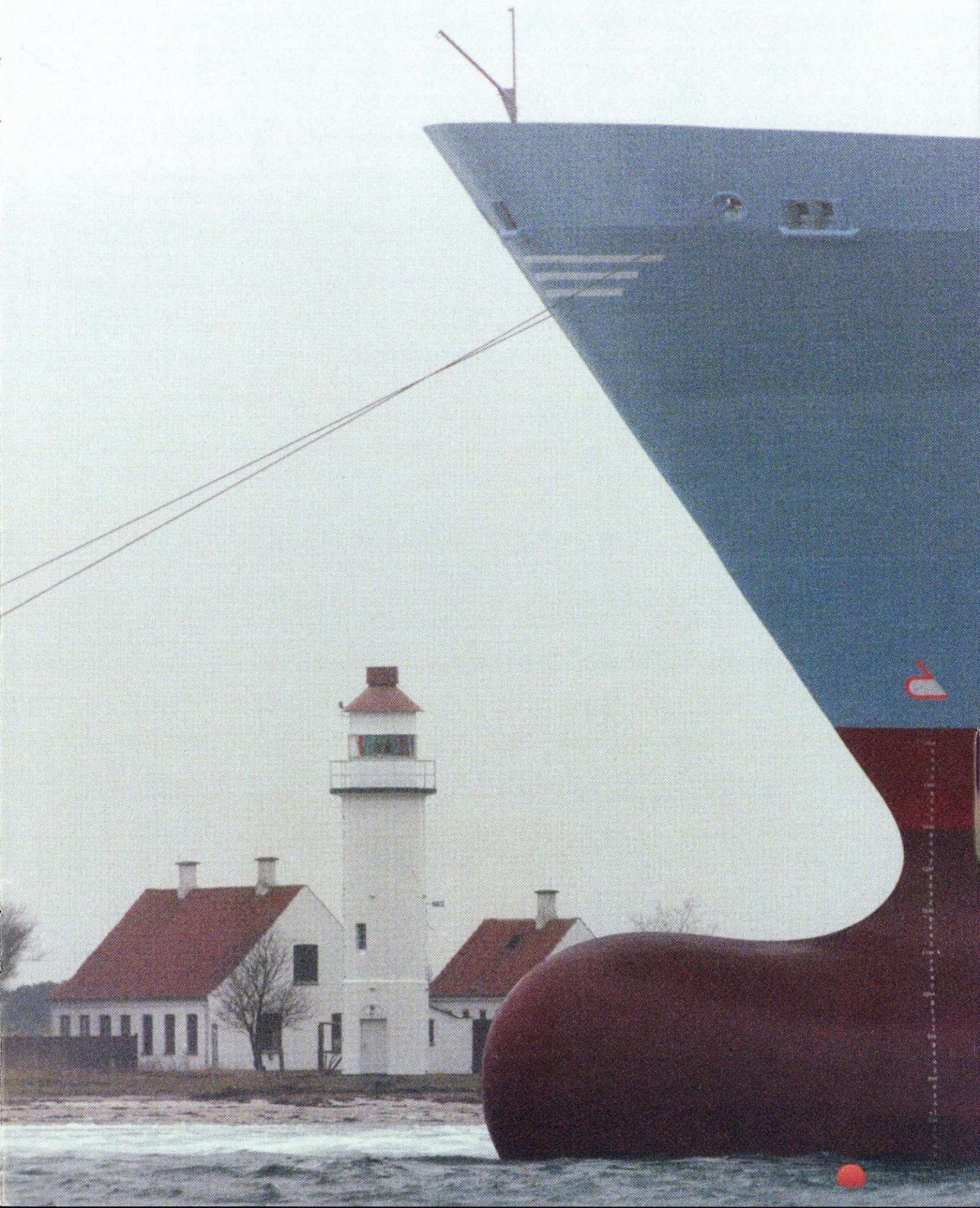


MAERSK POST

1/1996





Cover: REGINA MÆRSK being towed
passed Gabet in the Odense Fjord.
Photo: ©Robert Wengler

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This time last year, we all anticipated that 1995 would be a demanding and challenging year. Not surprisingly, this indeed turned out to be the case - but it has been highly gratifying to see how the various departments and affiliated companies have taken up the challenges. Many of our objectives have already been realised and more are well on the way to being so. My compliments and my thanks to all of you who have contributed to these achievements.

Nevertheless, some tasks have not yet been successfully accomplished and other tasks can and must be carried out more efficiently. Furthermore, bearing in mind our total business commitments and efforts, our earnings ought to be higher than at present. We must continue to gain the edge over our competitors by rationalisation and by reducing our costs. At the same time, we must work at creating new and profitable business, whilst ensuring that our existing enterprises continue to grow.

One important target, this year and in years to come, is growth - profitable growth - in all sectors of our business. This benefits our shareholders and provides a means of gaining influence, publicity and a solid image, all of which are of fundamental importance in our day-to-day work. It should not be forgotten, however, that growth and the production of consistently increasing profits are just as vital to our internal organisation as they provide incentives and opportunities for promotion. With this in mind, all staff are urged to make their own contribution by suggesting new business and new, cheaper and more efficient ways of getting the job done.

We already have all the necessary qualifications for success. We have good tools, which include our excellent vessels, containers, drilling rigs and platforms, aircraft and factories. We also have a strong global organisation located in all the right places. No less important, however, is the fact that we can boast a staff of able, well-educated employees.

I call upon every member of staff to meet the challenges of the year to come with enthusiasm and inspiration and, on behalf of the management, I should like to thank you all once again for your splendid efforts last year and wish you and your families all the very best for the New Year.

JESS SØDERBERG

REGINA MÆRSK



Her Majesty Queen Ingrid in front of REGINA MÆRSK with her brother, Count Carl Johan Bernadotte, Countess Gunnilla Bernadotte and Mærsk Mc-Kinney Møller.

On 10th January, Her Majesty Queen Ingrid did A.P. Møller and the Yard the great honour of naming newbuilding L 154, which is the largest container vessel in the world. The vessel was named REGINA MÆRSK.

Among those present at the ceremony were Queen Ingrid's brother, Count Carl Johan Bernadotte, Countess Gunnilla Bernadotte, the Boards and senior executives of A.P. Møller and the Yard, and a number of other specially-invited guests.

REGINA MÆRSK, whose home port is Gråsten in Southern Jutland where Queen Ingrid has her summer residence, is under the command of Captain Frode Rasmus Nielsen with Freddy Ingvard Hansen as Chief Engineer.

After having named the vessel Queen Ingrid, and the other guests went on board the REGINA MÆRSK. Her Majesty's first stop was the impressive closed bridge, where Captain Nielsen demonstrated the various advanced instruments. Her Majesty then inspected the accommodation and briefly visited the Captain's cabin.

At the lunch which followed, Managing Director Kurt Andersen gave a presentation of the vessel's special attributes, but was interrupted by the Shipyard's band playing Ingemann's lovely patriotic song about Holger Danske, a Danish national hero, after which Bent Mejding, the well-known Danish actor, read an extract from Hans Christian Andersen's fairy tale about the sleeping giant.

Taking as his starting point the fairy tale's depiction of the long-established and happy relationship between Sweden and Denmark, Mærsk Mc-Kinney Møller gave a speech in which he expressed the sentiment that the finest gift that Sweden had ever given Denmark had been the Princess, who later became Queen Ingrid of Denmark. Mr. Møller spoke warmly of Queen Ingrid's unique and unfailing efforts on behalf of Denmark.

This is the fourth time that a newbuilding from the Odense Steel Shipyard has been given the name REGINA MÆRSK and each time Queen Ingrid has been the sponsor.

The first REGINA MÆRSK was named in 1954. That vessel weighed 6,500 tons and had a crew of 44. The >

...REGINA MÆRSK



Queen Ingrid was presented with the traditional bouquet of flowers. On the left is the Managing Director of the Odense Steel Shipyard, Shipowner Kurt Andersen.

> latest REGINA MÆRSK weighs 34,500 tons and has a crew of 15. This modest work-force is possible because the vessel is fully automated and equipped with the most technically advanced navigational and communications aids.

REGINA MÆRSK can carry 6,000 twenty-foot containers or an equivalent combination of twenty and forty-foot units, including 700 forty-foot reefer containers which makes her the world's largest reefer vessel.

Propulsion is by a 12-cylinder MAN B&W diesel engine, type 12K90MC, built by Mitsui, which produces 75,000 HP or about 55,000 kW at 94 revolutions per minute. With its 3,000 tons, it is the largest diesel engine in the world - 15 metres high and 17 metres long.

A large number of thermal sensors in the engine room and in the cargo holds ensure, through a newly developed and highly advanced computer network, the optimum running of the vessel and provide automatic registration and alarms if any abnormal situations occur.

Special lashing platforms have been installed on the deck of the vessel, to facilitate faster and easier operation.

REGINA MÆRSK is the first vessel in a series for A.P. Møller. The immense size of these vessels means that they cannot pass through the Panama Canal. But Maersk Line's world-wide route network, with over 80 container vessels in regular employment, has such a high degree of flexibility that the limitations of the Panama Canal

are no longer a decisive issue for the size of container vessels. With all the various types of vessels in the fleet, it is always possible to adapt the schedule to the requirements of the market.

After the vessel was taken over by A.P. Møller, REGINA MÆRSK went into service on Maersk Line's regular route between Europe and the Far East. It is the intention that other vessels in the series will also join this service.

The day after the namegiving ceremony REGINA MÆRSK left for trials and subsequently called at the port of Århus where she was presented to the Danish and international press.

Main dimensions:

Length overall	318 metres
Breadth	43 metres
Depth	24 metres
Max. draught	14 metres
Deadweight at max. draught	85,000 tons
Service speed	24 knts





THE WEDDING OF THE YEAR

The entire population of Denmark witnessed, though in most cases only via the TV screen, all the preliminaries and of course the ceremony itself, when His Royal Highness Prince Joachim married Miss Alexandra Manley on Saturday, 18th November 1995, in the Chapel at Frederiksborg Castle.

Prior to the wedding, the young couple were extremely busy with numerous official duties and arrangements, culminating in a Gala Dinner for 300 guests at Christiansborg Castle the evening before. The Wedding Breakfast was held at Fredensborg Castle with dancing and a firework display. Over

200 guests took part in the celebrations.

As most of the readers probably know Prince Joachim met his future wife while he was working for Maersk Hong Kong.

Mr. Mærsk Mc-Kinney Møller and the manager of Maersk Hong Kong, Henrik Zeuthen, with his wife were present at the wedding ceremony in Frederiksborg Castle Chapel and had the honour of taking part in the wedding festivities in the evening. They were also invited, together with Mr. Jess Søderberg and his wife, to the Gala Dinner at Christiansborg Castle.



SHIPPING'S MIDDLEMEN

**The steam from the coffee on the face of his Swatch watch
could well be a symbol of 28-year old Michael Adeltoft's
working life since both are important elements in it.**

Text:
Birthe Lauritsen
Photos:
Teit Hornbak

He looks after the chemical market at Maersk Broker and it is no secret that in that business, you have to be prepared to work long hours, you must react with the speed of lightning, you must have an excellent memory and, not least, the ability to combine many different things at once. To put it briefly, it is important to keep steam up the whole time.

The fact that he ended up where he is today is due more to the good reputation of the seven-pointed star than to his knowledge of what actually went on behind the scenes at Esplanaden.

"When I left the College of Commerce in Roskilde, it was the done thing to apply for a traineeship at A.P. Møller, since the theory was "it was a good place to be trained". But it was not until the preliminary job interview that I began to realise that it would also be an exciting place to work, a place where the international environment did not just give one the chance to see the world, but also the chance to contribute to and even influence events to some degree", he says.

"I was born in Jutland and lived there for the first eleven years of my life, apart from the period when my father was being trained in the U.S. as a fighter pilot and took the family with him. After I had finished school, I went back to school in America for a year and it certainly broadened my horizons.

Of course, just like most small boys, I dreamed of becoming a pilot, but by

the time I was 14-15 years old I realised that I would probably be more suited to office life. I was interested in academic subjects and a summer job in a bank as well as a job in an accountant's office after school made me sure of my decision".

The fact that Michael Adeltoft has ended up working in the chemical market is due to his desire to stay in the tramp trade, with the constantly changing cargoes and destinations that this involves.

"My two years of training were equally divided between three departments: the tanker, supply vessel and liner departments. When I had finished my training, I was stationed in New York at A.P. Møller's tanker office and based on my training period I was able to pinpoint the type of work I found most attractive. And there was no doubt that the tramp trade suited my temperament best. The way I see it, this is where one can do "real" business. You have to have your finger on the pulse of the market all the time. You have to know where the cargoes are since cargoes mean potential customers".

Michael Adeltoft divides the customers into two main categories: the established ones, who exclusively use Maersk Broker and those who offer the same cargo to several brokers.

"With the latter, it means that it is actually the shipowners who decide which broker gets the contract. So we have to convince them that Maersk Broker is the one which can



offer something special", explains the young broker.

What this "something special" actually is cannot necessarily be defined, but it has something to do with trust, loyalty, credibility and top class service.

"Shipbroking has the reputation of being a bit like the Wild West, but Maersk Broker's moral and ethical codes are extremely high, which is not necessarily the case for some of the others in the business. We also follow house rules regarding which

At present, Michael Adeltoft concludes contracts on the chemical tanker market in Europe. He has been on a course at the Marstal Nautical School to become familiar with the basics of chemicals.



countries we deal with. So it is a constant balancing act obtaining the information and then assessing whether it can be used and if so, how". Discretion is a matter of course.

Information is primarily gathered on the telephone which, apart from the computer, is the most important tool of a broker's trade.

"We have to keep an eye on which direction the market is moving, whether it is upwards or downwards, so that we can advise the

customers on the most favourable time to sign a contract. We have to know how much free capacity is available and where it is and we must also know if the customers can be trusted.

The shipowners must be able to be 100% certain that, when we talk about charterers with a first class reputation, we are telling the truth. Consequently, the financial situation of new customers is thoroughly assessed before we do business with them. But, in this way, we can also assure their anonymity in the

initial stages. The shipowners are normally willing to take our word if we make a recommendation and this is not the case with all brokerage companies, so perhaps this is one of our strong points.

We must also know all about the types of cargo the individual vessels are certified to handle, so we never send a "better" vessel out than we got in.

Basically, it's all about demonstrating constant care as far as this is humanly possible for a connecting link, which is actually what we are". >

Maersk Broker was founded in 1914 as an independent department within the A.P. Møller Group, though until 1990 it went under the name of A.P. Møller Chartering and Agency.

The company has considerably expanded during the last few years. Michael Adeltoft joined the company in 1991 as the 17th broker, while today there are no less than 75 brokers, working in Copenhagen, Seoul, Hong Kong and London, all using the same business language - English. An illustration of the remarkable growth of the company, is the fact that in 1989 six contracts for a total of 15,700 tons of chemicals were concluded, while today the corresponding figure is 150 contracts for a total of 450,000 tons.

The average cargo is about 3,000 tons and given that a cargo occupies a vessel for 15 days, the contracts, concluded in 1989 employed a vessel for two and a half months whereas in 1995, six vessels were employed for a year. Moreover, the chemical market is only a small part of the entire market in which Maersk Broker is involved - in fact, only three per cent of the company's total earnings.

On an annual basis Maersk Broker concludes over 2,000 contracts of which the volume contracts, contrary to time and spot contracts, often employ several vessels. It is not unusual for a single contract to involve about 100 voyages.

At present, Maersk Broker is among the seven largest shipbrokers in the world and if its future target is realised, it will be the second largest by the year 2000. This is expected to be effected primarily through the establishment of formalised partnerships with major customers.

The fact that it is worth the money to pay a middle man for concluding a contract between a charterer and a shipowner is mainly due to the endless stream of information to which a broker must have constant access in order that the work can go smoothly. The alternative would be that every single charterer would have to employ his own personal broker, even though his skills were only utilized relatively few days a year.

Under Maersk Broker is the Maersk Broker Agency, which has offices in Copenhagen, Kalundborg and Stigs-næs. This company takes care of jobs within Denmark for all types of vessels including cruise ships.

> It can take anything from five minutes to several weeks to conclude a contract.

"But it usually takes a day or two", says Michael Adeltoft. "Actually, it can take another day or two while the charterer finalises the deal and before this happens, it is wise to have a transport solution ready. Otherwise it can be difficult for the charterer to negotiate a delivery date and a price. This means that sometimes, in the final stages, the deal comes to nothing and all our efforts are wasted. But these are the rules of the game and you quickly learn where to use your energy to the best advantage".

This also means that there are differences between the customers.

"Naturally we treat all our customers well, but needless to say, our steady major customers will always be given a higher priority, if a choice has to be made. This can also mean that we occasionally refuse business if the deal is outside our usual markets and would demand far too many resources to carry through. In these cases we would recommend another broker, who has the necessary experience of the area in question".

Michael Adeltoft's working day usually begins at 8 a.m., but as it often involves long working hours, a certain amount of flexibility is understood.

"On normal days I am home in Roskilde by 6 - 7 p.m. so I have the chance to see my five-year old son before he goes to bed. I spend the remainder of my free time with my wife, the rest of my family and my friends. I used to go in for a lot of sport, but I have had to drop this since so many of my days are not normal. The only exercise I have time for now is squash on the company's squash courts".

Since personal contact is absolutely essential, the principle is that nobody leaves the office before they have emptied their "in-tray". It's as simple as that, and it's just as simple to calculate how efficient a broker is by the number of deals he brings off.

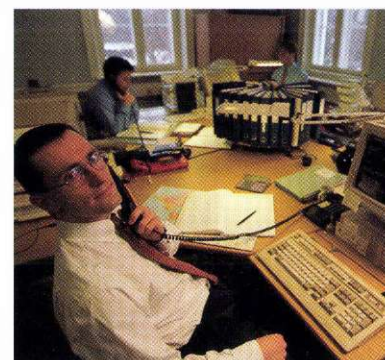
"Even though we all have or are a back-up for our colleagues, it is normally only at holiday times or when we have to visit customers that the back-up steps in".

As far as Michael Adeltoft is concerned, he visits customers

about 12 - 15 times a year, and during these visits, he also tries to make new contacts. It is no secret that it is a long and tough fight to convince people of the benefits of changing brokers.

On the other hand, the amount of money he earns is a secret. Nobody in the firm talks about salaries. But at Maersk Broker it is dependant on achievement and success.

Because of the importance of personal contact, each broker is equipped with a portable phone and a personal computer at home. These tools are mainly used every fourth week, when the broker is on duty on the hot-line to the customers.



In the old days, pins in the map of the world showed the position of the individual vessels. These days, however, all the information is stored in the computers which, along with the telephone, are the modern broker's most essential tools.

And for three weeks every summer, both the telephone and the computer are pushed into the background when he takes a real family holiday. Next summer, as well as the five-year old, there will be a baby brother or sister taking part in the holiday. Because of the imminent new arrival, Michael's wife is on maternity leave at the moment.

"A couple of times a year, my wife and I take a long weekend somewhere. It is important to make time to be together", maintains Michael, who nevertheless has no immediate plans for changing his job.

If this were to be the case, however, he would not have to look far, since there are plenty of opportunities within Maersk Broker.

PLANTS BENEFIT FROM NEW TECHNOLOGY

OS Plastic in Farum has recently invested 50 million Danish kroner in new technology for the production of thermoformed polypropylene pots. Polypropylene is an environmentally friendly material and the new pots are being launched globally as a major contribution to the future of plant production.

In the business it is expected that over the next five years, market gardens and nurseries all over the world will be demanding new products, demands which will naturally increase the need for investment. With this latest investment, the largest since the company was founded over 30 years ago, OS Plastic is in the forefront of developments in new production methods and furthermore intends to continue investing in new moulds for the traditional extruded pots.

Initially, however, this huge capital expenditure in new production technology is being spent on producing thinner and more stable polypropylene plant pots, which are considerably cheaper than the traditional ones. In the present hard times of both increasing costs for market gardens and nurseries as well as falling prices for the trade's products, this makes the new pots an attractive alternative.

Economical production

The new production process takes place in two stages. In the first phase, rolls of the environmentally friendly material, polypropylene, are produced and stored until the second phase, the thermoforming of

the pots. Here, the pots are formed by an automatic extrusion process which recycles all surplus material, thereby ensuring 100% exploitation of the raw materials. At the same time thermoforming, by which the plastic material is pressed into the desired form by means of air pressure, means that the walls of the pots can be made extremely thin, thereby reducing the consumption of raw materials. The tangible effects of thermoforming are consequently lower production prices as well as a greater respect for the environment.

Well-known for product development

OS Plastic is the oldest producer of plastic plant pots in the world. The company is acknowledged to be the market leader as far as product development is concerned and characteristically was first on the market with the thin-walled plastic plant pots as well as first to introduce an advanced drainage system, U/D (Universal Drainage) with drainage holes at two levels, which is now patented. Labour-saving potholder systems and anti-static pots are just two further examples of product development at OS Plastic.



NETWORK OF THE FUTURE

Twenty years ago, a network which could connect all the Maersk offices throughout the world was nothing but a utopian dream, but once the first step was taken, unimaginable possibilities lay ahead.

The first satellite connection was established between the head office at Kongens Nytorv and the office in Hong Kong.

When the Maersk Line container service was being established at the beginning of the 1970s, many questions were raised. The most important one was whether it was necessary to establish an EDP system to keep track of the many containers expected to be acquired and whether it was feasible to establish on-line terminals. Initially, terminals were only considered necessary in New York and Tokyo and the burning questions were whether two or four terminals were needed in New York and whether Tokyo should have two or could manage with only one.

In the spring of 1974, the first assessments regarding a global network were made. Experience at that time was limited, but the utilisation of satellites was increasing and many people considered that the future means of data communication was via satellites. The existing submarine cables had already been more or less fully exploited, so in fact the only available intercontinental connection was via satellite.

First with satellite connection

In 1974, Mærsk Data did not know very much about satellite connections. In order to obtain the necessary experience, a double

satellite connection, in collaboration with Cable and Wireless, was established. This connected Hong Kong, Mærsk Data at Titangade, Copenhagen and A.P. Møller's office at Kongens Nytorv in the centre of Copenhagen and it was the first time that satellite communication from Denmark was utilised.

Even though Mærsk Data gained valuable knowledge about satellite communication through the attempt, this trial run showed that if a double satellite connection was used, exploitation of the lines would not be satisfactory. With these results to hand, Mærsk Data approached IBM, but the latter was not interested in supplying the necessary software facilities at the time since this would coincide with the imminent announcement of its new network architecture, Systems Network Architecture (SNA).

Instead, the first MaerskNet, which started in 1975, was based on mini-computers with tailor-made software. This solution, however, proved to have its limitations. The network, which had an eastern and a western connection, could have a maximum of 96 terminals on each connection, of which 12 were printers. At that time, it was considered totally unrealistic to expect that so many terminals and so many printers would ever be necessary, and it is true that over two years went by before any problems cropped up. When the system had been in operation for three years, however, it became obvious that a system with a far greater capacity was needed. At that time, IBM was so far ahead with its network architecture that this could be used for our purposes, so it





was decided that Maersk would switch to the IBM system.

In the late 1970s and early 1980s, capacity on the submarine cables was again expanded. Cable technology based on fibre optics was beginning to conquer the market, so satellite connections were replaced with fibre optics as rapidly as capacity and finances would allow.

MaerskNet today

At present, MaerskNet connects 248 towns and cities in 69 countries and the numerous advances in information technology mean that the above description reads more like something out of a history book. Nowadays, the most important element in business is to be in the forefront of developments, thereby offering customers and their customers the best possible service.

In 1996, the network is used for a host of different purposes including electronic mail, the documentation of container traffic, equipment management systems, booking systems, sales systems, terminal control systems and logistics systems. In fact, MaerskNet plays an important role in the working life of most Maersk employees.

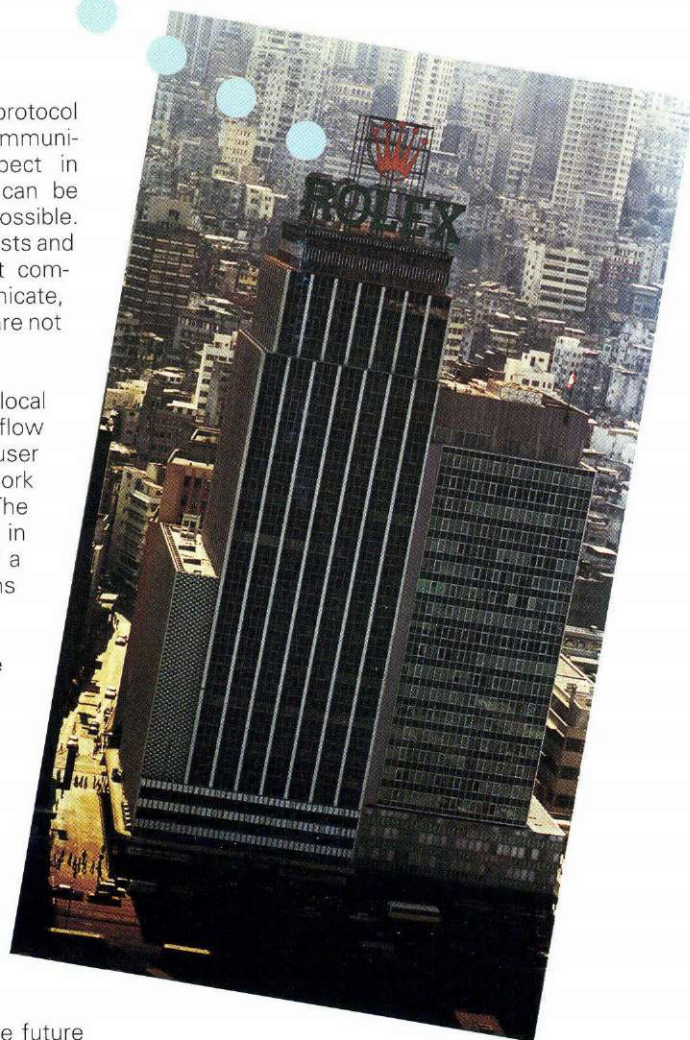
Experience gained during the first twenty years clearly shows that there is simply no time to lean back and rest on ones laurels. A constant, up-to-date flow of information is one of the competitive parameters and MaerskNet must keep up with the times. The principal challenge at the moment is to change MaerskNet into a multi-protocol network, in which users can communicate directly with customers, suppliers

and business associates. A protocol is the set of rules which communicating systems must respect in order that communication can be carried out as smoothly as possible. A wide range of protocols exists and it is essential that different computers are able to communicate, even though their protocols are not the same.

Communication between local and global networks must flow smoothly. This means that a user need not know which network he or she is actually using. The user has not done anything in particular to become part of a global network; it just happens automatically.

The MaerskNet of the future aims to improve productivity at the local offices by increasing the speed, flexibility and up time of the local networks and all these improvements are being made in order to contribute to the main objective of reducing the costs of communication for the customer. This reorganisation of the existing network will take two or three years. The future offers unimaginable opportunities and MaerskNet's history proves that it is not wise to believe in any future limitations. By using common sense, it should be possible to make the network help customers by supplying better service for a long time to come, in a world which is characterised by increasing competition.

Peter Knudsen



DANISH LINKS WITH ESTONIA

The following article, which describes the historical relationship between Denmark and Estonia, has been written by the former Chief Archivist, Dr. Vello Helk Ph.D., who was born in Estonia. Vello Helk has written several books, including "The History of Estonia", published in 1993.

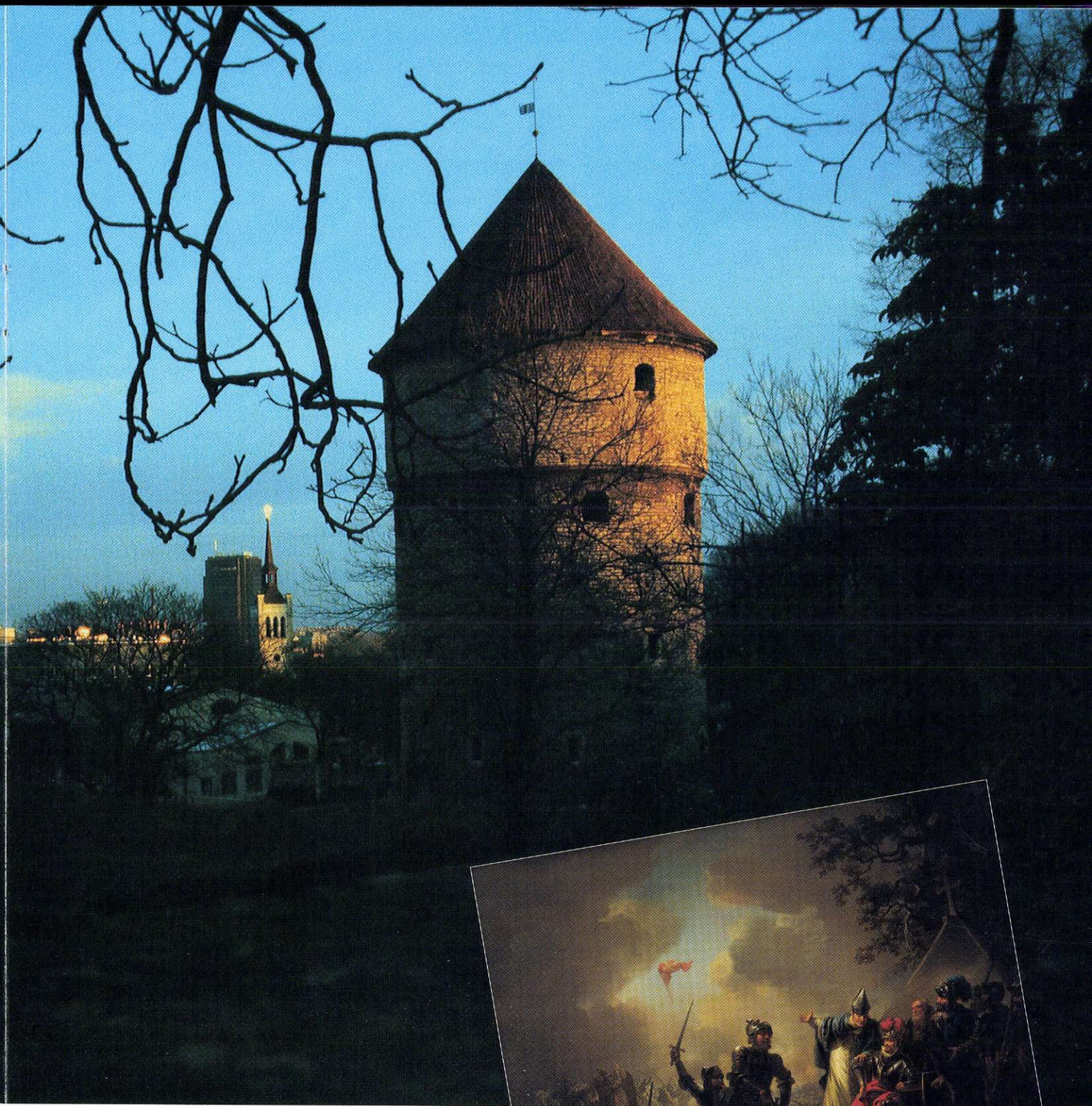


Denmark's relations with Estonia are shrouded in the mists of time, only illuminated by a few archaeological finds or shreds of linguistic evidence.

The Danes attempted to gain a foothold in Estonia as far back as in the 700s, since the Scandinavian sagas describe the Vikings' warlike expeditions in these areas. During the years 1000-1100 AD, mutual plundering expeditions are mentioned and later both the Danish king and the Archbishop of Lund

attempted repeatedly but in vain to conquer the Estonians and baptise them as Christians.

Estonia figured on the map of Denmark in earnest in the summer of 1219, when King Valdemar Sejr (Valdemar the Victor) took a great fleet to attack the Estonian fortress Lindanise (the present-day Tallin). After a hard battle, the Danish army was victorious and thereby laid the foundations of the Dukedom of Estonia under the Danish Crown. Legend has it that the Danish flag,



Dannebrog fell down from heaven during this battle, an event which is still celebrated on Valdemar's Day, 15th June.

Subsequently, an anything but noble contest took place between the Danes and German missionaries from the south, concerning who could convert the greatest number of the population of Estonia to Christianity. In 1346, Denmark sold Estonia to the Teutonic Order for the sum of 19,000 silver marks, and during the next 200 years, Estonia

belonged to the Livonian Order's State. When the State was dissolved in the middle of the 1500s, the Danes returned to Estonia and in 1559 Frederik II purchased the prince-bishopric of Øsel-Wiek for his younger brother, Duke Magnus.

The Nordic Seven-Years' War (1563-70) also hit Denmark's Estonian

possessions, which were subsequently more or less reduced to Øsel (now Saaremaa). The island was involved in Denmark's conflict with Sweden over the control of the Baltic, with Denmark finding it difficult to defend this somewhat faraway province and in 1645 the island was ceded to Sweden.

C.A. Lorentzen's painting of Dannebrog falling down from heaven.

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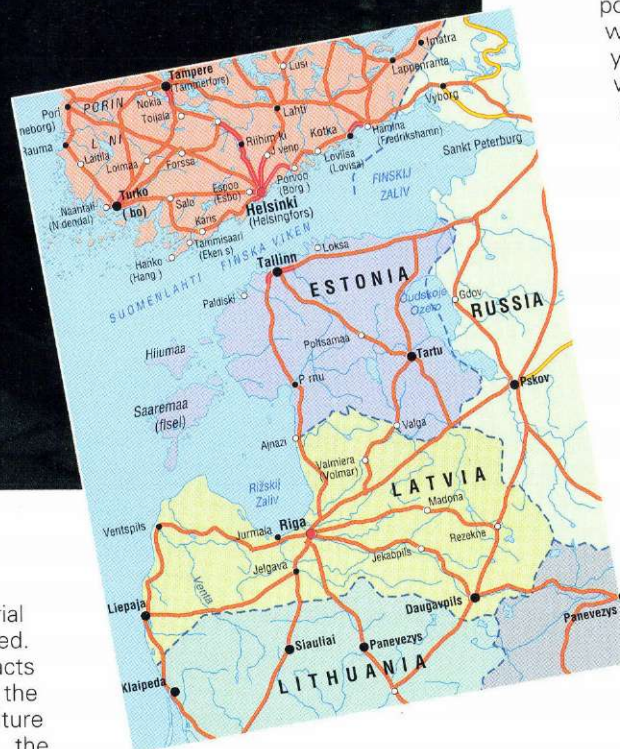
Army were attempting to take over, the Estonians themselves tried to establish a resistance movement and in Denmark too, military help for Estonia was organised. Unfortunately, a certain amount of political hindrance occurred and only 200 or so volunteers were sent to Estonia. This little squadron and the field ambulance, "Valdemar Sejr" won a great deal of recognition for its efforts and many Danes were honoured with the Estonian Cross of Liberty.

In November 1918, the Danish government sent a General Consul to Tallin to take care of the interests of the many Danish subjects there. When Denmark finally recognised Estonia's independence in 1921, normal relations between the two states ensued. Estonia benefitted greatly from Danish experience, particularly where the modernisation of agriculture and industry were concerned.

Estonia's twentieth anniversary in 1938 was also celebrated in Denmark. The newspapers wrote long articles paying tribute to Estonia and Danish politicians sent their good wishes. But, just over two years later, both countries were occupied by their Great Power neighbours. In August 1940, Estonia was annexed by the Soviet Union and while Denmark was liberated after five years of occupation, Estonia could look forward to fifty years of subjection to a foreign power.

During the Second World War Estonia was also occupied by Germany and, in the closing stages of the war, about 70,000 Estonians succeeded in fleeing the country with around 1,000 ending up in Denmark. In accordance with the attitude of the

Allies, these were considered Allied refugees, since the Western powers did not recognise the annexation of Estonia into the Soviet Union. In principle Denmark shared this viewpoint, though on account of political reasons, this policy was never clarified and Estonia was treated as a Soviet republic.



- > With this, Denmark's territorial presence in Estonia ended. Nevertheless, personal contacts continued and, in particular, in the 19th century Danish agriculture became the model for the development of agriculture in Estonia with many Danish specialists being brought into the country to work as estate managers and dairymen.

National independence

Copenhagen played an important role in the Estonian fight for freedom in 1918-19. Here, during the German

occupation of Estonia, an Estonian foreign delegation attempted to obtain recognition of Estonia, which had declared its independence in February 1918. At the end of that year, after the Germans were forced to leave their country and the Red

Freedom retrieved

This attitude changed radically with Gorbachev's perestroika and glasnost policies. Now Estonia began to make demands, first with regard to the repeal of the Hitler-Stalin Pact of 1939, which had left the Baltic States to the Soviet Union and finally with regard to full independence. These efforts were energetically supported by Denmark and in 1990, a resolution was unanimously passed in the Danish parliament supporting the desire of the Baltic peoples to exercise their right to self-determination. In December the Danish Foreign Minister, Uffe Ellemann-Jensen, opened a Baltic States Information Office in Copenhagen and this became the forerunner for actual diplomatic representation.

During the Soviet coup d'état in August of 1991, Estonia declared the re-establishment of its full independence and this was recognised by the majority of the Western states led by Iceland and Denmark. As early as the beginning of November, the Danish Prime Minister, Poul Schlüter as the first Western Head of Government, visited Estonia and in July 1992 he was followed by the Danish Queen Margrethe and Prince Henrik, who sailed on the Royal yacht "Dannebrog" to the city of Dannebrog, Tallin.

Since then, the mutual links have been extended. The Estonian President, Lennart Meri, came on a return visit in April 1994 - visits of ordinary ministers have become commonplace as part of the increasingly close collaboration between the two states, which has been further facilitated by the mutual abolition of visas. The Danish Cultural Institute has a department in Tallin. The works of Danish writers are now translated into Estonian, just as Estonian works are translated into Danish. Cooperation between the two states takes place on several different levels, including financial, social, technical and cultural. Several Danish companies have invested great sums of money in Estonia, and trade between the two countries has increased dramatically over the last few years. Consequently, an extremely good foundation has already been laid for future fruitful cooperation between these two states on the Baltic, linked as they are by historical ties.

HATCH COVERS FROM LOKSA

As everybody knows, it has been difficult for western European shipyards to hold their own in the relentlessly competitive market in recent years. Yards have continuously had to seek new methods of production to stay competitive and to ensure that those parts of the production which they carry out themselves are indeed those where they have an edge over others, for instance due to better technology. This production strategy means that those work processes at which the yard is not the absolute best and cheapest on the market ought to be sent out to tender to either sub-contractors (outsourcing) or to specialised affiliated companies.

One example of this is the Odense Steel Shipyard's placing of orders at the Estonian Loksa shipyard which produces hatch covers for the new series of 12 container vessels being built at the Lindø Yard.

The Yard purchased the Loksa shipyard in 1994 and after an essential reorganisation of production - it was originally a naval yard in the former Soviet Union - and an impressive rationalisation programme, productivity at the yard in Loksa has increased to three-fold. In order to achieve this, machinery and equipment had to be improved and the production lines reorganised. At the same time, the labour force has increased from about 400 em-

ployees to now 530 and a new pay system has been introduced based on piecework by which a high degree of efficiency results in a performance bonus.

Estonia has suffered from high inflation and severe unemployment in the years after its independence so, for the employees, the new policies mean steady employment and the opportunity for increases in real income. The yard, which is also where the town's water tower and water treatment plant are located, is without doubt the most important workplace in Loksa, which has approximately 4,000 inhabitants.

For the Odense Steel Shipyard, the production in Loksa of the large hatch covers for the new container vessels means that the price per vessel is reduced by 1%. This is a great deal of money and can easily be a deciding factor in whether or not the Yard succeeds in winning an order. With its many new employees in Estonia, the Danish shipyard has secured yet another group of skilled and conscientious craftsmen.

From a business point of view, the investment has proved sound, but for the management of Lindø it is important, too, through collaboration and production in the Baltic countries, to contribute to the economic development and integration of these countries in Europe.

The hatch covers, which weigh 28 tons and 35 tons, are transported from Loksa to Lindø by barges. Svitzer, is responsible for this part of the operation.



The seal pool in the Fishing and Maritime Museum aroused a great deal of interest among the guests.



SHOULD AULD ACQUAINTANCE...

During the visit to Esplanaden, there are always plenty of opportunities for a good chat with old colleagues.



As regularly reported in the past, A.P. Møller has always made great efforts to keep up contacts with its former employees, both those who have worked on board the vessels and those who have worked on land. As an important part of this policy, every year two get-togethers are held, to which the pensioners are invited in groups.

On Saturday, 16th September 1995, former employees who live in the western part of Denmark were invited to take part in a day with Mærsk Olie og Gas and Danbor Service in Esbjerg. After Ole Høg had welcomed the guests on behalf of A.P. Møller and briefly described events of the last year, Christian Kargård Jensen from Mærsk Olie og Gas gave a talk about the company's activities, particularly in the Esbjerg area, mentioning also the current situation in production and exploration for oil and gas in the North Sea. Danbor Service had arranged lunch for the over 100 former members of staff with their spouses in the Danbor canteen.

After lunch there was a tour around the Fishing and Maritime Museum, where the Chief Curator, Morten Hahn Petersen, described the various exhibits in a most enthusiastic and interesting fashion. Late in the afternoon, after plenty of lively conversation over the light refreshments provided, the guests left for their homes to look back on yet another successful Mærsk get-together.

The arrangement for the other group of pensioners took place at Esplanaden on Friday 6th October and this time over 150 had accepted the invitation. Here the usual meeting time is 3.30 pm, but many of the guests come earlier, so they have time to drop in on former colleagues in their old departments before the formal programme starts.

The pensioners and their spouses were welcomed by Shipowner Jess Søderberg and, while coffee was served, Jesper Kjædegaard from the Liner Department informed them about developments in this important part of A.P. Møller's activities and about the department's plans for the future. Later, the guests took the opportunity for a good long chat with their old friends and colleagues and the evening ended as usual with dinner.



DRAGØR MÆRSK calling at the terminal in Algeciras on her maiden voyage.

DRAGØR MÆRSK

Not all the vessels in the Mærsk fleet are built at the Odense Steel Shipyard. Among the exceptions is a new series of four container vessels now under construction at the South Korean yard, Hyundai Heavy Industries.

A.P. Møller took delivery of the first vessel in the series on 30th November 1995 and will also be taking number three in the series. The other two vessels have been sold to German interests, but will be on long-term charter to Maersk Line. The vessels each have a capacity of 4,300 20' container equivalents - among the largest in the world. They are 292 metres long and, thanks to a ten-cylinder MAN/B&W diesel en-

gine K90MCC, have a service speed of 24 knots.

The first newbuilding was named DRAGØR MÆRSK on 25th November 1995 in Korea. The vessel's sponsor was Mrs Bodil Møller Nielsen, wife of Executive Vice President Knud Erik Møller Nielsen from A.P. Møller. DRAGØR MÆRSK's home port is Dragør, which happens to be the birthplace of the late Shipowner, A.P. Møller. The vessel is under the command of Captain Peter Søgaard Nielsen, with Jens Erik Larsen as Chief Engineer.

The vessel has gone into service on Maersk Line's liner route between the Far East and Europe.



At the naming ceremony, from the left, Captain Peter Søgaard Nielsen, the sponsor, Mrs Bodil Møller Nielsen, Knud Erik Møller Nielsen, Flemming Jacobs, Maersk Singapore, and N.J. Lee, Executive Vice President of Hyundai Heavy Industries.

PHOTOGRAPHIC COMPETITION

A couple of photos - one is shown below - stood out from the rest in the first round. In the second round the theme has been extended to cover:

1. Working situations with relation to the A.P. Møller Group
2. Mærsk subjects in general

In this way, we are making the choice of subject a far wider one. In general, not too many photos of working situations were submitted, but this is probably natural enough as not many people run around with a camera when they are working on a vessel, on an oil platform or in an office!

Mærsk Post is still interested in receiving photos of working situations, however. We need them for the central photo files and of course, they could be published in Mærsk Post.

So keep pushing the button on your cameras. A new set of prizes is ready and waiting. The closing date for entries is 1st April 1996.



Photo: Frank Gyldenlove



AN INTRODUCTION TO OFFSHORE WORK

Birgitte Gam/
Eva Bjerre

Along with representatives of Maersk Drilling, a group of 19 representatives from various Danish and Norwegian authorities and industrial organisations visited MÆRSK GIANT at the Verolme Shipyard, Rotterdam, on 15th August 1995.

MÆRSK GIANT was at that time undergoing modifications in prepara-

tion for a long-term drilling contract in the YME field in Norway for Statoil.

The main purpose of the trip was to explain the work of the offshore industry in general and of Maersk Drilling in particular. Mr. Heinz Lundberg and Mr. Christian Sørensen from Maersk Drilling introduced the project, after which small groups were taken around the rig. Each group was

accompanied by a supervisor who answered all the questions which arose during the tour.

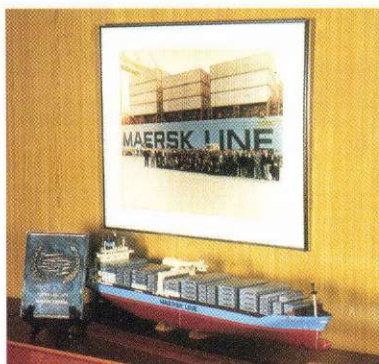
This familiarisation trip succeeded in providing the participants with a much clearer idea of the industry, not least of the numerous daily challenges facing those involved in offshore drilling operations.

SHIPPING COMPANY OF THE YEAR

Javier Lopez

A jury of top level ministry officials and transport users, appointed by the well-known Spanish magazine, "Logística & Transporte" has voted Maersk España S.A. "Shipping Company of the Year". The award was presented to Maersk España on 10th October 1995 by Mr. Manuel Panadero, Secretary General of the Ministry of Public Works & Transport, who chaired the jury. In his speech, he referred to Maersk España's new TERMINAL 2000 in Algeciras as well as to Maersk Line's "outstanding contribution to international transportation in Spain".

Erik Nielsen, Managing Director of Maersk España, accepted the award on behalf of the entire staff since, as



he remarked, the achievement would not have been possible without the strong team spirit and the hard work done by all employees in order to provide top class service both in Spain and abroad.

This year was the first time that a shipping company was awarded this prestigious prize and as opposed to other similar awards, the same company may not win it two years in succession. Nevertheless, Maersk España has no intention of resting on its laurels; on the contrary, the company will continue its efforts to improve its service record even further.

The photo on the wall behind the commemorative plaque shows the staff of Maersk España S.A. on 1st March 1986, when the company was officially opened. Since then the staff has grown from 74 to the present figure of 411.



Left to right: Murray Strachan, Salamis, Alastair Lindsay, Chairman of the Board at Salamis, John Mitchell and Mike Fleming, Grampian Enterprise and Graham Wilson, consultant for Salamis.

INVESTMENT IN "PEOPLE POWER"

Salamis (Marine and Industrial) Limited, a subsidiary of The Maersk Company Limited and a leading supplier of fabric maintenance and construction services to the onshore and offshore oil and petrochemical industry, has just opened a new dedicated training facility at its headquarters in Aberdeen.

The facility will ensure the optimum utilisation of the skills of Salamis' employees and is an illustration of the company's massive investment in training its workforce to meet future challenges. Bill Allan, Salamis' Managing Director confirmed, "At Salamis, we recognise the fact that our most important asset is our people and we want to adopt an approach that fully develops their abilities as well as genuinely involving them in every aspect of our business".

The new training facility will substantially reduce the cost of training and ensure consistency and, furthermore, will serve the needs of other local Salamis and Maersk companies and organisations in the Aberdeen area.

It is expected that the training centre will be in constant use over the next six months, with many extensive

training courses taking place. The courses will support the Salamis Business Improvement Programme (BIP), which aims to reshape the company's business activities in order to create a high-performance and customer-driven workplace. The BIP includes such concepts as the replacement of the traditional hierarchy of management and the encouragement of multi-tasking, by providing employees with the opportunity to broaden their skills.

As part of the commitment to staff development, Salamis is working towards achieving the prestigious Investors in People (IIP) National Standard and has recently been presented with a commitment certificate by Grampian Enterprise, the local Government Agency responsible for promoting economic development and business improvement.

Hance Fullerton, Chief Executive of Grampian Enterprise has praised the company's far-sightedness and called Salamis an excellent example of a company which has set its sights on future success and has thoroughly assessed the best way to reach its goals.

Ann Pulham/Murray Strachan

BRIGANTINE EXPANDS

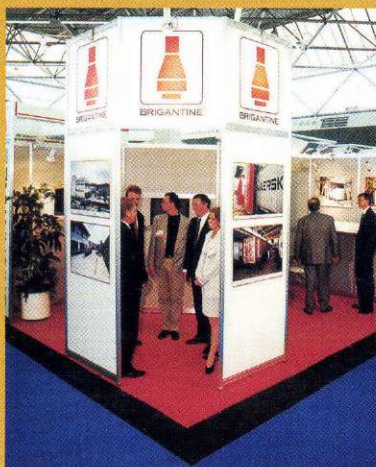
In order to meet the growing market, Brigantine Services Ltd., a subsidiary of Maersk Hong Kong Ltd, has established a new container refurbishment and reconditioning facility. The facility occupies over 23,000 m² on the Yuen Long Industrial Estate, Hong Kong, where it is capable of refurbishing more than four 45' high cube steel containers per hour.

The container refurbishment industry in general, which used to be considered a "cowboy industry", still suffers somewhat from its former image. Brigantine, however, has taken the container refurbishment and reconditioning industry to new technological heights which the company is now pushing hard to promote.

In order to achieve success in this, major efforts have been made to present Brigantine and its services through sales visits, exhibitions and advertising. Brigantine has recently had its own stand at two container exhibitions, Container Expo '95 in Singapore and Intermodal '95 in Amsterdam. The combination of sales visits and participation in exhibitions has proved to be extremely successful and Brigantine has managed to create a good image for itself within the container industry.

Now that the first hurdle - that of establishing the company name and its high quality services to the majority of container owners - has been overcome, Brigantine continues the challenge with unabated energy.

Teresa Suen



Brigantine's stand at Intermodal '95.

EU COMMISSIONER AT ESPLANADEN

One of the two British EU Commissioners and the former Leader of the Labour Party, Mr. Neil Kinnock, was in Denmark in October 1995 on a three-day visit. Neil Kinnock is the Commissioner for Transport, and during his stay in Denmark he visited the Odense Steel Shipyard, the Great Belt Bridge as well as the Exhibition Centre for the future direct link between Denmark and Sweden.

Jess Söderberg was host at a lunch for Mr. Kinnock, in which the Danish Transport Minister, Jan Trøjborg, also took part.



Immediately after his visit to Funen, Neil Kinnock went on to A.P. Møller's headquarters, where he was welcomed by Jess Söderberg.

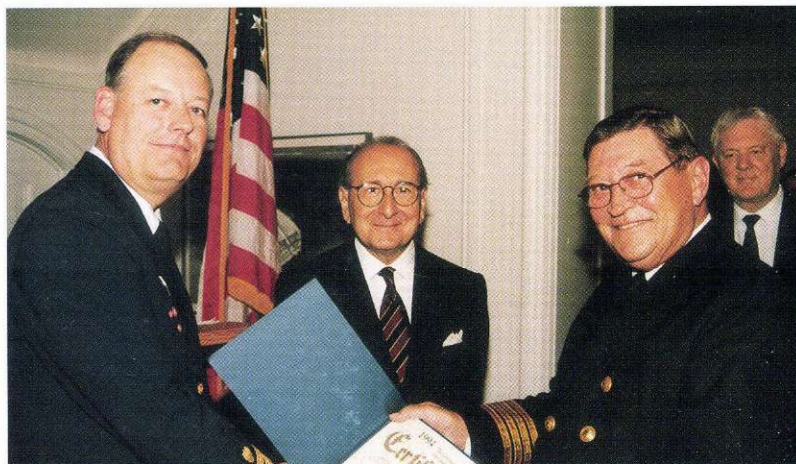
VISIT FROM USA

During his stay in Denmark in October 1995, the Chairman of the U.S. House of Representatives Coast Guard and Maritime Transportation subcommittee, Mr. Howard Coble, visited Esplanaden for a meeting with executive management.

During his four-day visit, the American Member of Congress met a number of top Danish officials, including the Minister for Trade & Industry, Mimi Jakobsen, and representatives of the Danish Shipowners' Association and the Board of Shipping.



From left to right, Knud Pontoppidan (A.P. Møller), Howard Coble, Jess Söderberg and Mark Johnson (Maersk Inc. Washington) in Jess Söderberg's office at Esplanaden.



NEIGHBOURHOOD WATCH FOR SHIPPING

The AMVER system, which stands for Automated Mutual Assistance Vessel Rescue System, has been in existence since 1959. This global system, which is controlled by the US Coast Guard, receives information from over 100 coastal stations all over the world and in 1994 involved no less than 12,000 vessels. The vessels taking part in the system tell the USCG their position and timetable and make themselves available to provide rapid assistance, should a colleague find himself in difficulty and sound the alarm.

It costs nothing to take part in this mutual safety programme. The

vessels, apart from emergency help if this ever becomes necessary, receive no reward but a plaque and, after a long period of membership, an AMVER pennant.

At a ceremony held at the American Embassy on 26th October 1995, at which Shipowner Jess Söderberg was also present, Captain Kurt Brændekilde was presented with certificates for 1994 for 13 vessels of the Mærsk fleet.

A.P. Møller appreciates the good cooperation with USCG and encourages the vessels of the Mærsk fleet to participate in the system.



GUESTS FROM SAUDI ARABIA

On 11th September 1995, a high-ranking trade delegation from Saudi Arabia visited Esplanaden, where the members were welcomed by Jess Söderberg, Per Jørgensen and Kurt Andersen.

During the visit, the guests had the opportunity of discussing business matters with representatives of A.P. Møller's profit centres and of the associated companies.

10 MILLION TONS

Early December a party was held in Taipei to celebrate the discharge of no less than the 10th million ton of coal for local customer Pencoal and all carried on Maerskbulk's geared/grabbed Panamax vessels. The photo shows Mr. Stanley Pen of Pencoal receiving a commemorative plaque with the Pencoal and Maersk logos from Thomas Schultz of Maerskbulk. Looking on is Joseph Huang, Director of Maersk Taiwan.

Alice Hsieh



QUALITY EDUCATION IN KUWAIT

In November and December 1995, the entire staff of Maersk Kuwait completed their training at the Quality Education Seminars. The courses lasted for three months and were held on the Maersk Kuwait premises with internal instructors.

To follow up on these successful training courses, workshop arrangements with the most important customers are shortly to be held.



The quality-conscious staff of Maersk Kuwait were presented with their diplomas by General Manager, Søren Steen Hansen.

EXPERT AT HEAVY TRANSPORT

At the end of August 1995 TRSL ARCTURUS, the former TREIN MÆRSK on charter to Sea-Land, moored at the Odense Steel Shipyard so that the number eight cylinder of its MAN B&W main engine could be repaired after an engine breakdown off the coast of Brazil.

It had been decided beforehand, that the crankshaft should be taken out and sent for repairs to MAN B&W's sub-supplier in the Czech Republic and that A.P. Møller's Purchasing Department should organise the transportation of the 58 ton, nine metre long crankshaft.

The choice of transport fell to the Danish haulage contractor Torben Rafn, who had previously handled special transport for A.P. Møller, so on Saturday 2nd September, the crankshaft was lifted out of the vessel and lashed securely to a specially-built "cradle" on a 24 metre long truck.



The photo shows the visitors from Vestjyske Slagterier and representatives of Thor Jørgensen in Århus.

VISIT TO LARS MÆRSK IN ÅRHUS

Danish shippers have shown a great deal of interest in Maersk Line's direct call at Århus, since they are not accustomed to seeing ocean-going vessels in Danish ports. As loading takes place on Saturdays, an entire shipping department from Vestjyske Slagterier (West Jutland Abattoirs) in Struer took the opportunity of visiting not only LARS MÆRSK but also the container terminal in Århus

on 9th September 1995. The day was an extremely instructive one for the guests, who were given a thorough insight into what happens once the reefer containers leave Vestjyske's cold stores.

Vestjyske Slagterier is Maersk Line's most important European reefer customer.



The following night the truck drove over the Danish/German border at Padborg, where it picked up a German road escort. The route went through Berlin, where a police escort joined the procession, while at the German/Czech border two Czech lorries were waiting to take over for the last part of the journey. After a trip lasting almost two days, the

truck arrived safely at the factory in Ostrava, where the crankshaft was lifted out and repaired.

The return trip to Funen took place a month later and the crankshaft was once again installed in TRSL ARCTURUS, which is now back on its Europe-South America route.

UNDER THE SEVEN-POINTED STAR

January 1st 1996, all the companies in the Pharma-Plast Group changed their names and are now known under the collective name of Maersk Medical. The company logo is the familiar white, seven-pointed star.

The many preparations for the change of name have been going on for months, so that everything would be ready for the New Year. Most of the company buildings have already been decorated with the Maersk star and the blue house flag is now proudly flying from our flagstaves all over the world. All our employees are delighted by the name change and have been looking forward to

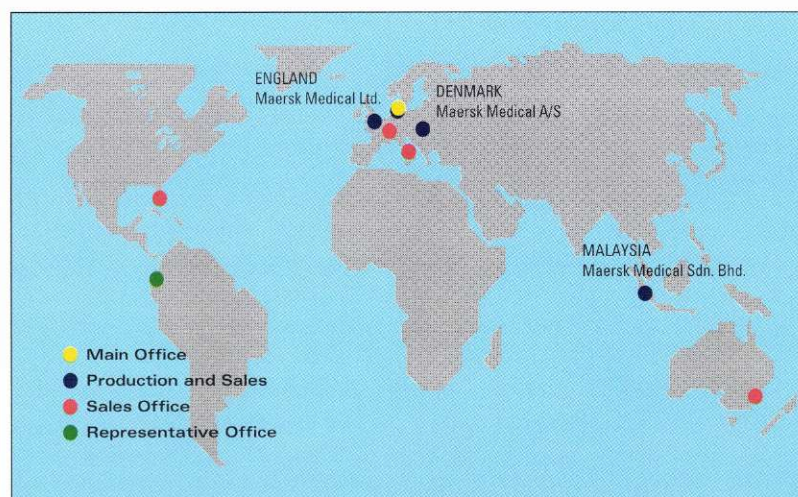
having the well-known star on their business cards.

Maersk Medical manufactures and markets sterile, disposable products for the health sector including hospitals. The reason for the change of name stems from the desire for global expansion. The group aims to become the world's leading supplier of high quality medical devices, thereby contributing to the improvement of treatment and care of patients by health care professionals all over the world.

Marianne Maltow

Overview of Maersk Medical:

The main product lines of Maersk Medical are: catheters, drainage bags, syringes, scalpels and blades, wound management, infusion devices and ophthalmic surgical cannulae. Maersk Medical has eight factories in Denmark, three in the U.K. and one in Malaysia. The group employs 1,900 people worldwide.



REFURBISHED MAERSK OIL OFFICE

Maersk Oil (Thailand) Ltd., the operator for a joint-venture exploration project in Block B8/32 off-shore Thailand, recently rebuilt and modernised its offices in the BB building in Bangkok. In accordance with Thai tradition, Buddhist monks inaugurated the new premises at a ceremony on 10th October 1995.

Maersk Oil (Thailand) Ltd. has also opened a new supply base at the



M.P.P. Pier in Songkhla. This includes bulk plant drilling mud and cement facilities to handle its forthcoming appraisal drilling operations on the Benchamas (chrysanthemum) discovery, which was made in May 1995.



In front of the full Maersk container are employees from one of the large fruit exporters in the Melilla area together with Michael Poulsen from Line Centre Reefer Operations in Copenhagen (no 1 from the left) and Jørn Quist from Maersk España Algeciras (standing as no 5 from the left).

NEW REEFER ROUTE FOR MELILLA

A new reefer route has recently been started up from the port of Melilla in North Africa. Since the start of the service at the beginning of November 1995, 25 reefer containers have been loaded onto our oranges vessel every single week, for destinations in Northern Europe and the United States.

The transportation of citrus fruit from the areas of Morocco close to Melilla is carried out under constant supervision and with unfailing reliability, thanks to the regular transshipment connection at Maersk España's Terminal 2000 in Algeciras.

The presence of Maersk España S. A. in the port of Melilla dates back to March 1990, when the first Maersk Line container vessel arrived there. Since then, assisted by the valuable support of Maersk España's agent in the port, Carmelo Martinez S. L., the Melilla service and particularly the import side has grown steadily. The 1994 import/export figure of 1,700 20' equivalent units was well exceeded in 1995 evidence that the service has already proved extremely popular with the customers. Furthermore, there are definite indications that reefer exports will increase even more during 1996.

Javier Lopez



Esplanaden



40 Years Anniversary
Svend Aage
Johansen
22 May 1996



25 Years Anniversary
Dirch Christensen
1 March 1996

The Fleet



40 Years Anniversary
Chief Engineer
Hans Pauli
Danielsen
18 May 1996



25 Years Anniversary
Chief Officer
Tage Figer
1 March 1996



25 Years Anniversary
Captain
Ole Jensen
2 March 1996



25 Years Anniversary
Captain
Hans Erik Thomsen
17 April 1996



25 Years Anniversary
Chief Engineer
John Christiansen
28 April 1996



25 Years Anniversary
1st Engineer
Mogens Peder
Jensen
4 June 1996



25 Years Anniversary
Chief Engineer
Steen Bundgaard
Nielsen
9 June 1996



Retiring
Chief Engineer
Knud Jørgen Holm
1 January 1996



Retiring
Chief Steward
Flemming Madsen
1 January 1996



Retiring
Chief Engineer
Preben Tørnæs
Valsted
1 March 1996



Retiring
Electrician
Lee Ka Wo
1 March 1996



Retiring
Chief Steward
Ib Halse Leth
1 April 1996

Organisations Abroad



25 Years Anniversary
Tage Bundgaard
1 June 1996



40 Years Anniversary
Niels Lillelund
Jørgensen
Tehran
1 April 1996



40 Years Anniversary
Yu Kakuta
Yokohama
1 April 1996



25 Years Anniversary
Richard Reynolds
Madison
1 February 1996



25 Years Anniversary
Søren Steen
Hansen
Kuwait
1 April 1996



25 Years Anniversary
Niels Strand
Nielsen
Johannesburg
1 April 1996



25 Years Anniversary
Tatsuya Masuoka
Osaka
1 April 1996



25 Years Anniversary
Seiji Toyomiya
Tokyo
1 April 1996



25 Years Anniversary
Akimasa Ohtaki
Tokyo
15 April 1996



25 Years Anniversary
Akira Tanaka
Yokohama
16 April 1996



25 Years Anniversary
David Bindler
Madison
26 April 1996



25 Years Anniversary
Flemming Dam
Tacoma
4 May 1996



25 Years Anniversary
Alfredo D'Almeida
San Francisco
1 June 1996



25 Years Anniversary
Dorothy Cieblen
Chicago
1 June 1996

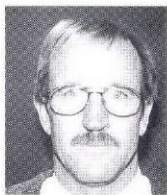


25 Years Anniversary
J.C. van der Linden
Norfolk Line
1 June 1996



Retiring
Yap Chin Heng
Mercantile
Consolidators
Singapore
1 May 1996

Maersk Air



25 Years Anniversary
Tonny Iversen
18 March 1996



25 Years Anniversary
Niels Bo Andersen
26 April 1996



25 Years Anniversary
Henrik Gustafsson
1 May 1996



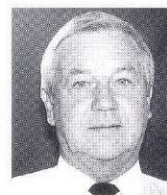
25 Years Anniversary
Elly Bøjder
15 May 1996



25 Years Anniversary
Sven Børcher
1 June 1996

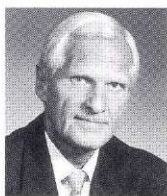


25 Years Anniversary
Leif Midtbøll
1 June 1996



25 Years Anniversary
Villy Ustrup
Johansen
1 June 1996

Roulunds



25 Years Anniversary
Hans Erik Gjerstorff
18 January 1996



25 Years Anniversary
Hans Jørgen Kyster
15 February 1996



25 Years Anniversary
Jytte Pedersen
1 March 1996

Georg Fischer DISA



40 Years Anniversary
Ole Oksby Hansen
1 March 1996



25 Years Anniversary
Jørgen Kaas
Ludvigsen
14 April 1996

Maersk Medical



25 Years Anniversary
Lone J. Olsen
1 February 1996



25 Years Anniversary
Heidi Jørgensen
15 February 1996



25 Years Anniversary
Hanne Olsen
11 March 1996



25 Years Anniversary
Margit Jensen
20 April 1996

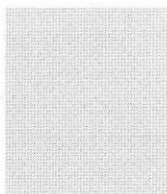


25 Years Anniversary
Jytte Merete
Christensen
26 April 1996



25 Years Anniversary
Inge Bonde
28 April 1996

OS Plastic



25 Years Anniversary
Erling Hougaard
15 February 1996

Maersk Ship Design



25 Years Anniversary
Ib Aamann Høj
1 March 1996



Retiring
A. C. Østergaard
1 May 1996

The Yard



40 Years Anniversary
Ole K. Knudsen
15 March 1996



40 Years Anniversary
Knud Henning
Nielsen
19 April 1996



40 Years Anniversary
Bent Snedker
26 April 1996



40 Years Anniversary
Palle Jensen
24 May 1996



25 Years Anniversary
Mogens Pedersen
2 February 1996



25 Years Anniversary
Leif Kolkjær
Sørensen
2 February 1996



25 Years Anniversary
Ivan Lindholm
Knudsen
2 February 1996

The Yard, continued



25 Years Anniversary
Jørgen M. Kristiansen
9 February 1996



25 Years Anniversary
Tage Toudal Simonsen
16 February 1996



25 Years Anniversary
Carl Chr. E. Johansen
23 February 1996



25 Years Anniversary
Kurt Høj
23 February 1996



25 Years Anniversary
Gunnar Villiam Jensen
23 February 1996



25 Years Anniversary
Hans Albert Nielsen
1 March 1996



25 Years Anniversary
Hans M. Mortensen
8 March 1996



25 Years Anniversary
Leif Rye Dannerfjord
8 March 1996



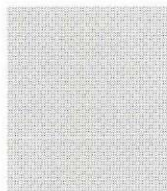
25 Years Anniversary
Henrik Vagner Madsen
15 March 1996



25 Years Anniversary
Bent Holger Jensen
22 March 1996



25 Years Anniversary
Alis D.L. Hansen
22 March 1996



25 Years Anniversary
Vagn Aage Thomsen
29 March 1996



25 Years Anniversary
Bjarne Sten Christensen
12 April 1996



25 Years Anniversary
Kennet S. Jørgensen
12 April 1996



25 Years Anniversary
Niels Røed
19 April 1996



25 Years Anniversary
Edvin R. Christiansen
19 April 1996



25 Years Anniversary
Svend Helmer Petersen
26 April 1996



25 Years Anniversary
Henning Kolkjær Sørensen
26 April 1996



25 Years Anniversary
Erik Vang-Pedersen
26 April 1996



25 Years Anniversary
Otto Wilkens
10 May 1996



25 Years Anniversary
John Crone Christensen
10 May 1996



25 Years Anniversary
Erik Pallesen Andersen
10 May 1996



25 Years Anniversary
Erling W. Christensen
24 May 1996



25 Years Anniversary
Ib Marin Jørgensen
24 May 1996



25 Years Anniversary
Preben Olav Jørgensen
31 May 1996



25 Years Anniversary
Hans Peder S. Pedersen
31 May 1996



25 Years Anniversary
Ole Bjørn L. Rasmussen
31 May 1996



25 Years Anniversary
Søren Kr. Thorbøll
7 June 1996

Obituary

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



25 Years Anniversary
Finn Chr. Rasmussen
7 June 1996



25 Years Anniversary
Carl Georg Jensen
7 June 1996

Captain
Niels Asger Hansen
ex MÆRSK CHIEFTAIN
12 September 1995

Kenneth Strøm Olesen
The Yard
1 October 1995

Per Gervig
The Yard
26 October 1995

Otto Fabricius
The Yard
27 October 1995

Henning Rouff Larsen
The Yard
25 November 1995

Søren Peter Løvhoj
Esplanaden
29 November 1995



MAERSK