prevent algae attacking the wood. Above the waterline, the vessel is coated with oil or varnish to give it a dark shine, which makes it appear expensive, and wood-carving on the stern adds to the expensive look.

For thousands of years Oman, with its hundreds of kilometres of coastline, has been just as closely bound to the sea as to the desert. It has been one of the world's main trading centres both on land and at sea.

In the old days, from the mountains in the southerly Dhofar region, the camel caravans brought tons of incense to kings and emperors via three main routes to Gaza, eastern Arabia and the countries around the Arabian Gulf. The junction in the desert was called Ubar - the town which, according to legend, was a copy of Paradise. It was an incomparable architectural wonder, until about 2,000 years ago when the entire town in all its glory collapsed as God's punishment for its decadent life. That was the legend, but nowadays we know that it was the force of gravity that made the buildings collapse into a subterranean cavern.

In the sand at a place which is today called Shisr, one can see the remains of the eight pillars which held up the almost three-metre high wall, built to keep unwelcome visitors out of the legendary town, which Lawrence of Arabia called the "Atlantis of the Desert". The wall was to protect the castle and the spring, and at the same time, ensure that all the caravans halted in order to pay a toll. It was necessary for the caravans to have access to the drinking water in the spring, a matter of life or death if they were to cross the desert with their cargoes.

Archaeologists hope to find proof that the Queen of Sheba visited the place on her journey to the Jewish King Solomon and the Three Wise Men presumably came from Ubar with their myrrh and frankincense to the Baby Jesus. The thousands of casual finds so far found in the ruins originate from 4,000 BC to 900 AD, and dating of the satellite settlements which were located around Ubar show that people lived on the site as long as 7,000 years ago.

The maritime history of Oman does not go back quite so far, but it is a fact that, as long ago as 2,500 BC, copper was sailed from Oman, or Magan as it was known as in those days, to the workshops of Mesopotamia.

The first written reference to an Arab who sailed to China is more than 1,200 years old. It was an Omani merchant who visited Canton. The most famous Omani seaman is, however, Sinbad the Sailor, who came from the port of Sohar in the north of the country. His story is one of the most treasured adventures in "1,001 Nights". His voyages were in dhows, built at the yard in Sohar which no longer exists. Fibre glass

BUILDING BOATS WITH RIPSAWS AND CHISELS

**We have visited Oman's last surviving dhow-boatyard,
where the order book is just about empty.**

heritage. The vessels are known in the outside world under the common name of dhows, but actually each type has its own particular name. The fishing boats, which are built on the beach, are called shu'i and are a smaller version of the ocean-going sambuq.

By means of manpower, rip-saws, adzes, chisels, hammers and concave drills, the tree trunks from India are turned into keels, planks and timbers, which are then assembled and finally caulked with palm fibres or raw cotton soaked in oil. The process has been exactly the same for over 1,000 years. The boat-builders come from the Malabar coast - from the Indian sub-state of Kerala - where rule-of-thumb methods and the fruits of experience have been passed down from father to son for generations.



boats with outboard motors have been such a tough competitor for the hand-built wooden boats that the shipyards in Sohar was forced to close a long time ago. And even though the shu'is have been equipped with motors, this is hardly enough to ensure the future of the dhow culture in a modern merchant and fishing fleet.



In order to preserve the technique, however, the government of Oman has decided to establish a mini-boatyard in Sur, where model dhows are to be built as exact copies of the life-size ones. In connection with this initiative, there are plans to establish a dhow museum.

Nobody knows precisely how many different types of dhow are still in existence and could be displayed at the museum but the largest trading dhows were up to 120 feet long and could carry about 400 tons. On the old trade routes, these were protected by dhows armed as warships with 70 canons and with space for 20,000 soldiers.

The carpenters from the Malabar coast like to talk about the glories of the past, but best of all they like to demonstrate that their craftsmanship continues to be capable of creating the unique fishing boats which still set sail to bring in cargoes from the sea's larder along Oman's 1,700 kilometre long stretch of coastline.

Text: Birthe Lauritsen
Photos: Miklos Szabo



WHEN GREAT VESSELS BECOME SMALL ONES

When the Lindø Shipyard delivers a supertanker of about 300,000 dwt, the end product represents around one million working hours.

This enormous number of hours covers numerous complicated procedures, based on the expertise of over 3,000 men.

Lindø Shipyard has, however, an employee who can produce a true copy of the same supertanker in only about 300 hours. All the dimensions, all the details and all the colours are identical, but there is one important difference - here we are talking about a model to the scale of 1:200.

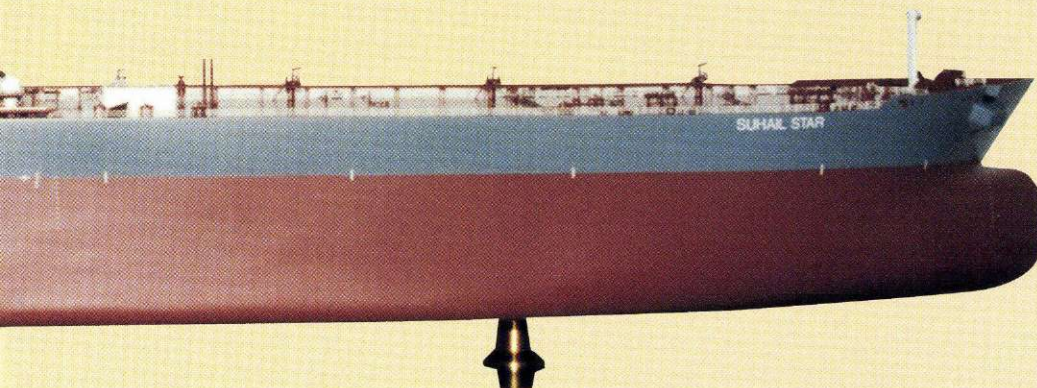
The model-builder, Frank Jørgensen, is employed as head of the Shipyard's profile factory. Frank has been interested in model ships ever since he was a child and his hobby then was either to carve the models in wood or assemble them from a building set, so it was natural that he later joined the Lindø Shipyard as an apprentice shipbuilder. Soon after he started work he asked his master for some ship's drawings to help with his model building, but the master thought that he had better learn to build a real ship first.

Frank Jørgensen can do that now, but he can build four to six models every year as well. Over the years, he has supplied both Danish and foreign clients and one of his latest model was delivered to A.P. Møller in April this year.

A complicated process

Frank Jørgensen describes the usual steps in the process as follows: In connection, for instance, with the recently-completed VELA series of three supertankers, the Shipyard asks him to make a quotation for three finished models complete with bases, showcases etc. When the price has been agreed, he requests line drawings (the form of the vessel's hull) and a number of detailed drawings. Everything from the deck house to the masts and winch for the piping arrangement must be meticulously reproduced. In this case, one of the models also had to be open at the side, so all the internal piping also had to be copied.

A true-to-scale drawing is made and then a model in wood. This model, as regards finish, must be just as good as the completed model, since it is



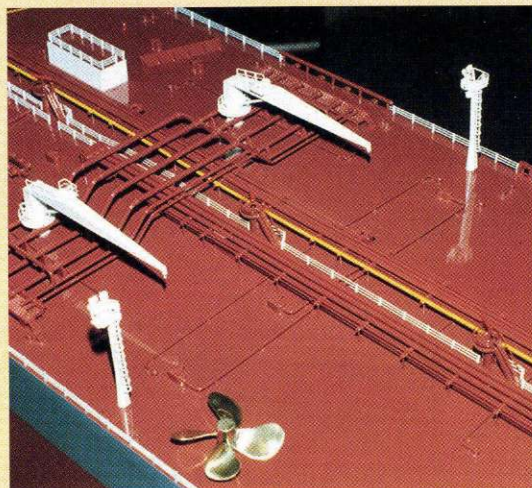
used to make a fibre glass cast. When the cast of the hull is finished, the fittings, including the deck etc, are added and everything is painted in the colours of the original vessel. Then it is the turn of the deck house, which is made in laminated wood covered in plastic and all the minute details are supplied including the bridge wings, sun roof, swimming pool, chimney, windows and rails.

Equipping: a chapter by itself

The masts, winch, bollards, pipelines, hatches and fire points are just a few of the numerous and usually complicated details on the deck. They are mostly made of brass and plastic and everything is painted in the precise colours of the original vessel. Just as an example of the work that goes into making the rails: there are about 600 6-mm high stanchions, which are stamped out of a German silver sheet and mounted at the correct intervals. Three rows of 0.4-mm thick brass thread have to be drawn, soldered and cleaned before they can be painted. Incidentally, none of these materials can be bought in the local hobby shop, everything must be specially produced.

One of the last operations is the making of the propellers or ship's screw. The boss is turned on a lathe, the wings are folded out in the correct form and sawn out of brass and after soldering, they are filed down and turned before the final polishing. Finally, the model can be mounted on a base plate and placed in a glass case with a plate giving details about the vessel.

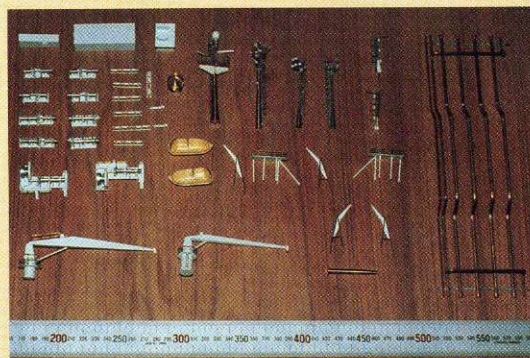
People who have been close to a supertanker, perhaps even been on board, are astonished at the sheer size of the vessel and the wealth of detail throughout. In the same way, Frank Jørgensen's numerous impressive model ships represent just as much specialised expertise and a hobby which has developed from a boy's wood-carving with a pen-knife to a high degree of perfection.



A selection of the wealth of detail on the deck.



The mounting of the pipes on the completed cast of the hull.



The scale (the large figures in millimetres) gives an idea of the precision which is necessary to reconstruct the equipment, here the cranes, masts, winch and rails.



HOW DO YOU MAKE A CONTAINER?

Members of the staff of A.P. Møller had the chance to find out the answer to the above question in May this year during a visit to Mærsk Container Industri in South Jutland.

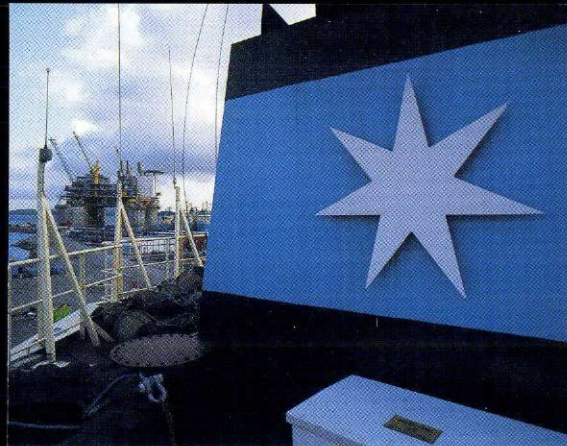
The trip started at 8.30 am at Copenhagen's main station, where a special InterCity train set off on its non-stop trip to Tinglev, where the train went straight into MCI on the container factory's own direct track. While the 140 guests alighted from the train, MCI welcomed them in a festive manner with not only flags but also horn music enthusiastically played by the Tinglev Voluntary Fire Brigade Band.

The guests were divided into five groups and shown around the factory. The groups had the opportunity of seeing the administration building, the dry cargo container production area and the almost-completed building for the production of reefer containers, which has since become operational.

As it was not possible to see the factory during actual production, a number of employees from Mærsk Container Industri stood by to explain and answer questions about the manufacturing process of both dry cargo and reefer containers.

After the tour of the factory, the guests assembled in the canteen where they said their goodbyes and thanked their hosts before boarding the train back home.

Just before 9 pm, A.P. Møller's special train arrived back in Copenhagen's main station, where the participants went their separate ways after a successful day out.



HEAVY LOADS AND TOWS

During the summer months, the powerful anchor-handling vessels operated by Maersk Supply Service took part in the towing and installation of some of the largest offshore structures ever positioned as production units in the North Sea. Before the towing operations were even started, an enormous amount of time was spent on planning in order to ensure that the vessels and equipment were absolutely primed and fully modified to undertake the jobs in hand. Several of the vessels had to be equipped with extra built-in hydraulic stoppers to be able to handle the heavy anchor systems.

TROLL GBS (Gravity Base Structure) is the heaviest man-made object ever to be moved. The concrete TROLL GBS, which is owned and operated by Norsk SHELL, was towed from the Norwegian fjord at Vats in the Stavanger area and is now in position in the Troll Field off Bergen at a depth of 350 metres,

where it is producing gas from one of the world's largest gas fields. Before the operation commenced, the weight of the structure was calculated at no less than 1,030,000 tons.

At the start of the towing operation, the structure had a draught of 278 metres and it towered 189 metres above the surface of the water. Altogether there were nine huge towing vessels connected to the structure, three of which belonged to the Maersk fleet. MÆRSK MASTER, with its 16,200 brake horsepower and the sister vessels, MÆRSK PROMOTER and MÆRSK PUNCHER, each with 15,600 brake horsepower, took the leading roles in the operation, coordinated from the structure itself by A.P. Møller towmaster Poul Jørgensen.

Meticulous coordination of the many tugs was necessary in order to ensure that the weighty and heavy-draught structure followed the



TROLL FPU was towed by eight Maersk Supply vessels. The photo on the front cover shows the TROLL GBS tow.

precisely-planned routes to within a few centimetres. All the manoeuvres were practised beforehand in a simulator so that the captains of the vessels and the tug coordinators could test the effects of the weather and wind conditions which could be expected during the towing operation. TROLL GBS was put into position directly above the target position, ballasted down and sunk 39 metres into the seabed. The positioning operation allowed for a tolerance of 50 metres in all directions, but the final position was within 5 metres of the target.

TROLL FPU (Floating Production Unit), which is owned and operated by Norsk HYDRO, was another demanding towing and installation job carried out by a fleet of eight of the most powerful Maersk units. This major operation, carried out on 3rd July 1995, was coordinated by towmasters Poul Jørgensen and Christian Holm and involved towing the concrete platform 70 nautical

miles from Hanøytangen near Bergen out to the Troll Field.

The platform weighed about 190,000 tons while it was being towed and had a draught of 50 metres.

At the Field, the platform was coupled to 16 previously-installed anchor lines, making it the heaviest and most powerful anchor system in the world. The anchor system consists of chains and wires with a diameter of 155 mm. This anchor system was installed by MÆRSK PROMOTER earlier in the year on a separate contract.

Both towing operations were carried out in precisely the time calculated and without any damage to either personnel or equipment.

The above were only two of numerous operations carried out by

A.P. Møller's powerful towing and anchor-handling vessels over the last couple of years. Other noteworthy tasks included DRAUGEN GBS, which was towed from Stavanger to the Draugen Field at Kristiansund by eight Maersk vessels in 1993, TROLL GBS's base, weighing 738,000 tons, which was towed in-shore from Stavanger to Vats in 1993, Harding GBT (Gravity Base Tank) towed from Hunterston in Scotland to the Harding Field in June 1995, as well as numerous floating production vessels towed from shipyards all over the world to their production positions in the North Sea.

Originally, special towage firms carried out such major towing operations, but thanks to the constant renewal and modification of tonnage, today A.P. Møller is the only company in the world able to handle these major towing jobs exclusively with its own tonnage and personnel.



NETTO BREAKS ITS OWN RECORD

In August this year NETTO opened its 200th store in Denmark, its 100th in Germany and its first in Poland. And shortly England will also have its 100th NETTO store. This is the start of the most far-reaching expansion in the history of the chain, which counts on opening no less than 100 new stores over the next year.

The opening of NETTO's store number 200 in Randers in Jutland on 3rd August was certainly a lively occasion. NETTO's Managing Director, M.O. Krage, welcomed the couple of hundred customers waiting outside, while H. Salling cut the red ribbon and thereby pronounced the store officially open. Eight tents with demonstrations of different items and offering samples had been put up outside the store and the Manager, Nick Vestergaard, turned up on a camel, no less! Randers Drum Majorettes marched through the town and supplied the music, while Circus Rundtosset (The Crazy Circus) entertained both children and adults.

Number 1 in Poland

Shipowner Jess Søderberg was present at the opening of NETTO's first store in Szczecin, Poland, later in August. This time there was no camel, but there were plenty of other surprises for the people of Szczecin. For the first time, they could see an item sales-registered simply by passing it through a scanner while at the same time the name of the item purchased was printed on the receipt. Such a modern store with such advanced technology and so many different goods was something of a sensation. Before the store could open, however, the local priest had

to be present and he said prayers along with the numerous customers and showered blessings on both the store and its customers. Only then were the customers allowed into the store in groups, since there were so many of them waiting outside. A lot of people stood in the queue for over an hour to come in and examine the new store and not least take advantage of all the inexpensive goods on sale. NETTO is expecting a rapid expansion in Poland, where this type of discount store has never been seen before. Even now, both central stock facilities and a central administration have been established in Szczecin, so NETTO is fully prepared.

A fast-growing teenager

NETTO's first store was opened 14 years ago and the chain is part of the Dansk Supermarked chain, which also includes Føtex, Bilka, A-Z, Bugatti and Tøj & Sko. Dansk Supermarked is jointly owned by A.P. Møller and F. Salling A/S.

Since the discount concept made its entry into Denmark almost 20 years ago, the stores have changed considerably and NETTO has had a decisive influence on developments and now more or less dominates the less expensive end of the staple goods sector. Although NETTO



continues to keep to the original idea of a limited range of goods and self-service at extremely reasonable prices, the stores today are characterised by a greater variety of new items, a strong marketing policy and high quality goods for the price. "We are in a particularly competitive market, so we must constantly keep up-to-date by introducing new and interesting lines in our stores as well as being aggressive and different in our methods of marketing", maintains M.O. Krage, the Managing Director.

"As regards personnel, the fact that we are now an international company provides attractive opportunities, and we have already stationed both store managers and trainees abroad. At the moment, we have a team of our Danish employees in Poland in connection with the opening of the store there. They are there to teach the Polish staff, so that the latter can live up to and follow the NETTO concept. But a sense of humour is also an important part of our culture and is in fact one of our 10 rules of conduct".

Keeping that last remark in mind, it is perhaps not surprising that M.O. Krage insisted on having a ride on the camel outside the store in Randers.



THE ROOF OF AMERICAS EXPEDITION

Maersk Line recently organised the shipment to Chile of two twenty-foot containers of supplies for "The Roof of Americas Expedition".

The expedition was a journey the entire length of South America involving boat and overland travel, white-water rafting, mountain climbing and trekking. The two major objectives were to reach the top of Mount Aconcagua in Argentina, the highest mountain in the Western Hemisphere, and to reach Cape Horn.



HRH The Prince of Wales, Patron of the expedition, with Captain John Warburton-Lee, the leader of the expedition, and Aron Newton and Tina Revsbech from Maersk Line UK.

The team, comprising members of the British Army, experienced some of the world's most extreme climatic conditions including Force 9 westerly winds around Cape Horn. They also encountered landscapes ranging from the coastal desert strip of Peru through to the moving ice ends of glaciers at the Torres del Paine.

Despite the many dramatic and dangerous events encountered on the expedition, the two objectives were ultimately achieved.

Ann Pulham

CHRISTMAS MAIL

Christmas mail for crew members on board vessels in the Mærsk fleet should be sent to:
A.P. MØLLER
Esplanaden 50
1098 Copenhagen K
not later than 15th November 1995 for parcels, and not later than 1st December 1995 for letters.

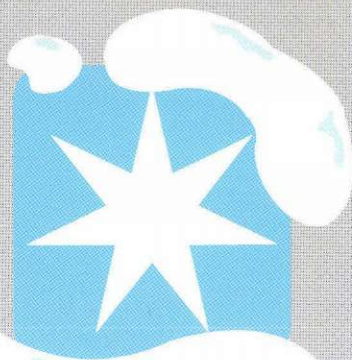
Mail should be CLEARLY addressed and should state

- The recipient's full name and occupation
- The name of the vessel
- The name and address of the sender

Parcels should initially be stamped only to the A.P. MØLLER head office. The sender will later be informed of the amount of further forwarding costs and will be asked to reimburse these.

It is advisable NOT to send fragile or valuable articles or foodstuffs in the parcels. As the distances are often considerable, small light packages are recommended.

For further information, contact:
A.P. MØLLER's POSTAL SERVICE, telephone no. 3363 3012 or 3363 3011.



CAMBODIA

Cambodia, in the heart of South East Asia, borders on Thailand, Laos, Vietnam and the Siam Gulf to the south. For the last thirty years the country has been devastated by war, and it was not until the signing of the Paris Peace Agreement between the various political factions in Cambodia in 1991, followed by the UN-sponsored elections in 1993, that a measure of stability finally came to the area.

Since then, Cambodia has undergone a very positive development with economic growth now reaching around 7-8% per year. On account of the country's favourable location near the five high economic growth countries known as the "tigers", which include Malaysia and Singapore, as well as its abundant natural resources such as rubber, timber, gem stones, Cambodia's growth potential is extremely promising. The newly-elected coalition government is actively trying to develop this potential, and has recently ratified a very advantageous investment law to encourage foreign investment. Despite Cambodia's turbulent his-

tory and lack of legal framework, several investors, particularly in the textile sector, have already set up factories there and production and exports are rapidly increasing.

The government is also endeavouring to rebuild Cambodia's infrastructure, which was totally ruined during the war years. To this end, the construction of roads including highways from Phnom Penh to Bangkok and to Saigon, the renovation of the ports in Sihanoukville and Phnom Penh and the building of an inland container depot in Phnom Penh are currently in the planning process.

Maersk in Cambodia

Maersk Line is represented in Cambodia by MCC Transport, a 100%-owned Maersk subsidiary, whose representative office was established in early 1992 when MCC Transport Singapore Pte. Ltd. inaugurated the first weekly container service between Singapore and Cambodia. This was recently upgraded to a twice-weekly service and MCC Transport's

vessels are now calling at the port of Sihanoukville, 225 km south of Phnom Penh, every Tuesday and Saturday. MCC Transport is at present the port's most important client, with more than 50% of the total container throughput.

Since large vessels are still unable to call at Phnom Penh because of the Mekong River's limited draught, all cargo for Cambodia is discharged at Sihanoukville and subsequently forwarded by truck to Phnom Penh. With the increasing volume of imports and exports to and from Cambodia, Maersk containers have become part of the daily picture on Highway 4 between Sihanoukville and Phnom Penh. When the Cambodia service was inaugurated, road and safety conditions were such that trucks often had to be escorted by the local police. Nowadays, however, security has improved and an escort is no longer required and furthermore Highway 4 is under renovation in order to be able to handle the increasing traffic.



Maersk is the largest main carrier in Cambodia today, and has in 1995 seen a 400% increase in outbound liftings. This increase in exports is particularly advantageous for Maersk as Cambodia is a permanent surplus area for practically all types of equipment. Cargo is accepted for shipment to all areas served by Maersk, but at present the majority of outbound liftings are bound for Europe, and to a lesser extent for the USA, Canada and Japan.

At its offices in Phnom Penh and Sihanoukville, MCC Transport employs a local staff of 14 people including two Danish expatriates, Senior Representative Peter Møller and Owner's Representative, Bo Andersen.

MCC Transport's constant aim is to improve service and efficiency and the company expects to be on-line to MCS later this year. Furthermore, in order to meet growing customer demand, the organisation in Phnom Penh is shortly moving into more extensive premises.

A Maersk Line container truck passing the Royal Palace in Phnom Penh.



The unveiling ceremony with the mermaid copy safely in place at Osaka.

THE LITTLE MERMAID TO JAPAN

The Japanese brewery, Suntory, brews the Danish Carlsberg beer on licence in Japan. In connection with the establishment of a Suntory Museum and the inauguration of a major section of the harbour in Osaka, Suntory has donated a copy of the Danish sculpture, The Little Mermaid, to be placed on the harbour front in Osaka. The original mermaid sculpture which sits on the rocks at Langelinie in Copenhagen has been there since 1913.

The copy is three-quarters size and has been made by the 83-year old sculptor, Egon Eriksen, son of Edvard Eriksen who was responsible for the "real" mermaid, inspired by the Hans Christian Andersen fairy story.

In November 1994, Mercantile in Denmark was contacted with regard to the transportation of not only the sculpture itself, but also of the stones she is sitting upon, and in the middle

of February 1995 the Mermaid was ready and waiting to be shipped to Japan.

The cases were safely unloaded in Nagoya at the end of March 1995 and sent on to the Suntory Museum. The official unveiling ceremony took place on 8th June in the presence of the Danish Ambassador to Japan and representatives of Osaka's Municipal Government. The Mermaid is now placed by the museum as a symbol of the friendship between the two sister ports, Copenhagen and Osaka.

One cannot help wondering what Hans Christian Andersen would have said to his fairy-tale character travelling halfway round the world to Osaka 100 years after he had written about her.

Steen Withen Nielsen/
Steffen Schiøttz-Christensen

VIETNAMESE VISIT TO ESPLANADEN

The Prime Minister of Vietnam, Mr. Vo Van Kiet, came to Denmark on a two-day official visit at the end of May this year. The Prime Minister was accompanied by a large trade delegation, since one of the objects of the visit was to discuss Danish-Vietnamese trade relations. During his visit, Mr. Vo Van Kiet met government representatives and members of Parliament, as well as the representatives of a number of major Danish companies and organisations. One of these companies was A.P. Møller, where the Prime Minister was welcomed by Mr. Jess Søderberg, Mr. Per Jørgensen and Mr. Kurt Andersen.



FLYING VISIT TO THE NETHERLANDS

Jess Søderberg paid a brief visit to the Netherlands on Monday 29th May. After first calling at Norfolk Line in Scheveningen, the visit continued with a helicopter trip over the Port of Rotterdam, noting in particular the familiar blue Maersk landmarks there. MÆRSK GIANT, which was undergoing conversion work, the headquarters of Maersk Nederland and the Maersk container depot were all admired from a bird's eye view before the helicopter headed for the impressive Delta container terminal complex. Here Maersk has its own dedicated facility which is expected to handle 450,000 moves in 1995.

Once back on the ground, Jess Søderberg visited Maersk Nederland's newly-opened container depot and repair facility at the Maasvlakte, where he inspected the efficient reefer and cleaning station. Before flying back to Copenhagen, he met a number of senior staff members from the Dutch and Belgian organisations.

The photo shows Jess Søderberg being shown around the new container depot.

Poul Woodall

ROYAL PRESENTATION OF SUPPLIER AWARD

In May 1995, Roulunds (UK) Ltd. was appointed "Supplier of the Year 1994" by Unipart International in England. The award was presented to the company by HRH Prince Philip at a ceremony at Unipart's headquarters on 16th June.

The award was made on the basis of ten assessment criteria, which comprise Unipart's so-called "Ten(d) to Zero" programme. For each point in the programme a supplier is acknowledged as the best in the relevant area. Roulunds (UK) Ltd., which is a subsidiary of A/S Roulunds Fabriker in Odense, was chosen as the Supplier of the Year, meaning that out of Unipart's 280 regular suppliers, Roulunds was the overall best.



Apart from distributing Roulunds' range of friction materials and transmission belts, Roulunds (UK) Ltd. produces and markets disc brake linings in England.

His Royal Highness Prince Philip presenting the award to the president of Roulunds, Clas N. Andersen. Far left is David Whale, Purchasing Director of Unipart, and in the background, Bjarne S. Hvass, Managing Director of Roulunds (UK) Ltd.

Elsebeth Bastholm

L'95 EXHIBITION IN BASLE

Mercantile Zurich, with the assistance of Maersk Zurich Sales, took part in the first L'95 international logistics exhibition to be held in Switzerland from 30th May to 2nd June 1995.

The timing of the exhibition was perfect for Mercantile Switzerland, since the company was established and became operational at the beginning of this year.

A total of 18,000 visitors turned up at the fair, taking the opportunity to update their knowledge of logistics and showing that logistics is becoming of increasing importance.



MOVING ON

At the end of July the Maersk office in Hamburg moved to new premises and all the office equipment for about 130 people as well as the complete EDP hardware setup had to be transferred over one weekend. An unexpected problem cropped up when the lifts in the new office building suddenly went on strike, but the problem was solved with the assistance of a Maersk 20' container and a mobile crane and the move was completed according to plan.

Susanne Heinken



MAERSK-FILIPINAS GOES ON A CRUISE

On 13th May 1995, the President and staff of Maersk-Filipinas Inc. went on a cruise to Corregidor Island on the TENNESSEE WALKER, a former coastal oil tanker, which has been transformed into a tourist yacht.

Husbands and wives were also invited along for the day and participants were encouraged to dress in Naval, Hawaiian or Safari costumes. During the two-hour cruise to the island, everyone took part in games and prizes were

awarded for the best team and the best costumes.

On arrival at Corregidor Island, which was occupied by Japanese forces during World War II but later recaptured by the Americans, guides led the day trippers on a tour of the historic monuments such as the Filipino Heroes Memorial, the Malinta Tunnel Complex and the Pacific War memorial.

Lydia B. Cervantes



NEW ACQUISITION IN THE UK

Pentalver Transport Limited, a company operating 24 tractor units and a wide range of specialist trailers from a 7-acre site in the Southampton dock area, was bought by The Maersk Company Limited in January 1995. Since acquiring the transportation company, a substantial investment has been made in order to improve facilities. Improvements include the total block paving

of the entire site to provide ideal container storage facilities, a maintenance and repair facility to service approximately 470 containers per month, a dedicated reefer specialist facility on site for all types of reefer repairs and a reefer monitoring area with a total of 60 reefer plugs available.

Ann Pulham



RECORD IN CONTAINER MOVES

The Port of Singapore Authority (PSA) and Maersk have jointly set a new record in container movements. This happened on 27th June 1995, when MADISON MÆRSK berthed at the Brani Terminal and completed discharge and loading operations and departed - all within eight hours! The vessel handled no less than 1,430 container moves, recording 181 moves per vessel hour, a record which surpassed the previous record of 150 container moves set less than a week previously by one of our competitors.

In a statement, PSA said that this was a fine example of the joint

efforts and close cooperation between the Authority and its customers. Maersk's good stowage planning made the high crane performance possible.

At the get-together to mark the occasion, the Managing Director of the Maersk group of companies in Singapore, Mr. F.R. Jacobs, said that such an impressive achievement could only be accomplished through the fine teamwork demonstrated by the skilled and dedicated staff of PSA and Maersk.

Tan Hee Khoon



Staff members from Maersk Maroc with Erik Nielsen (fourth from left), Maersk España, and Triki Najib (right) from the Tangier agency.

NEW MAERSK MAROC OFFICE

On 26th June 1995, Maersk Maroc S.A. opened its third agency office in Tangiers with a party to celebrate the inauguration of the new premises. Among the prominent guests present on this occasion were the Manager of the Tangiers Port Authority, Mr. Elheimer, the President of the National Moroccan

Merchant Navy, Mr. Zizi and the President of the Shipping Line Association, Mr. Bennoudi.

A weekly feeder service has been established between the Spanish port of Algeciras and Tangiers to ensure a fast and reliable connection for imports and exports to and from North Africa.

The city of Tangiers, with a population of almost half a million, is in the north of Morocco. The main business in the area is the textile industry, primarily the manufacture of cotton, tissues and textile accessories, followed by the fish-canning industry. Close to the city, the important agricultural regions of Larache and Berkane produce a variety of citrus and other fruits for export via the port of Tangiers.

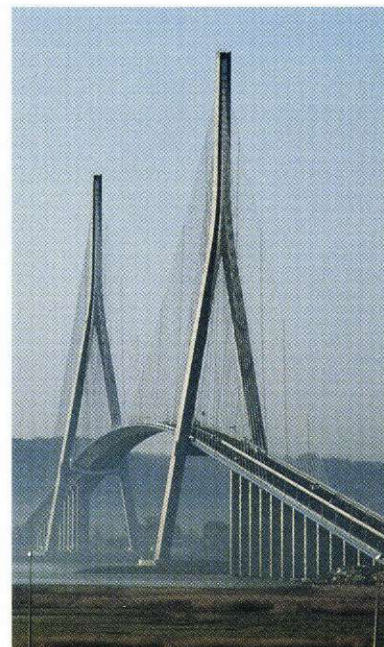
The office is managed by Mr. Tiki Najib and there is a staff of four persons.

Javier Lopez

NORMANDY BRIDGE WITH SPAN RECORD

With pylons as high as a 60-storey building, a carriageway as long as the Champs Elysées in Paris and a central span of 856 metres - a world record for a cable-stayed bridge - the bridge across the River Seine between Le Havre and Honfleur is a perfect example of the enormous technological strides made by engineers and bridge builders during the last 25 years.

The bridge, which was inaugurated on 18th January 1995, was based on about 5,000 technical drawings and the actual construction involved



200,000 tons of concrete, 6,000 tons of steel and 42 km of bracing wires for the stays.

With its streamlined metal superstructure which was tested in a wind tunnel and its 20,000-ton pylons the bridge should be able to withstand gales of up to 250 km per hour. The structure is a crucial link in the future "estuaries road" which by 1999 will link Amsterdam with San Sebastian on the coast of Spain.

The bridge is visible from the Le Havre agency and has the advantage of shortening positioning time for containers for Maersk Line customers located on the west side of the Seine estuary.

Laurence Chollet



MAERSK NEDERLAND ON THE RUN

If a company wants to consolidate its success in shipping, everyone involved has to run faster and further than the competition. Being fully aware of this fact, it was only natural that Maersk Nederland entered a sizable team in the Rotterdam Marathon Fun Run. Parallel with the real Marathon, the Fun Run covers a distance of 10 km and altogether some 15,000 runners take part in the two races every year.

All members of the Maersk team acquitted themselves honourably, well within the maximum time limit set and no doubt next year there will be an even larger Maersk team competing. The photo shows the entire team, apart from Ton Vollebregt, who took part in the real Marathon and completed the race in the extremely respectable time of 3 hours 52 minutes.

Poul Woodall



SPECIAL MODEL FOR MÆRSK

The Danish company LEGO is world famous for its eye-catching toys. In the past LEGO has produced a model ship and a container truck in kit-form specially for A.P. Møller. These kits have become collector's items and have been incredibly popular within the Maersk organisation as gifts, so it was a sad day when supplies ran out.

As there had been so many requests for a new LEGO item, the P.R.

Department again contacted LEGO and the company agreed to produce a new model truck for us. The kit is suitable for children from seven years upwards, with no upper limit, so all LEGO fans can join in the fun. The truck is included in A.P. Møller's range of customer gifts which may be ordered once a year through the Purchasing Department in Copenhagen. The price in Denmark is DKK 172 including VAT and USD 23.50 outside Denmark.



WE ARE THE CHAMPIONS!

During two months of keen competition, Maersk Group's soccer team in Singapore beat 14 other teams to advance to the finals. On 7th June 1995, to complete their fantastic run of success Maersk, with the generous support of Nissan Forklifts, triumphed over the Caltex team 3-1 to become the Champions!

Tan Hee Khoon



REACHING NEW HEIGHTS

On 29th May 1995, The Maersk Company Limited moved into a prestigious new office on the 31st floor of the Tower building in Canary Wharf in the Docklands area of London.

The office has all the latest technological equipment and the building itself offers a stunning panoramic view over London and the River Thames.

Ann Pulham



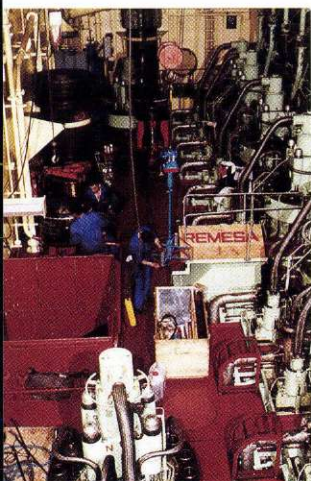
Welding repairs at the COMESA main facilities.

REPAIRS AND MAINTENANCE IN SPAIN

Vessels' repair shop

REMESA (Reparaciones Maritimas Españolas S.A.) one of Maersk España S.A.'s affiliates, situated in the new Maersk España Terminal 2000 at Algeciras and with a staff of 32, provides top quality repair and maintenance facilities for all types of vessels, in port or en route.

REMESA's staff repairing a main engine.



Since the company began activities in Algeciras in 1989, it has serviced over 2,000 vessels and while most of

these vessels are from the Maersk fleet, REMESA is also an attractive proposition for other shipping companies. REMESA has also been the exclusive representative of Mitsubishi Heavy Industries since November 1992 and of the Dutch company Heatec, for which it repairs and maintains coolers and heat exchangers, for Spain, Portugal and Gibraltar.

Professional container repairs

COMESA (Containers del Medioterraneo S.A.) is

also a Maersk España S.A. affiliate. The company was established in 1989 with the objective of repairing Maersk Line containers in transit at the terminal. The company, with its staff of 58, provides a wide range of services, including handling and repair of powerpacks and gensets, production of parts, quality control of reefer equipment and the cleaning and repair of dry and reefer containers.

COMESA's main facilities are located five km from the port but, with the inauguration of the new Terminal 2000, it now also has stock and repair facilities in the terminal itself. This makes it possible to carry out urgent inspections and repairs before releasing the containers to customers or loading them on board Maersk Line vessels, thereby saving transportation and handling costs in Algeciras.

High quality and constant improvement are the corner-stones of COMESA's policy. To date COMESA has completed repairs on almost 70,000 containers.

Javier Lopez

AROUND THE WORLD IN 180 DAYS

In February this year Rachael Ennor from New Zealand set off around the world with only 100 dollars in her pocket. The objective was to complete the journey in 180 days, and at the same time to raise money for the New Zealand Child Cancer Foundation.

The rules of the challenge were:

- No pre-arranged land transport
- No illegal activities
- No commercial passenger flights
- No use of friends, family or colleagues for transport
- No sale or barter of possessions
- No IOUs, credit or otherwise shady deals
- No exaggeration or embellishment of actual events for the sake of a good story.

After managing to survive the propositions of truck drivers in California, working as a hostess for the America's Cup-winning team, "Team New Zealand", in San Diego and driving a relocating Admiral's car to Washington, the courageous New Zealander talked her way on to an RAF flight to London. From there, she hitched a ride to Malaga on a



truck carrying frozen fish and on to Gibraltar, where she boarded a ship bound for Dubai and another on to Singapore.

Here she came unstuck, however, as she had no passage to Australia and this is where the Maersk vessel KLANG REEFER came into the picture. The crew needed a hand with touching up the paintwork, so a deal was struck in exchange for a lift to Western Australia.

Needless to say, Maersk West Australia Line was more than happy to give Rachael a helping hand in her admirable attempt to raise NZD 200,000 for the New Zealand Child Cancer Foundation.

Peter Floratos



Esplanaden



40 Years Anniversary
Jakup Nolsøe
3 February 1996



25 Years Anniversary
Willy Sørensen
3 November 1995



25 Years Anniversary
Erik Holt Nielsen
1 January 1996



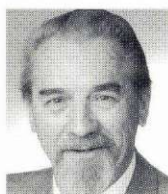
25 Years Anniversary
Finn Johansson
1 January 1996



25 Years Anniversary
Merete Thomasen
1 February 1996



25 Years Anniversary
Alf Lyager Jensen
3 February 1996



Retiring
Hakon Ullmann
30 November 1995



Retiring
Jørgen K. Højbjerg
31 December 1995

Maersk Drilling



25 Years Anniversary
Senior Toolpusher
Romeal Trim, Jr.
5 October 1995



25 Years Anniversary
Karsten Buhl
3 November 1995

Mærsk Olie og Gas

Organisations Abroad



25 Years Anniversary
Cheung Chi Wai
Brigantine Services
Hong Kong
1 October 1995



25 Years Anniversary
Shigeru Kamachi
Tokyo
1 December 1995



25 Years Anniversary
Takeshi Komatsu
Japanese Sales
Rep. London
5 January 1996



25 Years Anniversary
Sophon Woowong
Maersk Bangkok
20 January 1996



25 Years Anniversary
Richard R. Reynolds
Universal Maritime
Service Corp.
Jersey City
1 February 1996



25 Years Anniversary
Liu Wai Yan
Brigantine Services
Hong Kong
3 February 1996

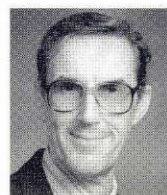


Retiring
Thanomsak
Pinthuwatana
Maersk Bangkok
31 January 1996

The Fleet



40 Years Anniversary
Ship's Assistant
Gunner Bent Greve
17 February 1996



25 Years Anniversary
Chief Engineer
Kristian Balleby
Hansen
23 November 1995



25 Years Anniversary
Superintendent
Erling Faurby
Stengaard
24 November 1995



Retiring
Repairman Ernst
Hartig Nielsen
1 September 1995



Retiring
Chief Engineer
Jens-Erik Pedersen
1 September 1995



Retiring
Chief Engineer
Hans Pedersen
3 September 1995



Retiring
Chief Officer Leivur
Nielsen
1 November 1995



Retiring
Chief Steward Poul
Edvard Vigso
1 November 1995



Retiring
Radio Operator
Dadi E. Cooper
1 December 1995



Retiring
Captain Poul
Valdemar Jæger
Haase
15 December 1995



Retiring
Captain Helge Emil
Valdemar Poulsen
31 January 1996

The Yard



40 Years Anniversary
Bent Kaj Hans Nielsen
13 October 1995



40 Years Anniversary
Carl Chr. Clausen
24 November 1995



40 Years Anniversary
Jørn Bent Nielsen
24 November 1995



40 Years Anniversary
John Almind Knudsen
15 December 1995



25 Years Anniversary
Knud Chr. Jensen
13 October 1995



25 Years Anniversary
Erik Henning Pedersen
13 October 1995



25 Years Anniversary
Hanne Marie Frederiksen
27 October 1995



25 Years Anniversary
Niels Dyrhave Akselsen
27 October 1995



25 Years Anniversary
John Erik Jensen
27 October 1995



25 Years Anniversary
Joan Østerby Bertelsen
3 November 1995



25 Years Anniversary
Anne Birthe Jensen
3 November 1995



25 Years Anniversary
Ove Frede Christiansen
3 November 1995



25 Years Anniversary
Arne Nordahl Tufvesson
10 November 1995



25 Years Anniversary
Konrad Ferdinand Nielsen
10 November 1995



25 Years Anniversary
Kate Hansen
24 November 1995



25 Years Anniversary
Lennart Norman Kristensen
24 November 1995



25 Years Anniversary
Hans Pedersen
1 December 1995



25 Years Anniversary
Palle Rye Juul
1 December 1995



25 Years Anniversary
Henry Wiese
1 December 1995



25 Years Anniversary
Carsten Frydenlund Schou
8 December 1995



25 Years Anniversary
Evald Møller Jensen
8 December 1995



25 Years Anniversary
Bent Hansen
8 December 1995



25 Years Anniversary
Bent Foght Pedersen
5 January 1996



25 Years Anniversary
Kaj Ernst Dehn Sørensen
5 January 1996



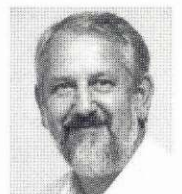
25 Years Anniversary
Frands Sindet Beck
12 January 1996



25 Years Anniversary
Kaj Chr. Hansen
12 January 1996



25 Years Anniversary
Hans Ove Mertz
12 January 1996



25 Years Anniversary
Tom Jakobsen
Maersk Ship Design
15 January 1996



25 Years Anniversary
Flemming Andersen
19 January 1996



25 Years Anniversary
Josef Jezek
Maersk Ship Design
19 January 1996



25 Years Anniversary
Finn Bødker Møller
26 January 1996

Roulunds



40 Years Anniversary
Palle K. Henriksen
1 December 1995



25 Years Anniversary
Ib Vang Lauridsen
21 October 1995



25 Years Anniversary
Lars Nikolajsen
3 November 1995



25 Years Anniversary
Grethe V. Jørgensen
1 December 1995



25 Years Anniversary
Palle K. Henriksen
1 December 1995

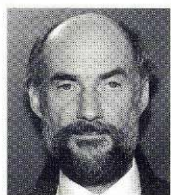


25 Years Anniversary
Peter K. Bødker
2 December 1995



25 Years Anniversary
Bjarne Madsen
2 February 1996

Maersk Air



25 Years Anniversary
Troels Møller
12 October 1995



25 Years Anniversary
Ove Nobel
9 November 1995



25 Years Anniversary
Mogens Marstrand
1 January 1996



25 Years Anniversary
Holger Holm Petersen
26 December 1995



25 Years Anniversary
Elin Jacobsen
1 January 1996



25 Years Anniversary
Benny Kai Jørgensen
25 January 1996



25 Years Anniversary
Gert Kragelund
1 December 1995

DISA

Danbor Service

Pharma-Plast



25 Years Anniversary
Kirsten Krag
6 July 1995



25 Years Anniversary
Karin Zarp
31 August 1995



25 Years Anniversary
Willy Bækkel
25 September 1995



25 Years Anniversary
Inge M. Petersen
9 November 1995



25 Years Anniversary
Sonja G. Pedersen
1 December 1995



25 Years Anniversary
Leila Frederiksen
11 January 1996

Obituary

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

Laurence P. Henry
Maersk Inc.
19 February 1995

Claus Wørmer Nielsen
The Yard
29 April 1995

Second Officer
René Baungaard Jensen
ex ODENSE MÆRSK
28 May 1995

Harry Marius Hansen
The Yard
11 June 1995

Lars Nyberg
Maersk Inc. Washington
13 June 1995

Erland Hans P. Larsen
The Yard
14 June 1995

Per Frederiksen
Maersk Air
20 June 1995

Margit Sørensen
Esbjerg Shorebase
3 July 1995

Per Andersen
The Yard
27 July 1995

Inger Bredahl Simonsen
Maersk Air
29 July 1995

Bruno Borge Eliassen
The Yard
11 September 1995



MÆRSK