

MAERSK POST

3/1996





Cover:

LPG/C MAERSK STAFFORD transitting the Panama Canal on 19 June 1996 as vessel number 800,000 in the history of the Canal. MAERSK STAFFORD and her sister vessels are regular users of the Panama Canal carrying cargoes of petrochemical gases from Venezuela and the USA to destinations in the Far East and Australia.

Published by A.P. Møller Copenhagen

Editor: Hanne H. Clausen

Printers: Scanprint a/s

Layout: Jakob Kühnel, MDD

Copies:

13,300 Danish

14,100 English

Local correspondents:

AUSTRALIA: Maria Richards

BANGLADESH: M. Shamimul Huq

BENELUX: Georges Caulier

FRANCE: Laurence Chollet

GERMANY: Susanne Heinken

HONG KONG: Teresa Suen

INDIA: Hoshang Vajifdar

INDONESIA: Kim Fejfer

JAPAN: Steffen Schiøttz-Christensen

MALAYSIA: Mads Sørensen

NIGERIA: Lucie Thompson

PHILIPPINES: Ruben S. Fajardo

PRC: Robert Steen Kledal

SINGAPORE: Tan Hee Khoon

SPAIN: Javier Lopez

TAIWAN: Alfred Guo

THAILAND:

Chularack Voraviboonvate

UNITED KINGDOM: Ann Pulham

U.S. EAST COAST: Brett Elmlblad

U.S. WEST COAST: Jennifer Caro

U.S. GULF: Charles Hall

MAERSK AIR: Marita Petersen

MÆRSK CONTAINER INDUSTRI:

Allan Kehlet Rieck

MÆRSK DATA: Peter H. Knudsen

PAPYRO-TEX: Peter Sørensen

MAERSK MEDICAL:

Marianne Maltow

ROSTI: Karin Nielsen

ROULUNDS: Elsebeth Bastholm

THE YARD: Leo Jensen

DANSK SUPERMARKED:

Flemming E. Honum

Volume 36, No. 3

October 1996

ISSN 1395-9158

Reproduction permitted only after
agreement with the editor.

As the operator for Dansk Undergrunds Consortium (DUC), Mærsk Olie og Gas AS has made a pioneering effort in exploration for and production of oil and natural gas in the Danish sector of the North Sea.

As a result of large investments and, not least, a willingness to make a considerable commitment over a period of many years - not without risk - and with great inventiveness, Mærsk Olie og Gas AS has succeeded in bringing production up to approximately 120% of Denmark's consumption of oil and natural gas. And this year the course is set once again for a new production record.

And Mærsk Olie og Gas AS is still working on new initiatives - for example, the expansion of gas production installations so it will be able to supply up to 7.5 billion m³ per year from 1997 compared to some 5 billion m³ this year. In 1996 alone approximately DKK 4 billion will be invested and two new fields have been taken into operation. An additional DKK 6 billion will be invested in the oldest producing field, the Dan Field, for improved recovery by use of the newest version of Mærsk Olie og Gas AS' special well technology.

Efficiency and cost reductions in the day-to-day operation of the extensive production complex are also essential to the result.

Development of new technology by Mærsk Olie og Gas AS and its experience in production from fields with difficult production characteristics are also used internationally, where a determined effort and large investments are beginning to pay off.

In June 1992, the Qatari government granted Maersk Oil Qatar AS a concession for exploration and production in an area offshore Qatar. Production began - again due to great inventiveness - as early as July 1994, and this year production is expected to exceed 30,000 barrels of oil per day from what are, incidentally, some of the world's longest horizontal wells. Considerable sums are also being invested here, and in 1999 production is expected to reach approximately 75,000 barrels of oil per day.

In the Algerian desert 800 kilometres south of the Mediterranean coast, Mærsk Olie, Algeriet AS is a member of a consortium which has made good oil finds and the first field is expected to start production in 1998.

In addition to this, Mærsk Olie og Gas AS is part concessionaire and operator in Thailand where oil and gas have been found and a recovery plan is being prepared. Mærsk Olie og Gas AS is also working in Indonesia but work here is still in the phase of geological and geophysical surveys.

Oil and gas exploration involves large uncertainties and the East China Sea is one example of a losing battle: the consortium of which we are a member has drilled six wells - none with commercial oil or gas finds.

Mærsk Olie og Gas AS has set a goal of greater production of oil internationally than its present production from the North Sea by about the year 2000. This is a worthy objective, and the determination to use the organisation's large, special expertise internationally as well as in Denmark deserves recognition and should be emulated.

JESS SØDERBERG



KATE MÆRSK with room for 6,000 containers is very visible in the Funen landscape when leaving the shipyard.

KATE MÆRSK

During the first eight months of this year, Odense Steel Shipyard has delivered three large container vessels in a series of 12 sister vessels to A.P. Møller.

The latest, KATE MÆRSK, was named on 17 August 1996 by Mrs Jerry Amerman, married to Mr John W. Amerman, Chairman and Chief

Executive Officer of Mattel, Inc., USA. The American toy manufacturer is one of the world's largest, among other things thanks to the popular Barbie dolls and Fisher-Price toys. The company is also one of Maersk Line's major customers, with cargo from the Far East to the USA, South America and Europe.

KATE MÆRSK has a capacity of 6,000 twenty foot containers, of which 700 can be reefer containers. The vessel is newbuilding no. 156 from the yard and is, like the previous vessels in the series, equipped with a 12-cylinder MAN B&W diesel engine which, with an output of 74,640 HP, gives a speed of more than 25 knots. The container vessel is registered at Sønderborg and is under the command of Captain Niels Beyer Nielsen with Steen Sørensen as Chief Engineer. On 28 August the vessel was delivered to A.P. Møller and entered Maersk Line's service between Europe and the Far East.

The sponsor, Mrs Jerry Amerman, between Captain Niels Beyer Nielsen and Chief Engineer Steen Sørensen. From the left: Shipowner Jess Søderberg, Mrs Helle Søderberg and Mr John W. Amerman.



BULK IS IRON COMPETITION

Transporting bulk cargo is a question of knowing the customers' needs down to the last detail and of being able to combine high standards and flexibility with a low level of costs. "This is the only way we can compete, for instance in the Far East growth markets", says Lone Fønss Schrøder, Senior Vice President and Head of the Bulk and Special Vessels Department.

It is all about being in the right place at the right time with the right vessel and best possible voyage combination. This is the concept by which Senior Vice President Lone Fønss Schrøder, Head of the Bulk and Special Vessels Department, describes A.P. Møller's bulk activities. In practice, bulk trade is a complicated jigsaw puzzle keeping the fleet's owned and chartered vessels in operation on the oceans.

The bulk carriers are a separate entity in A.P. Møller, but Lone Fønss Schrøder was pleased to take the time to tell Mærsk Post about her department, because the bulk trade depends very much on networks.

"Our department is not the same organisation it used to be. Now we are much more than a traditional type of shipping business. We help our customers to organize their entire transport concept and infrastructure. Therefore it is important that we are able to use the different types of shipping in the company to pick up business for each other," she says.

The contact with the customers takes place partly from the head office of the Bulk Department at Esplanaden in Copenhagen and partly from the Bulk Department's offices in Tokyo, New Delhi, Rio de Janeiro, Sydney, Jakarta and Beijing. "Our offices around the world are of vital importance to us. They ensure that we are considered a "local" shipping company where this is necessary. For example, it has been

of crucial importance to our success in the Japanese market that we have negotiated "in Japanese" - by this I do not only mean in the language but also that the phases of the negotiation and the drawing up of the contract afterwards comply with the flexibility requirements and special respect one Japanese company will expect as a natural thing from another."

Bulk was the cradle

When A.P. Møller started in 1904, bulk was the heart of the business. The tramp vessels with the large cargo holds were, so to speak, the cradle of the shipping business. In 1984, when the geared Panamax vessels were taken into use, a new niche concept was created. These vessels can load and discharge irrespective of the facilities of the ports. For instance the vessels carry the so-called "hoppers", large "funnels" which can be used for increasing the discharge capacity to conveyor belts or lorries. The organisation of loading and discharging takes place in close co-operation between the crew of the vessel and Maersk Bulk operators, so-called Supercargoes. The Supercargo function is carried out by officers, typically captains who are either posted at those ports which have the biggest problems or are given the assignments on an ad hoc basis.

"For the sake of efficiency it is very important that the vessels can berth as soon as they arrive at the port and this requires detailed knowledge of

the particular port's special conditions and traffic concentration and close contact with customers and port authorities," Lone Fønss Schrøder says. "The individual voyages of our vessels last 33 days on average. And 60 days for the steel vessels. One day less has a significant effect on the costs," she adds.

Increasing competition

That the cost side is important is indicative of the fact that competi-





*At anchorage by
Coronel in Chile
loading wood chips
bound for the USA.*

*Georgia Pacific
paper mill facilities
at Bellingham, USA.*



*A tailormade 17 cbm
orange peel grab
discharging wood chips to a
"hopper" in Bellingham.*





MAERSK TAIYO
discharging cars in
Australia on her
maiden voyage.

tion in the bulk market is more than tough. At the moment, many modern and well-equipped vessels are being delivered to competing shipping companies which transport, for example, coal, ore and grain everywhere on the oceans. Lone Fønss Schrøder especially sees potential for growth for the Bulk Department in the industrial market in the Far East.

"The Far Eastern growth markets have a great need for energy," she says. "Here we can offer our help with infrastructure, planning and transport. It is important, not least to the many new coal-fuelled power stations, to have a partner for their 15-20 year transport contracts, who is established in the market and can offer flexibility, a partner who is financially strong and reliable in the long run. The industrial bulk market is exactly where A.P. Møller's fields of competence - the high technical level, the broad familiarity with the market and the financial soundness - are combined in the best possible way. Another large growth potential is our operation in the steel trade. In this field we offer so-called "Parcel Trading", where we build a full shipload from small cargoes from different customers. Here we work with the Norwegian shipping company Western Bulk Shipping. We take the cargo to and from the East and they take the cargo to and from the USA."

The Bulk and Special Vessel Department is always looking for new niches for the fleet. One of the

newest niches is the transport of wood chips from South America to the USA and Japan where they are used for paper pulp. A.P. Møller has entered this new market and has developed methods for pressing the wood chips in a special way which increases the efficiency of transport.

The same vessels are used for different types of transport, and when a vessel is changing from, for instance, coal to grain, some of the days at sea are used for cleaning the large cargo holds. Even when a vessel is changing from coal to wood chips the vessel has to have a thorough cleaning. In fact, the cargo holds are controlled by superintendents wearing white gloves.

Expensive to carry on shipping

A.P. Møller will take delivery of several newbuildings in the next year, some of which are foreign tonnage but chartered for a number of years, because it is not essential for Maersk to build new vessels on their own account.

"We do not order vessels at the top of a market," Lone Fønss Schrøder says. "I think the price of bulk vessels will continue to fall. In one year, the price of Panamax vessels has already fallen from around USD 30 million to USD 25-26 million, among other things due to the weakening of the Japanese Yen to the American Dollar." A.P. Møller uses foreign shipyards for building the bulk and car carriers. Why? "In the end, it is a question of price. At



the moment, Japanese and Korean shipyards are the market leaders in these types of vessels, but the fleet also includes vessels built in Danish shipyards."

The department is named Bulk and Special Vessels because it is also responsible for the operation of car carriers. In March and December 1997, two new car carriers will be delivered which will be able to carry

Lone Fønss Schrøder is 36 years old. Since 19 June 1995, she has been a Senior Vice President of A.P. Møller. In 1994, she became Head of the Bulk and Special Vessels Department. She is also a board member of A.P. Møller Singapore Pte. Ltd.

Lone Fønss Schrøder, who has degrees in Economics and Law, was employed in the Finance department of Maersk Air in 1982. In 1984, she was appointed Section Manager of financial planning, and in 1986 she

was made manager and head of Maersk Air's Legal department until she was appointed Senior Vice President of the air freight company Star Air in 1987. In 1988 she became Managing Director of Star Air.

In 1991, she came to A.P. Møller as Vice President and worked in the Supply Vessel Department, the Technical Organisation and the Liner Department until she became Head of the Gas Tanker Department.



MAERSK TAIKUNG
discharging steel at
Hong Kong roads.

"Today a large number of cars travel in the other direction," Lone Fønss Schrøder says. "Japan is opening up for the import of foreign cars, and in Japan it has become a trendy status symbol to drive a Japanese car built in Europe or the USA."

Competition from the customers

"Some large mining companies and power plants have their own vessels and can influence the market to some extent, and naturally competition is always a problem. Since Christmas, the freight rates for bulk have fallen by 35% because there is a lot of new tonnage in the market. The shipping companies who want to participate in the global growth markets must be able to compete on the costs. We need to be good at buying and chartering the vessels and running them, but we also need to be good at offering the right package solutions."

When it comes to reducing costs on the vessels, no shipping company can avoid looking at wage costs. A.P. Møller's bulk vessels are run from Copenhagen but manned in Singapore.

"It is all about running the vessels optimally, and today this is best done with our competent and efficient Far Eastern crews. During recent years we have successfully focused on the technical operating expenses and reduced these expenses. This has been done very skilfully by the Technical Organisation in Copenhagen and has been very important for our expansion plans," Lone Fønss Schrøder says.

more than 4,000 cars and will have a speed of 20 knots. They are sister vessels to MAERSK TAIYO, which was delivered in March 1996. The car carriers, which are all on long-term contracts, typically carry cars from Japan and Korea to the Middle East, Europe and the USA. This used to be a one-way traffic on a contract for Japanese or Korean operators, but a new traffic with return cargo has arisen.

MAERSK IN COIMBATORE

Hoshang
Vajifdar

Coimbatore, an industrial township located at the foot of the Nilgiri Hills in the Indian state of Tamil Nadu, hosts more than 25,000 small and large industries. These are mainly involved in the textile, cotton yarn, hosiery, machine tool, steel casting, pump and electrical motor businesses and are catering for the domestic and international communities. Besides being referred to as the Manchester of India, it is a major trading centre for tea, which is grown in the Nilgiri Hills.

In Coimbatore, Maersk has an inland container depot connected by rail and road to Cochin catering for all import and export shipments. Run by two government agencies, Container Corporation of India and Central Warehousing Corporation, the depot provides the international trading community with competitive shipping facilities on its doorstep.

Starting with a one-man representation in April 1992, Maersk India Limited today has a office manned by three people who are responsible for making Maersk Line the market leader in this area. Boasting a 35% market share, Maersk Line is the largest carrier of tea to Poland and the Commonwealth of Independent States. Maersk has increased focus on garments and textiles originating in Tamil Nadu but shipped through other Indian ports such as Nhava Sheva, Cochin and Madras.



TALL SHIPS IN COPENHAGEN HARBOUR

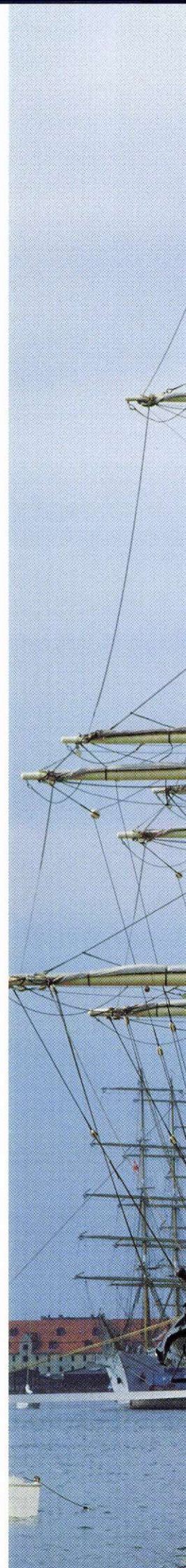


The 40th annual voyage from Rostock in Germany via St Petersburg in Russia and Turku in Finland ended in Copenhagen in August 1996 with the participation of 118 large sailing ships from 18 nations.

The purpose of the Cutty Sark Tall Ships' Race is to gather together training ships from all over the world. A prerequisite for participation is that at least half of the training ship's

crew is aged between 16 and 26. The many schooners, full-rigged ships, barques, brigs and ketches in Copenhagen Harbour made a picturesque feature in the Cultural Capital and created an impression of how the harbour looked in the golden age of sailing ships.

Alongside A.P. Møller's quay were the Training Ship Danmark and Cuauhtemoc, a three-masted barque from Mexico with a crew of 216.





THE ISM CODE

Erik Vad-Hansen

By July 1998 for tankers and bulk carriers and by July 2002 for all other cargo vessels, the International Maritime Organisation (IMO) requires every ship operator in the world to be ISM (International Safety

Management) certified. The purpose of the ISM Code is to provide an international standard for preventing pollution and for the safe management and operation of ships.

Documentation of procedures

The main objectives are to ensure safety at sea, prevent human injury or loss of life, and avoid damage to the environment, in particular to the marine environment and property on a global basis. The IMO's member states have agreed to enforce the ISM Code and to require all vessels flying their flags, and companies entrusted with their management, to implement strict safety and pollution prevention standards throughout their operations. A company's shore-based organisation will become just as involved in, concerned with, responsible and accountable for the safety at sea and the preservation of the marine environment as the vessel's crew.

The code requires a company to document its management procedures and record its actions to ensure that conditions, activities and tasks affecting safety and the environment are properly planned, organised, executed and checked.

A Document of Compliance is issued to the company following a successful audit of the shore-side aspects of its Safety Management System. The certificate will be valid for five years subject to annual verification. A Safety Management Certificate is issued to the individual vessels following a successful audit of the shipboard Safety Management System. This certificate will be valid for five years subject to one intermediate verification.

A quality approach to Safety Management

In 1946, Mr A.P. Møller wrote "No loss should hit us which can be avoided with constant care". This has been the watchword for the entire organisation. Thus the A.P. Møller Safety Management System is not a new invention and the implementation of the ISM Code's requirements is seen as an opportunity for the organisation to become more efficient and to reduce costs by preventing accidents.

A.P. Møller's policy is to conduct its activities in a manner that protects the environment, promotes the health and safety of the employees and by the actions of the company and its employees to promote the health and safety of others. Health, safety and environmental protection are considered to contribute equally with commercial and operational factors.

The Safety Management System

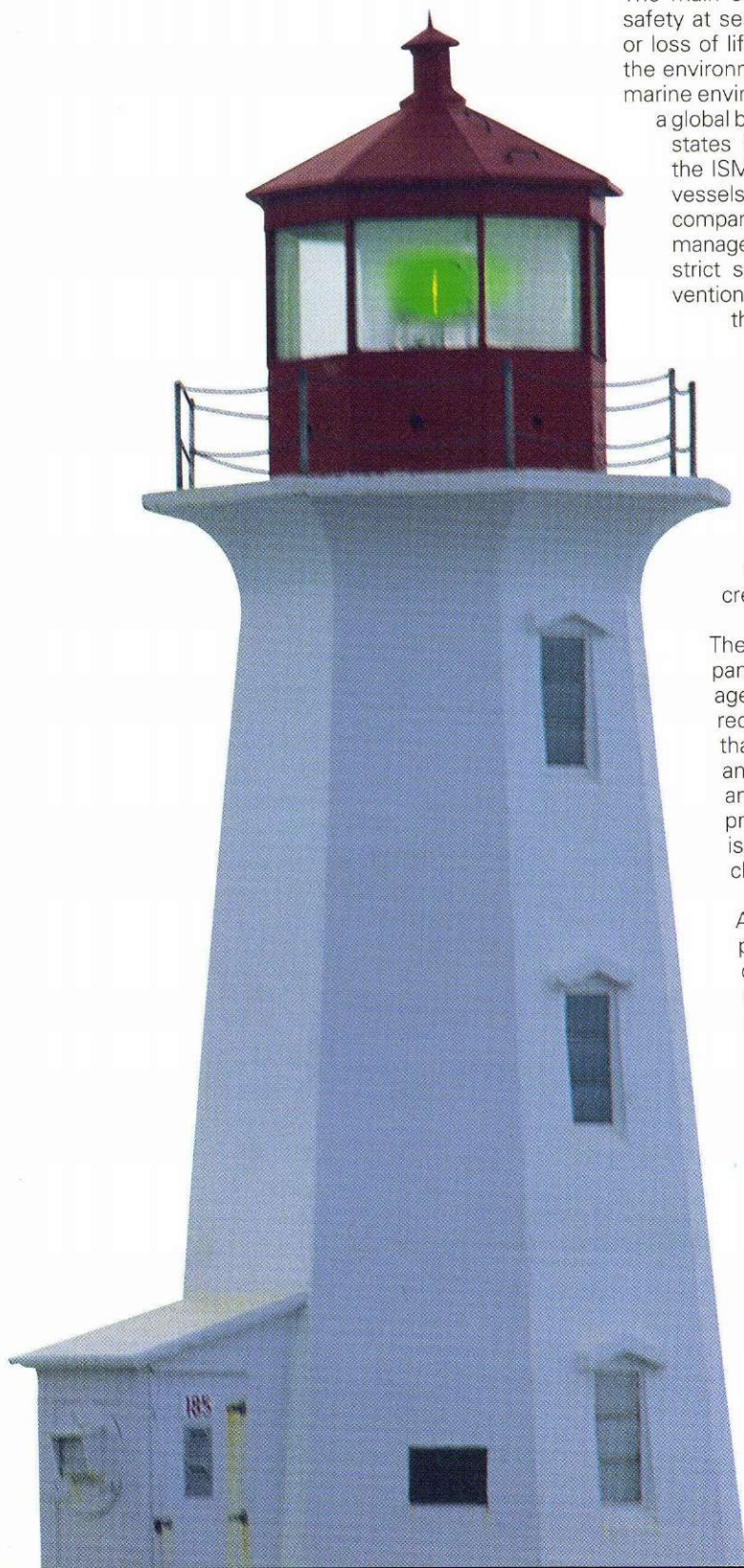
This system is established to ensure that mandatory rules, regulations and applicable codes, guidelines and standards as recommended by A.P. Møller, Flag states, classification societies and maritime industry organisations are taken into account at all times.

The system is based on the philosophy that accidents can be prevented by the identification and management of risk. Accidents and nonconformity cause extra work resulting in a decrease in efficiency. Many resources have been spent trying to improve these instead of being proactive and preventing them.

An analytical tool has been developed for minimising operational costs without sacrificing quality or safety by the economical use of personnel, equipment and materials, and for protecting property and increasing efficiency by the implication of prevention based on task analysis and risk assessment.

Procedures ensuring safe operation

Both the shore-based and the shipboard managements are responsible for ensuring that procedures prepared for controlled operational conditions are followed. Controlled



conditions are defined as activities which require documented procedures. Lack of such procedures will, we know from experience, affect safety adversely.

Controlled conditions include:

- Passage planning
- Pre-arrival and pre-departure planning
- Planning of loading and discharging of cargo
- Stability and ballast planning
- Planning of repair and maintenance
- Bunker planning
- Duty plans and change of watch plans

If uncontrolled or emergency situations arise on board caused by e.g. bad weather, human errors, or breakdown in construction or machinery, the emergency procedures will be followed in order to re-establish controlled conditions.

Learning from near-miss situations

Because we have previously focused on accidents as the trigger for data collection, we have not taken advantage of the often far more revealing subject of near-miss situations. However, data on near-misses may, for two reasons, be more fruitful than data on problems. Firstly, there are more data from which to draw conclusions. Secondly, a near-miss represents a potential problem where, due to intervention or blind luck, the chain of events was broken.

Improvement

The real purpose of corrective action is to identify and eliminate problems. Once the root causes have been identified, they will be eliminated.

We have been investigating and collecting problem data for years, yet we cannot always tell what their main causes are, except that they are related to human errors. By looking at the reactive side of the system, we can better understand the proactive steps we can take to eliminate the root causes.

To ensure that the company's performance is continuously improved, the policies and associated procedures and practices are reviewed regularly also when any new factors affecting the performance arise. An

experience feedback system is established and any gained experience is included in the effort to obtain improvements.

Commitment throughout the organisation

It is the intention and aim of A.P. Møller to provide safe and healthy working conditions for all employees both on shore and at sea. In order to achieve this, all employees need to give their full support and co-operation. Therefore, responsibilities have been assigned to individuals in each workplace as part of the organisation necessary to implement the procedures.

All employees have a duty to act responsibly and to take precautions to protect themselves, their colleagues and any other persons from injury or preventable illness which might arise from their actions. The system has the full support of the senior management who recognize that without the cooperation and commitment of employees at all levels, the objectives of this system would be unattainable.

To ensure that the objectives of the system are met, adequate training and information will be provided for all employees to increase their knowledge of the system and their awareness of safety, the hazards which may be encountered and the means of rendering them safe and non-injurious to health so they may be able to discharge their personal safety, and their awareness of pollution prevention responsibilities.

Enhanced safety requires commitment, competence, attitudes and motivation of all involved. The important thing is that the safety attitude of supervision matches increased exposure and that this attitude is projected to the personnel. Safety is of paramount importance to the company and, with proper planning and supervision in safe practices and vigilance, an excellent safety record is possible. By working in co-operation with all departments and vessels to take a quality approach to safety we firmly believe we can achieve these objectives.

Health and Safety Policy

- Identify potential hazards and design equipment, facilities and procedures with the aim of eliminating accidents.
- Establish a safe and healthy working environment for all employees.
- Train and inform employees to enable them to fulfil their responsibilities and duties in a safe and efficient manner.
- Provide and maintain clear lines of communication.
- Foster health and safety awareness at all levels and encourage employees to participate in the enhancement of safety.
- Operate formal monitoring systems to measure the effectiveness of the arrangements for health and safety.
- Comply with relevant legislation and best industry practices.
- Provide contractors with necessary information so they understand the Company policy and meet Company standards in all areas.

Environment Protection Policy

- Promote procedures and practices that enhance environmental protection bearing in mind current legislation and industry codes of practice.
- Take voluntary steps where appropriate to improve environmental performance.
- Communicate clear management directions.
- Design and operate ships as efficiently as possible to minimize the environmental impact.
- Ensure that discarding of waste is in strict compliance with regulations.
- Support and conduct research on environmental issues associated with our activities.
- Establish emergency plans, consistent with current legislation and good practice.
- Ensure that third parties acting on behalf of the Company are aware of this policy and conform to it.
- Respond to the environmental concerns of the employees, the authorities and the public.
- Monitor the environmental performance to ensure compliance with this policy as well as Company and legal requirements.

LAND OF CONTRAST

Anders
Hedegaard/
Erik C. Lund

You may call it mystique or adventure, but West Africa has a power of attraction which, despite its sometimes primitive conditions, continues to enchant visitors. They certainly do not come because West Africa is "comfortable". In the rural desert areas people live in small hovels scattered about the hot and dusty landscape, while in tropical cities such as Tema and Freetown the electricity goes off and the sewers overflow every time it rains. At the same time, however, you can enjoy the sandy deserts and the inviting beaches, explore the rain forests, join a wild life safari, or simply have a cool drink in the shade while watching the skyline of Abidjan and meet the friendly people in their colourful dress reflecting their rich cultural heritage.

A history of trading

For centuries, trading has been an integral part of the West African culture, buying and selling goods by

bartering. West Africa connected to the rest of the world through a number of sub-Saharan trading stations. The best known of these stations is Timbuktu, which flourished in the early Middle Ages, serving as the connecting point between Arab and North African traders and the people of West Africa and Sahara.

The 18th century saw the introduction of colonial powers, with France and the United Kingdom taking the lead in the region. This meant a drastic change in trading patterns, as the colonial powers imported European industrial goods and foodstuffs and exported raw materials and cash crops to the consumers in Europe.

To West Africa since 1958

Though unknown to most, perhaps, West Africa has been served by Maersk Line on a regular basis for over 35 years. With the inauguration of the Connecting Point Spain concept in Algeciras in 1985, Maersk Line switched to a fully containerised service with two feeder vessels: MAERSK BELLA and MAERSK BRAVO, thereby linking the West Africa service to the global Maersk Line network of services.

Since then, things have developed fast: Maersk Line has opened new offices, added ports to the service, increased the frequency and introduced acceptance of cargo to inland destinations. Today, Maersk Line covers Western Africa from the

sandy beaches of Mauritania in the North to the rainy jungle of Gabon on the Equator. A total of 17 countries covering an area of more than 8 million km² (3.1 million square miles) inhabited by approximately 250 million people which is equivalent to the size of Europe and has the population of the United States of America.

Now, Maersk Line serves this vast area with seven modern container vessels, dedicated rail-service, trucks, stevedoring, forwarding, and a network of on-line offices. In total, more than 500 dedicated Maersk employees work in 13 own offices and 10 other agencies to ensure that Maersk Line's leading position in Africa is maintained. Maersk Line is the only line having on-line EDP access in the area and offering the same high level of service as everywhere else on the globe.

The present market

The West African countries import a large variety of foodstuffs, textiles and consumer products as well as raw materials and semi-finished products for local industry. For exports, West Africa is still dependant on a number of traditional cash crops, such as cocoa beans - the Ivory Coast alone produces close to one



million tons - green coffee beans, natural rubber, raw cotton, cashew nuts, lumber and ground nuts as well as fish, seafood and fresh fruit. Maersk Line is active in transporting all of these commodities to many destinations.

To the benefit of the West African economies, more and more of these commodities are being taken through a manufacturing process, adding value to the commodity before it is exported. Maersk Line and the containerised trade in general benefit from this development, as these finished or semi-finished products are all containerised. So, over the past years, Maersk Line has begun lifting products like instant coffee, cocoa powder and cocoa butter, yarns and textiles, veneer and wood products and a variety of canned foodstuffs.

Creating new business

Maersk plays an active role in developing advanced transportation alternatives for the West African economies, offering our ex-

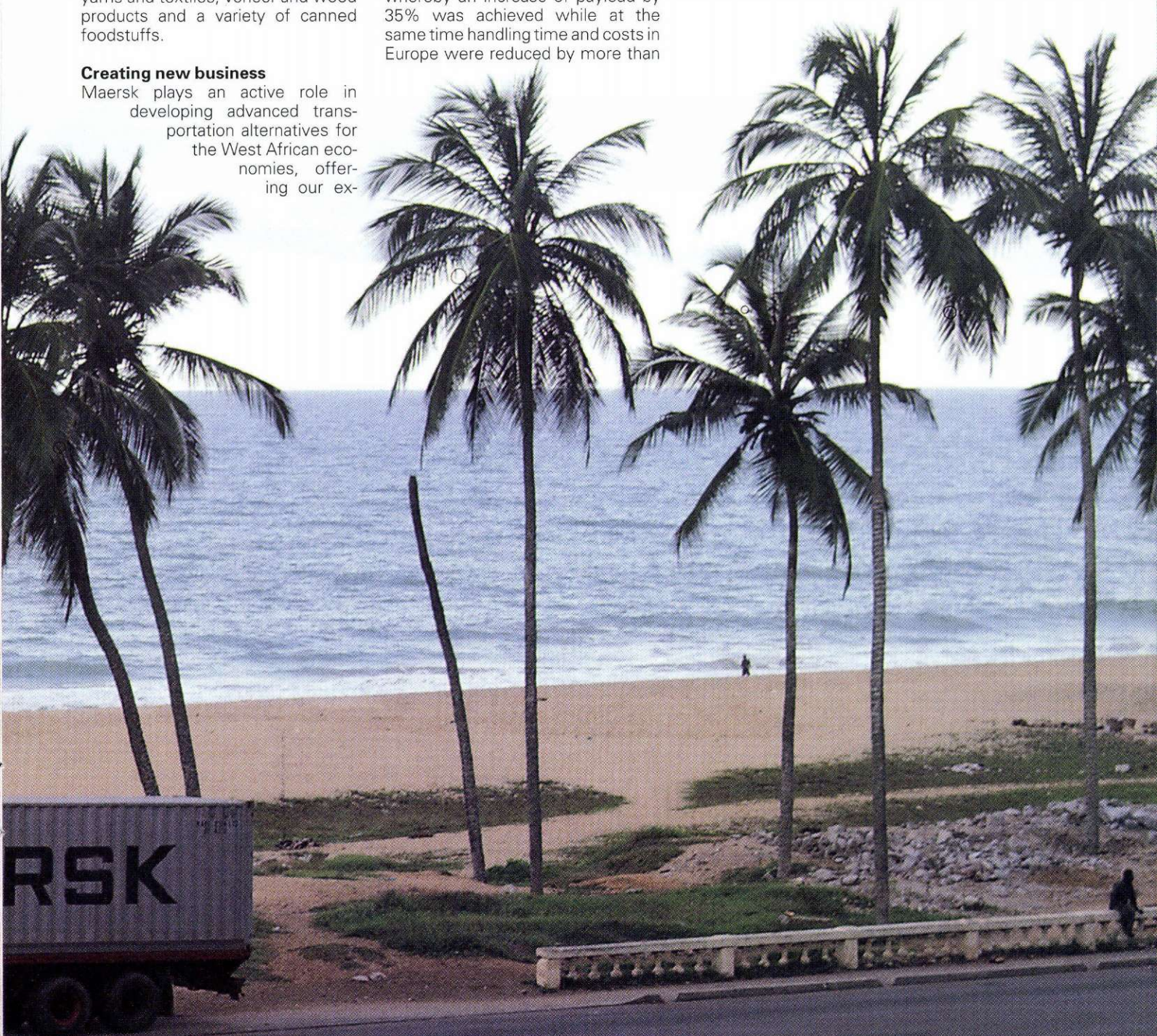
pertise in developing containerisation of, for example, fresh fruit, using the advanced Maersk Line reefer equipment and, for some commodities, our controlled atmosphere facilities.

As the global economy continues to focus on cost efficiency in all aspects of the business, Maersk Line has, together with its customers, in several cases redesigned long-standing logistics chains, resulting in new business potential for us and lower costs for our customers. Together with Nestlé a number of trial shipments of cocoa and coffee beans in bulk have been performed. The coffee and cocoa were loaded into separate containers in bulk form instead of the normal 65 kg bags whereby an increase of payload by 35% was achieved while at the same time handling time and costs in Europe were reduced by more than

60%. By introducing this new mode of transport, Nestlé has achieved a high degree of cost efficiency in their logistics chain and Maersk Line has secured a strong business relationship in a new corridor.

Developing and expanding

Maersk Line is constantly striving to follow the development and increase its activities in West Africa, both at sea and on land. A continued increase in the service scope is foreseen including increasing the number and frequency of ports serviced, extending the service further South, and increasing activities in the land based operations in the areas of stevedoring, terminals, rail, and trucking.



SELSKABET SVENDBORG
SELSKABET AF 1912 A/S
R-TANKERS & LINERS
OR MÆRSK

OR MÆRSK
OR
P.W. 2
49100
43100

Mr P. Densham
6 Devon Terrace
TOTNES
Devon
England



郵船 PAQUEBOT



POSTING AT SEA

by Phil Densham

PAQUEBOT



M.S. ARTHUR MÆRSK
T. B. CHRISTIANSEN
CAPTAIN



Mr. P. Densham
6 Devon Terrace
Totnes, Devon
England

M.S. AXEL MÆRSK
TROENSE

PAQUEBOT

SURFACE

Mr P. Densham
6 Devon Terrace
TOTNES
Devon
England



A.P. MØLLER-TANKERS & LINERS
M.S. LAUST MÆRSK
RØMØ

Mr P. Densham
6 Devon Terrace
TOTNES
Devon
England

m/s LAUST MÆRSK
RØMØ
OXGS 2
BRT: 40238
KW: 34962



*Densham
6 Devon Terrace
Totnes, Devon
England.*

05 APR. 1986

M.V. Nedlloyd Nassau

NEDLLOYD LINES
Region Management East Asia
Sincere Building, 25th Floor
173 Des Voeux Road, Central
P. O. Box 45 G. P. O.
HONG KONG



*sham
rrace
even
1.*

(UPU) which is the governing body supported by all countries for the international management of the mail system. The official language of the UPU continues to be French, and this body holds congresses from time to time to ensure that the movement of mail works properly and fairly for all the various postal authorities which carry it.

Danish stamps from danish ships

From the earliest meetings it was laid down that a port post office receiving ship's mails should date stamp each item and add the word "paquebot". A ship's letters should bear postage stamps of the country to which the ship belongs, or of last port visited.

This means that on a Danish vessel mails from passengers and crew should bear Danish postage stamps of a value equal to that applicable for mails posted in Denmark. The post office at the next port visited is obliged to accept the mail with such stamps. It is convincing to the post office if a ship's name stamp has been impressed on the letters as proof of origin from that ship. You will see from the illustrations of covers from ships

what the end product looks like. It is such combination of a ship's name stamp and port post office paquebot mark which is the goal of collectors.

Dependant on goodwill

Collectors rely upon the goodwill of ships' Masters to handle their requests, and usually offer to send something in exchange for the kindly service. Sometimes the Master or his children collect postage stamps or postcards, and the paquebot cover collector can forward them as a thankyou.

There are many collectors in USA, UK, Germany and France, and there are specialist societies whose members exchange information and covers. The writer is a Life Member of the "World Ship Society", Maritime Editor of the "Travelling Post Office & Seapost Society (UK)", and a member of the "Maritime Postmark Society (USA)". Duplicated covers are exchanged with friends in such societies.

So if you receive a request for some letters to be "posted at sea", you will know what the writer is asking for.

In March, Captain Torben Christiansen wrote to me from "DRAGØR MÆRSK", suggesting I write a short article about posting letters on the high seas.

Collectors of such envelopes (or covers) are seeking port post office "paquebot" postmarkings. Now what does this mean?

Paquebot = Mail boat

In the 1890s rules were drawn up by the "Union Postale Universelle"



COMMITT

Having spent months showing new, male executives the ropes Mandy Loker never doubted her own abilities when, after nine years with Maersk Line, in February 1995 she was promoted from head of customer service at Maersk Line in Leeds to Line Manager for the Middle East and Far East in London. She became one of the few female executives in this business. Although she regrets this lack of female executives and is aware that a career may be at the expense of a traditional family life, at least for a while, she accepts this as the nature of the shipping business.

"A working week often consists of 12 hours a day five days a week - sometimes even more if I take customers out in the evening. It is, I feel, necessary in the job, but also makes it more interesting. On the other hand, it is incompatible with having a family", she admits.

She is the link between the Line Management in Copenhagen and four regional Maersk offices in the UK which are in charge of transportation to the Far East, the Middle East and West Africa. "I'm assisted by a team of four, and we prepare short-term and long-term strategies for the sales personnel. Furthermore, we adjust the rates on the spot market and negotiate with the Line Management, the four regional UK offices and the customers on more long-term business", she adds.

Without any hesitation Jesper Kjædegaard, head of the Line Department's section for Strategy and Business Development in Copenhagen, characterises Mandy Loker's section "as the centre of the sales activities in the UK". This makes her an important link between the headquarters at Esplanaden and the Group's many customers, and also in terms of reaching the annual target.

"The weekly results are compared with the annual budget which means

that we are put under constant performance pressure. So we have to keep an eye on our competitors and make sure that they do not steal our customers. On the other hand, we ought to win some of theirs. This is how we make our market share grow". And it has become so huge that today most people in Great Britain know what the name Maersk stands for. It was not always like this. Mandy remembers how people used to ask "Maersk who?" during the early years when she told them where she worked.

Actually, she did not know much about containers or ships herself when she attended a job interview in Leeds 11 years ago. "But I was interviewed by a fantastic guy by the name of Eric Mård. He really sold the job to me. He explained about the scope of Maersk Line and the possibilities of seeing the world. Had it not been for him, I may not have become so fascinated by all the technical terms I was about to learn".

Before Mandy Loker came that far, she had done some office work in a mail order firm in Leeds and various customer-oriented jobs in London. For a while she worked with Beechams, now Smithkline Beecham, who is one of Maersk Line's export customers. "The possibilities at Maersk had not been exaggerated", Mandy says. She is convinced that she'll get the necessary support to go progress her carrier at home or abroad. "Eighteen months in this job feels like two minutes, so I'm not immediately on the lookout for new challenges. It takes a couple of years, I suppose, before you know your job completely and afterwards you're pleased to use your knowledge. I should like my next job also to involve customer contact and possibilities of travelling."

Mandy Loker has already seen a corner of the world from the chair she is sitting in. "I've been to

ED TO SHIPPING



Mandy Loker with Rose Coulson,
Customer Service Manager in Liverpool,
on board REGINA MAERSK.

Copenhagen several times, in Madrid to a strategy meeting for West Africa and in Dubai to participate in a similar meeting for the Middle East. Following the latter I visited the financial capital of India, Bombay, where I saw the port and our own facilities. To understand the geography and experience the culture of a place you are dealing with gives a better understanding of the problems that may arise. Such visits help in my day to day work. Now I'm planning a trip to the Far East, probably early next year."

Mandy has also had the opportunity of seeing the world on her holidays visiting friends in the Bahamas and in Hongkong and in traditional holiday resorts like Greece and Spain. High on the list of new destinations is Australia where her eldest sister lives with her family. Maybe there will be an opportunity to dive at the Great Barrier Reef. She has a PADI certificate enabling her to dive with compressed air together with a partner, but it has been difficult to put theory into practice. "I don't feel like diving in the cold, dirty waters of London. I'd prefer a place where the water is warm and clear where there are beautiful things to see, such as in the Bahamas." In the same way she could easily go sailing - in nice weather. But for the most part she goes for aerobics where an hour of hard physical training is "a nice way to have your batteries recharged".

Mandy often visits her hometown where she still sees most of her friends. "The long working hours don't give many opportunities of meeting new people, apart from Maersk employees and customers." She has kept her house in Leeds. "Prices have gone down and I'd lose too much money by selling it. So far I've let it to a friend while I live in a flat in London."

If leisure time is scarce, working hours are so much more full. "In the current market, rates are changing all

the time, especially to the Far East. And it can be a very time consuming process to negotiate them currently. My team and I are also responsible for space allocation in the UK. This takes up two and a half working days a week, that is if all ships sail on time and no other problems arise. Otherwise it can be a full-time job for one of my colleagues, as well as involving me".

Mandy is the second youngest in a family of seven and had, apart from the four years in London, lived in Leeds all her life when she got her present job. This meant that when she worked for Maersk in Leeds she knew practically all her customers. "So it's quite a culture shock to come to a job where you're in charge of the entire UK, many customers and 600 shipments a week. At the same time, I had to convince the customers that I had the abilities even though I wasn't a man and even though I couldn't talk to them about football. It's a male-dominated world and many customers were used to going to a pub and chatting about football over a pint. I didn't always feel that I was taken seriously. But it's past history and now I think they've accepted going to the theatre or dinner instead."

The 33-year-old Line Manager attaches great importance to the social side of the job as she gets something out of this too. "Maybe I have to give up other things because I am so deeply involved in my work. But even though I sometimes complain about the long working hours, I enjoy it and under no circumstances would I exchange this job for a nine to five job."

Regarding her next move, she would like an overseas posting but as yet has no strong feelings as to where this would ideally be. "Before I decide where I should like to go next I'd like to see more places. The worst thing you can do is to say I want to go there or there and then regret it."

THE MAERSK COMPANY

Maersk was established in London in 1951 as a shipping agent. Today the Company is one of the three largest container operators out of England. Together with number one on the list, P&O, Maersk is the largest user of the British railway system.

According to the Managing Director of The Maersk Company Limited, Thomas Thune Andersen, shipping is one of the company's largest activities. The headquarters are in London, while the main ports, Felixstowe and Southampton, handle the connections to the USA and the Far East, respectively.

Apart from the Maersk Line and related activities, The Maersk Company Limited has two other main activities, shipowning and Maersk Contractors.

In all, there are over 2,000 employees. Half of the office staff is less than 30 years old.

The Company has 25 ships under British flag, registered in the Isle of Man, six gas tankers, four container vessels, two product tankers (both on long-term charter to the British Ministry of Defence) and a ro-ro ferry (carrying Ford motor cars between England and the continent). There are also 12 offshore vessels (mostly operating in the North Sea). The average age of the fleet is 11 years and a newbuilding will be delivered in 1997.

*The launch found
its place on the
Training Ship
Danmark.*



A RARE VISITOR

Odense Steel Shipyard experienced the sensation of the proud Danish sailing-ship traditions when, at the start of its 82nd cruise, the Training Ship Danmark went alongside in the yard's old equipment basin to load a motor launch built by the yard's apprentices.



The designer of the motor launch, Mr. Kurt Skyggelund, inspects the handsome result with Captain O.P. Nielsen.

Leo Jensen

The launch, newbuilding L 597, is to be used by the trainees for practising boat manoeuvring and for transporting the crew to shore when the training ship is at anchor. The vessel can be also used for shifting or towing the Training Ship Danmark. The boat is built of aluminium to make it light enough to be lifted on board by hand.

Ten of the yard's apprentices assisted in building the 7.6 metres long and 2.7 metres wide motor launch which can carry up to two tons. The motor launch was designed at Odense Steel Shipyard and building took from mid-February until it was delivered on 4 July.

Approximately 3,000 man-hours have been spent building the launch, which was received with enthusiasm by the crew. The vessel is equipped with modern navigation equipment, bow propellers and a powerful 130 horsepower diesel engine. The building of the motor

launch was partly financed by a donation of DKK 500,000 from the A.P. Møller and Chastine Mc-Kinney Møller's Foundation.

This year's cruise takes the Training Ship Danmark, built in 1933, far and wide. The cruise started in Frederikshavn on 3 July with 80 trainees and, after the brief stop at Odense Steel Shipyard, the voyage continued to St. Petersburg. This was the first time the Training Ship Danmark called at a port in the former Eastern bloc. The cruise continued via Helsinki to Copenhagen, where the training ship took part in the Cutty Sark Tall Ships' Race at the beginning of August.

The second part of the cruise for the 97-strong crew, under the command of Captain O.P. Nielsen, was to Tenerife - with arrival early in September - then to Algeciras and Vigo in Northern Spain and on 27 October this year's cruise ends in Frederikshavn.



MAERSK NORSEMAN

The second of A.P. Møller's two new supply vessels of the multi purpose platform type was named in Marystown on 21 May 1996. The vessels were built at Marystown Shipyard in the Canadian province of Newfoundland.

The newbuilding was named MAERSK NORSEMAN by Mrs Lynn Hull, the wife of Mr Ken Hull, President of the Hibernia Management and Development Company Ltd and Chairman of the Hibernia Executive Committee.

With her sister, MAERSK NASCOPIE, the vessel is chartered to Hibernia Management and Development Company Ltd for supply and rescue services in the Hibernia field. In addition to the "usual" transport of cargo, this includes assistance in evacuation of the platform in case of

accidents or threatening collision with icebergs. The field's position 300 nautical miles East of the Newfoundland coast is in an area traditionally "frequented" by icebergs, and part of the vessels' work will be to tow away icebergs heading for the field.

The name MAERSK NORSEMAN was found THROUGH a competition among local schools in Newfoundland. The winning class advocated the choice of name as follows:

"It should be called NORSEMAN because Norseman is another name for Viking. They discovered North America in about 1000 B.C. It would be a good name because they were big, strong and hard workers with a lot of determination. The best reason to name the boat the Norseman is because they discovered our land and they should get recognition."

In her speech during the subsequent dinner, Mrs Lynn Hull explained how this event had confused her family affairs:

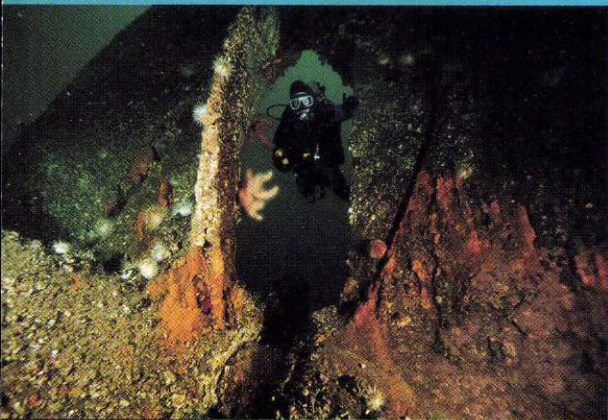
"As the MAERSK NORSEMAN's sponsor, I am also her "godmother". But I'm wondering if the owners got confused? Perhaps I'm really a parent! After all, before the christening, the ships were known as Hull 53 and Hull 54!"

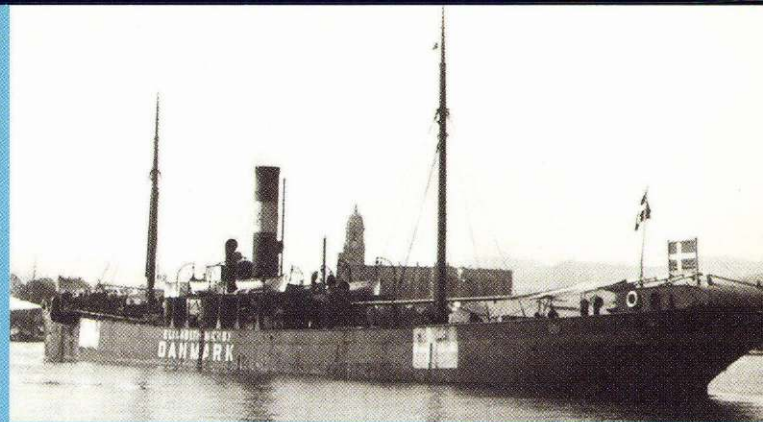
The vessel was taken over by The Maersk Company Canada Ltd and will, until delivery to Hibernia in 1997, trade on the North Sea market with Aberdeen as its base port.

MAERSK NORSEMAN is under the command of Captain Jerome Baker, and its Chief Engineer is Olous Boag.



At the namegiving (left to right): Chief Engineer Olous Boag, Captain Jerome Baker, Mr Per Jørgensen, A.P. Møller, Mr Tom O'Reilly, Chairman Marystown Shipyard, Mr Scott Hayse, winner of the naming contest, the sponsor, Mrs Lynn Hull, Mr Ken Hull, President of Hibernia Management and Development Company, and Mrs Wendy Jørgensen.





AT THE BOTTOM OF THE SEA

In May 1996, the PR Department in Copenhagen received material proof that some of A.P. Møller's old steamships still exist - though in this instance at the bottom of the sea - when Bunnskvetten Skin-diving club in Bergen forwarded some colour photographs of a wreck.

The club had been diving at a wreck in Inner Sognefjord in Norway. The name of the vessel was BEGONIA but the club had found that among previous names the vessel had also borne the name s.s. ELISABETH MÆRSK. The letter also told of the vessel's end on 25 April 1940, and the club asked for more information on the history of the vessel and a picture.

Thanks to good archives and meticulous records, the PR Department was able to send the following answer the day after the letter was received:

"Newbuilding no. 339 from James Laing, England, in 1890, originally built for Aros Steamship Co., Ltd, London under the name of AROS, was sold to Dampskibsselskabet af 1896 (C.K. Hansen), Copenhagen on 26 April

1900. The vessel was resold on 7 December 1914 to Dampskibsselskabet af 1912 A/S (A.P. Møller) at a price of DKK 210,000.

The vessel's dead weight tonnage was 2,560, the length was 80.9 metres and the width was 10.82 metres. The steam engine, a Triple Ex. with 646 HP, was from North East Marine Co., Sunderland.

Dampskibsselskabet af 1912 A/S sold the vessel on 11 January 1917 to Dampskibsselskabet Gylfe (T. Just) in Copenhagen at a price of DKK 1,522,978. It was renamed GULDBORGSUND. After this, the vessel was resold and renamed 4-5 times before she was sunk in 1940. We enclose a picture of the vessel."

The enquiry from the Bergen diving club is only one of the many historic enquiries the PR Department receives during the year from almost any part of the world and which often involve a good deal of detective work to ensure a satisfactory and correct answer.

Staff from
Westport in front
of MAERSK
COLOMBO.



FIRST MOTHER VESSEL IN PORT KLANG

At the same time as Westport, Port Klang, became a free trade zone, MAERSK COLOMBO 9607 won the honour of making the inaugural call to the new terminal on 20 June. Maersk Line, Sea-Land and Westport hosted a reception for customers and the authorities, and more than 300 visitors took part in the event. Maersk Line received very positive feedback on the flexibility provided by the new service between Europe and the Far East. The

government is making great efforts to attract main lines to call directly at Malaysian ports, and Port Klang is striving to achieve the status attained by Singapore as South East Asia's biggest and busiest port.

Two weeks later, Maersk Line and Sea-Land made the first direct call to Port Klang with the new joint Far East to Middle East service.

Mads Sorensen

CUSTOMER VISIT

In May the Liner Department in Copenhagen hosted a large reefer customer event in Denmark. The event began with a tour of the newbuilding KNUD MÆRSK after which the clients were taken by Maersk Air to Tinglev and shown Mærsk Container Industri. During the trip, the aircraft passed over Odense Steel Shipyard, so our customers were given a good general impression of our business.

The participants came from Norway, Denmark, Germany, Iceland, Spain, Italy, France, Holland.

Lennart Qvist



DIRECT TO GIOIA TAURO

With the first call of MARGRETHE MAERSK on 23 June 1996 in Gióia Táuro in Italy, Maersk Line added the second major hub port to the new Suez Express Service in the Mediterranean.

During the stay of MARGRETHE MAERSK, a group of specially invited guests were given the opportunity of following the operation of the vessel. During their visit, the Captain was presented with a small plaque to commemorate the event.

The port of Gióia Táuro is situated at the Northern entrance to the Messina Strait and 70 kilometres from Calabria. The length of the quay is more than 3,000 metres, and the port is presently equipped with eight quay cranes and has a container storage area of 800,000 m².

The port is still under development and by the end of 1998 it will have 16 quay cranes of which a minimum of eight will be able to handle post panamax container vessels.



MAERSK THAILAND AT LAT KRABANG

With the start of operations at the new inland container terminal at Lat Krabang (25 km South East of Bangkok towards Laem Chabang port) in April 1996, a very important part of Maersk Line's future logistic set-up in Thailand has fallen into place.

The terminal, with its 6,000 TEU storage capacity, 5,880 m² warehouse, 148 reefer plugs and its rail connection to the deep sea port in Laem Chabang, will serve as the link between Bangkok and Laem Chabang. The terminal is operated by the Maersk affiliated company, Siam Shoreside Services, and will also serve third party customers in

addition to Maersk Line. Presently, there are six terminals at Lat Krabang. The terminal is already a very important part of the government's efforts to ease the traffic situation in Bangkok by reducing the number of containers handled at Bangkok's own port.

Operations at Lat Krabang have proved smooth and easy. With the time and money saving in mind, many customers have already switched their operations to the new terminal which has a weekly transit of 1,100 TEUs.

Peter Gyde

THEY DID IT AGAIN!

During the weekend of 25-26 May, the 10th Norfolk Line Football Trophy tournament was held near Scheveningen in Holland. Four teams from Norfolk Line and four from Maersk in the UK each played three matches on Saturday, leading to the finals on Sunday.

The Norfolk Line Felixstowe team who had been training weekly since May last year and who had a large selection of players, could not prevent Salamis from Aberdeen from winning 2-1 in a very exciting match for third place.

The Norfolk Line Reefer team, who were the organisers because they won the tournament last year, played the final against the Maersk Company London. Far into the second half of the final, Maersk's strength started to fade, and Norfolk Line continued pressing for the one goal which resulted in victory for the second consecutive year.



FAIR CONTEST

The "Feria" is the most important celebration in Algeciras. It is held at the end of June and lasts for nine days.

The fair first took place in 1850. In those days, the main event was a cattle market accompanied by booths and small sideshows.

By the end of the 19th century the festive side had become more important than the financial side, and now the nine days are basically dedicated to entertainment and enjoying the local produce such as cured ham and dry white wines. Other customs typical of the area are included, such as a series of bull fights which are among the better ones in Spain.

For the fifth consecutive year, Maersk España S.A. participated actively in

the fair. This year was particularly remarkable as the pavilion of Maersk España was awarded the third prize in the pavilion competition, out of more than 50 participants.

Firework castles are a tradition at

midnight on the last day of the Feria. While these are exploding, plans for next year are already made, and Maersk España intends to return in 1997 to win the first prize.

Javier Lopez



A view of the entrance to Maersk España's pavilion.



A BUSY DAY IN DALIAN

In Dalian in North East China, where Japanese influence is strong, it was a good day when Matsushita opened their first joint venture factory, which produces car audio equipment. Through well co-ordinated efforts between Tokyo and PRC, Maersk has obtained the nomination on Matsushita's cargo ex Dalian. The opening ceremony, which was headed by Matsushita's PRC Managing Director was attended by representatives from Maersk Beijing, Maersk Tokyo

and, naturally, Maersk Dalian. Brand new containers were parked next to the factory, and there were Chinese firecrackers all over as the loaded truck headed for the port.

After the ceremony, Maersk Dalian had another event to celebrate. The first OOG discharge (Out Of Gauge) was discharged in the new port in Dalian - directly from our own feeder. The piece, shipped from Norfolk, weighed 80 tons and will be used for one of the many power plants being built in the region. Local television, the port director, the consignee and Maersk Dalian were present when the floating crane discharge operation commenced. It took just 45 minutes from when the crane was alongside the feeder until the cargo was safely on the consignee's barge.

It was truly a good day with a lot of PR for Maersk in China.

Robert Steen Kledal



NEW CHURCH BELL IN PAARUP

The church in the Danish parish of Paarup, which has some 10,000 inhabitants, is a beautiful white-washed medieval church in North Western Odense. The old church

The new church bell in Paarup carries the inscription "I AM THE CHRIST BELL * CAST FOR THE CHURCH OF PAARUP IN 1995 BY EISBOUTS IN HOLLAND * DONATED BY A.P. MØLLER AND CHASTINE MC-KINNEY MØLLER'S FOUNDATION".

bell, called ANNA, dates from 1496 and has thus functioned for 500 years.

The bell had become quite worn, and the parish council decided to try to relieve ANNA of some of her work by procuring a new bell. A.P. Møller and Chastine Mc-Kinney Møller's Foundation donated the money to buy a new bell and bell frame, and the inauguration was celebrated by a festive service and subsequent reception in the parish community centre on 21 April 1996. The new church bell was cast in Holland and weighs 750 kilos.

EXHIBITION IN IRELAND

The Maersk Company (Ireland) Limited took part in the "IFEX '96" Exhibition, Ireland's fifth biennial International Food & Drink Exhibition, and the largest ever held in Ireland. The exhibition was officially opened by the Minister for Agriculture and Food. A major conference dealing with the progress of the food industry towards the new millennium took place on the



Eimear Kelly and William Ward from the Maersk Company (Ireland) Ltd. talking to a customer at the exhibition.

MAERSK AT ONS IN NORWAY

ONS - the Offshore Northern Seas Conference and Exhibition - was held from 27 to 30 August in Stavanger, Norway. More than 38,000 visitors came by the exhibition which was attended by more than 1,000 companies from 22 countries. The stands occupied a net area of almost 20,000 m².

Maersk Contractors had a stand of 200 m² and participated with the aim of making a name for Maersk Con-



tractors as a main supplier of offshore services. This especially included presenting Maersk Contractors as an FPSO-operator. The stand was built around displays describing Maersk Contractors and the A.P. Møller Group and models of the drilling rig MÆRSK GIANT and the production vessel NORTH SEA PRODUCER. The A.P. Møller film and videos of large projects were also shown.

ONS was opened by His Majesty King Harald who was patron of the event. During his tour of the exhibition, the King paid a visit to Maersk Contractors and greeted Per Stæhr.

second day of the exhibition. The conference and the exhibition were attended by key buyers and senior executives from the international food and drink industry. This industry has been the engine of growth in the Irish economy for a considerable time and has the potential to make an even greater contribution to the country's prosperity.

Mr Hans Christian Lindhardt from Centre Reefer Management attended the exhibition on the first day, offering technical expertise.



M.I.S.E. 1996

The first class of M.I.S.E. trainees was presented with diplomas in May 1996 after three years of training. The event was celebrated at a dinner which was attended by Shipowner Jess Søderberg and representatives from the Personnel Department in Copenhagen.

The Maersk International Shipping Education now takes two years, which are spent in the country where the trainee is employed. After this,

the trainees can be posted to one of the A.P. Møller offices abroad. During the two trainee years, the trainees participate in four modules of education, each with a duration of two weeks, which are held in the Maersk Shipping Academy in Copenhagen.

In August 1996, there were over 290 trainees from 34 countries employed in the A.P. Møller international shipping education.

INTERNATIONAL TRADE EXHIBITION

Maersk Line (UK) and Mercantile (GB) participated in the large International Trade Exhibition held in Birmingham in June 1996.

Prominently positioned in the entrance hall of the exhibition and with the four metre funnel as a centre piece, the Maersk stand stole the show. During the three-day event, both Maersk Line and Mercantile met several senior managers from leading exporters and importers which, it is hoped, will lead to major trading partnerships in the future.

To promote a contract obtained at the 1995 exhibition a Lotus sports car, which Mercantile presently sponsors



and transports to all areas of the world for races, was on display.

Ann Pulham



Esplanaden



**25 Years
Anniversary**
Kristian Mikkelsen
10 February 1997

Maersk Olie og Gas



**25 Years
Anniversary**
Flemming Hald
1 February 1997



**25 Years
Anniversary**
Søren C.
Almosetoft
8 February 1997

Maersk Air



**25 Years
Anniversary**
Lone Bøgvad
Knudsen
1 November 1996



**25 Years
Anniversary**
Per Hjorth
1 November 1996



**25 Years
Anniversary**
Ole Skytte
1 December 1996

Maersk Medical



**25 Years
Anniversary**
Ulla Larsen
1 November 1996



**25 Years
Anniversary**
Else Jensen
5 November 1996

The Fleet



40 Years Anniversary
Captain
Jesper Dehn
1 November 1996



40 Years Anniversary
Radio Operator
Mogens Bispelund Knudsen
1 November 1996



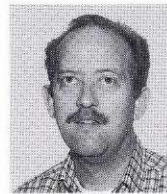
40 Years Anniversary
1st Engineer
Elias Hjørleif Johansen
25 November 1996



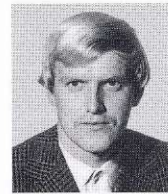
40 Years Anniversary
Chief Engineer
Poul Hjørt-Petersen
9 February 1997



25 Years Anniversary
Ship's Assistant
Jørgen Møllerup Nielsen
25 October 1996



25 Years Anniversary
Chief Engineer
Michael Hørdum
15 November 1996



25 Years Anniversary
Chief Officer
Peder Elisius Pedersen
18 November 1996



25 Years Anniversary
Chief Engineer
Allan Grandt
19 November 1996



25 Years Anniversary
Captain
Ole Krarup Juel Nielsen
19 November 1996



Retiring
Captain
Kåre H. Dam
30 November 1996



Retiring
Captain
P.V. Jørgensen
31 December 1996



Retiring
Chief Engineer
Helge Kristensen
31 December 1996



Retiring
Captain
Elias Egholm
31 December 1996

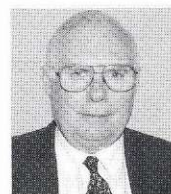


Retiring
Captain
Henry P. Petersen
31 December 1996



Retiring
Captain
Poul Martin Lausten
31 December 1996

Organisations Abroad



40 Years Anniversary
Edward E. Murphy
San Francisco
7 January 1997



25 Years Anniversary
Akiko Niimoto
Tokyo
24 December 1996



25 Years Anniversary
Ryuichi Aoyama
Yokohama
1 January 1997



25 Years Anniversary
Arne Olsen
Bogota
1 January 1997

Roulunds



25 Years Anniversary
Frede Pedersen
3 November 1996



25 Years Anniversary
Elise Regitse Hansen
22 November 1996



25 Years Anniversary
Mona-Lise Nielsen
19 January 1997

Maersk Ship Design

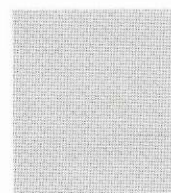


25 Years Anniversary
Ole K. Rasmussen
18 October 1996

Mærsk Data



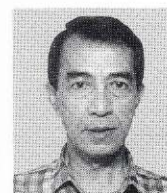
25 Years Anniversary
Gunner Thygesen
1 November 1996



25 Years Anniversary
Manuel L. Deguzman
Madison
2 January 1997



Retiring
Bent Eigil Hansen
Norfolk Line
Scheveningen
31 December 1996



Retiring
Salleh Bin Saini
Singapore
31 December 1996



Retiring
Michael Bala Krishnan
Singapore
31 December 1996

The Yard



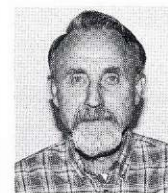
40 Years Anniversary
Egon F. Nielsen
25 October 1996



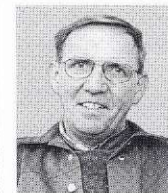
40 Years Anniversary
Arne Chr. R. Andersen
1 November 1996



40 Years Anniversary
Knud Nissen
31 January 1997



40 Years Anniversary
Hans Aage Nielsen
7 February 1997



25 Years Anniversary
Ingolf Jørgensen
11 October 1996



25 Years Anniversary
Jens Hans Chr. Knudsen
11 October 1996



25 Years Anniversary
Bjarne Preben Nielsen
18 October 1996



25 Years Anniversary
Hans Helge Nielsen
25 October 1996

The Yard, continued



25 Years Anniversary
Peter Bjørn
Jespersen
25 October 1996



25 Years Anniversary
Poul Erik Nielsen
25 October 1996



25 Years Anniversary
Erland Peter L.
Hansen
1 November 1996



25 Years Anniversary
Poul Nielsen
1 November 1996



25 Years Anniversary
Erik Erling
Jacobsen
1 November 1996



25 Years Anniversary
Kaj Jørgen
Lauritsen
1 November 1996



25 Years Anniversary
Leif Klausen
8 November 1996



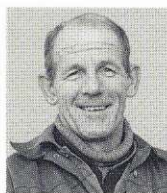
25 Years Anniversary
Johnny Buch
Fahnøe
8 November 1996



25 Years Anniversary
Per Thunø Sogaard
8 November 1996



25 Years Anniversary
Knud Ole K.
Christiansen
15 November 1996



25 Years Anniversary
Mogens T.
Jørgensen
15 November 1996



25 Years Anniversary
Herman Laustsen
22 November 1996



25 Years Anniversary
Edmund
Christensen
22 November 1996



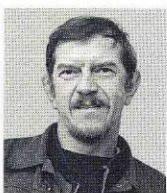
25 Years Anniversary
Svend Aage
Jørgensen
22 November 1996



25 Years Anniversary
John Poulsen
29 November 1996



25 Years Anniversary
Allan Wiile
29 November 1996



25 Years Anniversary
Poul Bent Larsen
29 November 1996



25 Years Anniversary
Chr. Peder Poulsen
6 December 1996



25 Years Anniversary
Erik Finn
Christensen
6 December 1996



25 Years Anniversary
Ove Birkelund
Pedersen
13 December 1996



25 Years Anniversary
Leif Møller
13 December 1996



25 Years Anniversary
Søren Peter
Røstrøm
13 December 1996



25 Years Anniversary
Torben W.
Rasmussen
10 January 1997



25 Years Anniversary
Søren Mose
Nielsen
10 January 1997



25 Years Anniversary
Ole Madsen
10 January 1997



25 Years Anniversary
Hans Peter Hansen
17 January 1997



25 Years Anniversary
Lars Rasmussen
17 January 1997



25 Years Anniversary
Johan Gjersvold
24 January 1997



25 Years Anniversary
Peter Ludvig
24 January 1997



25 Years Anniversary
Leif Hjort
31 January 1997



25 Years Anniversary
Ole Lars Pedersen
7 February 1997



25 Years Anniversary
Leif Schønning
Rasmussen
7 February 1997

Obituary

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

Ship's Assistant
Carl Ejnar Floutrup
ex MAYVIEW MÆRSK
8 May 1996

Niels-Jørgen Nielsen
Esplanaden
31 July 1996

Réne Godbord
Maersk Medical
16 May 1996

Ship's Assistant
Heinrich Wilhelm
Ehrenberg
ex EVELYN MÆRSK
5 September 1996

Jose Ronilo Baclea-An
ex MAERSK CREST
6 July 1996

Christopher Gordon
Greenhow
ex MAERSK EXTERTER
7 July 1996

Ship's Assistant
Alf Ljunggren
ex MAJESTIC MÆRSK
10 July 1996

Marion Witteveen
Norfolk Line
Scheveningen
14 July 1996

