







**Cover:**

*A.P. Møller's new container vessel  
SOVEREIGN MÆRSK was celebrated at an  
Open Ship arrangement in Århus in  
September 1997.*

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Information technology offers an international and multi-faceted organisation like ours many different challenges.

The re-adjustment of computer systems for the next millennium - "Year 2000" - poses a major task for the entire A.P. Møller Group, especially as the problem may occur wherever a date is involved. However, the current process of finding a solution offers an opportunity to streamline and optimise our procedures and use of computer systems.

Another challenge is the Internet. Here we are faced with a unique dynamic development. A year ago the number of users was estimated at 70 million. Today there are about 130 million, and it is expected that more than one billion, or a sixth of the world's population, will be linked to the Internet by the year 2005.

This opens up totally new possibilities for doing business, but at the same time requires new and greater security, reliability and, particularly, concern for the legal aspects, which will also need new legislation to be introduced in many countries.

We, too, are part of this world with our well-visited home pages and Maersk Line's customer service functions, and all our offices worldwide may be reached via the Internet.

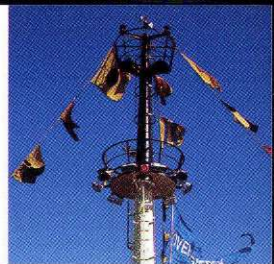
In co-operation with Mærsk Data, a working group has been established to consider communication of the future and it will shortly present a proposal as to how we may utilise the new opportunities safely and in the best possible way, to the benefit of the entire A.P. Møller Group.

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On behalf of management, I wish you and your families a Merry Christmas and a Happy New Year.

JESS SØDERBERG





*More than  
21,000 people visited  
the giant container  
vessel during her stay  
in Århus.*

# Open Ship in Århus

■ In April 1996, Copenhageners had the chance of visiting KNUD MÆRSK on Lange-linie. In September 1997 it was the citizens of Århus' turn, this time on SOVEREIGN MÆRSK - the world's largest container vessel.

During the weekend of 13-14 September 1997, A.P. Møller had the opportunity of welcoming the public on board the world's largest container vessel, SOVEREIGN MÆRSK, in Århus. The interest was overwhelming as almost 14,000 vis-

itors took the opportunity to tour the new vessel. Opening hours had been announced as 9am-5pm, however, soon after eight o'clock the first visitors appeared at the Multiterminal in the eastern port of Århus. The early risers were rewarded with





*The many visitors at the Open Ship arrangement during the weekend were in particular interested in the bridge and its equipment.*



# Århus

*On 17 september  
SOVEREIGN MÆRSK  
was officially handed over  
by John Skov Hansen  
from the Yard (right) to  
Ole Høg from A.P. Møller.*



the chance of boarding the vessel first, thus avoiding the long queues during the day.

## **High spirits on the quay**

To sweeten the wait for the many visitors, Odense Steel Shipyard had sent its band to Århus which, with three daily performances, was very popular. Whilst a strong, cold wind made the many Danish flags flap in the wind, many people were seen moving in time to the festive sounds from the band's medley of songs of the sea. Not even the showers that passed from time to time could break the spirits of the many visitors waiting on the quay.

A.P. Møller invited the children who were there with their parents to take part in a drawing competition. The result was more than 250 drawings of SOVEREIGN MÆRSK in every imaginable artistic interpretation, and the judges had difficulty in selecting the winners who each received a LEGO set.

## **2,600 students on board**

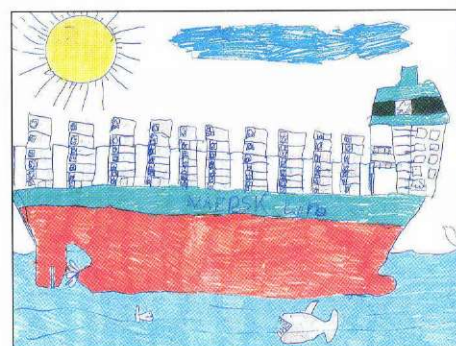
After a busy weekend for the crew and the many apprentices from Kogtved who had contributed to a successful event, another three busy days followed with shareholders' visits, events

for the employees of Mærskolie og Gas, Dansk Supermarked and Thor Jørgensen as well as guided tours for A.P. Møller's customers. Moreover, tours had been arranged for nearly 2,600 students who subsequently were able to familiarise themselves with the A.P. Møller training and education in the information stands alongside the quay provided by Maersk Training Centre and A.P. Møller's Staff Department.

As a festive ending to the days in Århus, Technical Organisation had invited retired A.P. Møller employees to a gathering on Wednesday with lunch in a marquee on the quay and a tour of the vessel. The formal delivery of SOVEREIGN MÆRSK from the shipyard to A.P. Møller took place during this visit, and when the Yard's flag with the three swans was replaced by the light blue house flag of A.P. Møller the fog horns of many vessels in the port sounded loudly.

The next day, Thursday 18 September, SOVEREIGN MÆRSK left Århus with Captain Henrik Solmer on the bridge. At that time more than 21,000 people had visited the vessel.

*Drawing of  
SOVEREIGN  
MÆRSK by  
Sabrina Vamos,  
9 years.*







# SUSAN MÆRSK

*With the vessel's sponsor  
are (from the left)  
Mrs Helle Söderberg,  
Ambassador  
Edward E. Elson,  
Mr Mærsk Mc-Kinney  
Møller, Mr John Skov  
Hansen and  
Mr Jess Soderberg.*

On Saturday 29 November 1997, the Odense Steel Shipyard provided the setting for the naming of one of A.P. Møller's large container vessels for the fourth time this year. Mrs Suzanne G. Elson, wife of the American Ambassador to Denmark, Mr Edward E. Elson, named the newbuilding SUSAN MÆRSK. The vessel is named after Mr A.P. Møller's wife, Mrs Chastine Mc-Kinney Møller's, American aunt, Mrs Susan T. Fluhart.

Mr John Skov Hansen, newly appointed Managing Director of the Lindø Yard, presented the

sponsor with a fine flint axe and said in his speech:

"Dear Mrs Elson, I know you are very devoted to the fine arts. Therefore, I have a masterpiece for you. It is old. Let it remind you of this day and the long-lasting tradition of unbroken relations between our two countries. Let it also remind you that shipbuilding is a fine art. Five thousand years ago, ships were built here using this fine tool. Connections between our countries are very old indeed. When visiting the state of Virginia I had a chance to spend some hours at two impressive museums:

Jamestown Museum and Mariners Museum. At the Jamestown Museum they very kindly acknowledge that the Vikings - as the first Europeans - came to America one thousand years ago. And at the Mariners Museum one can look at some very beautiful models of Viking ships, supplemented with models of modern Maersk ships."

SUSAN MÆRSK has her homeport in Hellerup and is commanded by Captain Helge Daugaard with Mr Jørgen Blum as Chief Engineer. The vessel will enter Maersk Line's service between Europe and the Far East.



# Port in full swing

By Harry Glogauer

■ Maersk Line has had its own representation in Freeport since 1 April 1997 when Maersk Bahamas Ltd was established to supervise operations at the Freeport Container Port.

The port is the culmination of only two years of planning and preparation. The entire harbour has been dredged to a minimum depth of 47 feet and 51 feet quay-

side. Four Super-Post-Panamax cranes serve the port which is able to accommodate very large ships. The stacking area for 10,000 TEU represents the largest interlocking paving stone area in this part of the world.

Strategically located on major shipping lanes for the American and European services, the port is expected to become a dom-

inant relay centre in the Caribbean. Freeport, on the island Grand Bahama, is only 65 miles east of West Palm Beach, Florida.

Maersk was the first container line to use Freeport in April 1995 when MAERSK MIAMI transhipped 140 containers to MAERSK KINGSTON using ship's gear. The first scheduled service to use Freeport was the Maersk/Sea-Land alliance with the inaugural call of SEA NOVIA on the service between the Mediterranean and the US Gulf on 1 April 1997.

The operator of the container terminal, Hutchison Port Holdings, is the largest independent port operating company in the world and is part of the Hutchison Whampoa Group.







*H.E. Goh Chok Tong, Prime Minister of Singapore (third from the left) and H.E. Professor S. Jayakumar, Foreign Secretary and Minister of Justice in Singapore, with Mærsk Mc-Kinney Møller and Jess Søderberg.*

## Honourable visit

■ The Prime Minister of Singapore, Mr Goh Chok Tong, paid an official visit to Denmark from 27 to 29 October 1997. As hosts, Mr Mærsk Mc-Kinney Møller and Mr Jess Søderberg welcomed the Prime Minister and his party in A.P. Møller's

Head Office at Esplanaden on 28 October.

A.P. Møller maintains important business relations with Singapore and appreciates the close association with its authorities. The visit to Esplanaden was a

special honour, and it was gratifying to hear Prime Minister Goh Chok Tong make special mention of his visit to A.P. Møller and its business principles at the official dinner hosted by Mr Poul Nyrup Rasmussen, the Danish Prime Minister.



## Deliberations on the bridge

■ In October 1997, Rear Admiral Robert C. North, second in command of the US Coast Guard, honoured A.P. Møller by visiting the container vessel KAREN MÆRSK on her voyage from Hamburg in Germany to Gothenburg in Sweden. The purpose of his visit was to study bridge procedures in

connection with international deliberations to introduce a one-person operated bridge. During the voyage the Rear Admiral was accompanied by representatives of the Danish Maritime Authority and A.P. Møller.

On the bridge are (left to right): Rear Admiral North, Captain

Knud Erik Sylvestersen, Mr Jørgen Hammer Hansen, Director General of the Danish Maritime Authority, Chief Officer Poul Engers Pedersen, Mr Hans Christensen, Deputy Director General of the Danish Maritime Authority and Mr Ole Høg, Technical Manager of A.P. Møller.



*As a naval officer the Danish Crown Prince displayed a particular interest in the bridge and the latest development in electronic navigation equipment.*



## The Crown Prince in Japan

By Jesper Maajen

■ His Royal Highness Crown Prince Frederik of Denmark visited Japan in October as head of a large Danish trade delegation. About 50 companies took part in this major export promotion campaign, and a large group of journalists and photographers accompanied the Crown Prince.

A visit to the Maersk container terminal in Yokohama was included in the itinerary. It was a great privilege for Maersk K.K. to host a private visit from HRH Crown Prince Frederik. With perfect timing SOVEREIGN MÆRSK made her maiden call at Yokohama during the visit. The Crown Prince accepted an invitation to board the vessel

which, only the month before, had been named by his mother, Her Majesty Queen Margrethe, at the Lindø Yard.

After visiting the bridge the Crown Prince toured the rest of the impressive vessel with stops in the Captain's quarters, the engine and the deck office.

After the vessel tour it had been arranged for the royal guest to try to operate a gantry crane. The Crown Prince climbed the 36 metres up into a post Panamax crane. Taking the stairs - rather than the lift - did not pose much of a challenge. Having operated the machinery for a few minutes, however, the Crown Prince had to admit that delivering 35-40

moves per hour would require more practice. This is the average productivity per crane on Maersk K.K.'s terminals in Yokohama and Kobe.

His Royal Highness and his retinue left the Maersk Daikoku terminal on board a cruise boat where 70 Maersk Line customers were given the opportunity to meet the Danish Crown Prince.

A memorable day for Maersk K.K., and especially its customers, ended with His Royal Highness Crown Prince Frederik being treated to a buffet dinner where the Danish Minister of Business and Industry, Jan Trøjborg, and a group of top-level customers also participated.

## Visit to Hong Kong

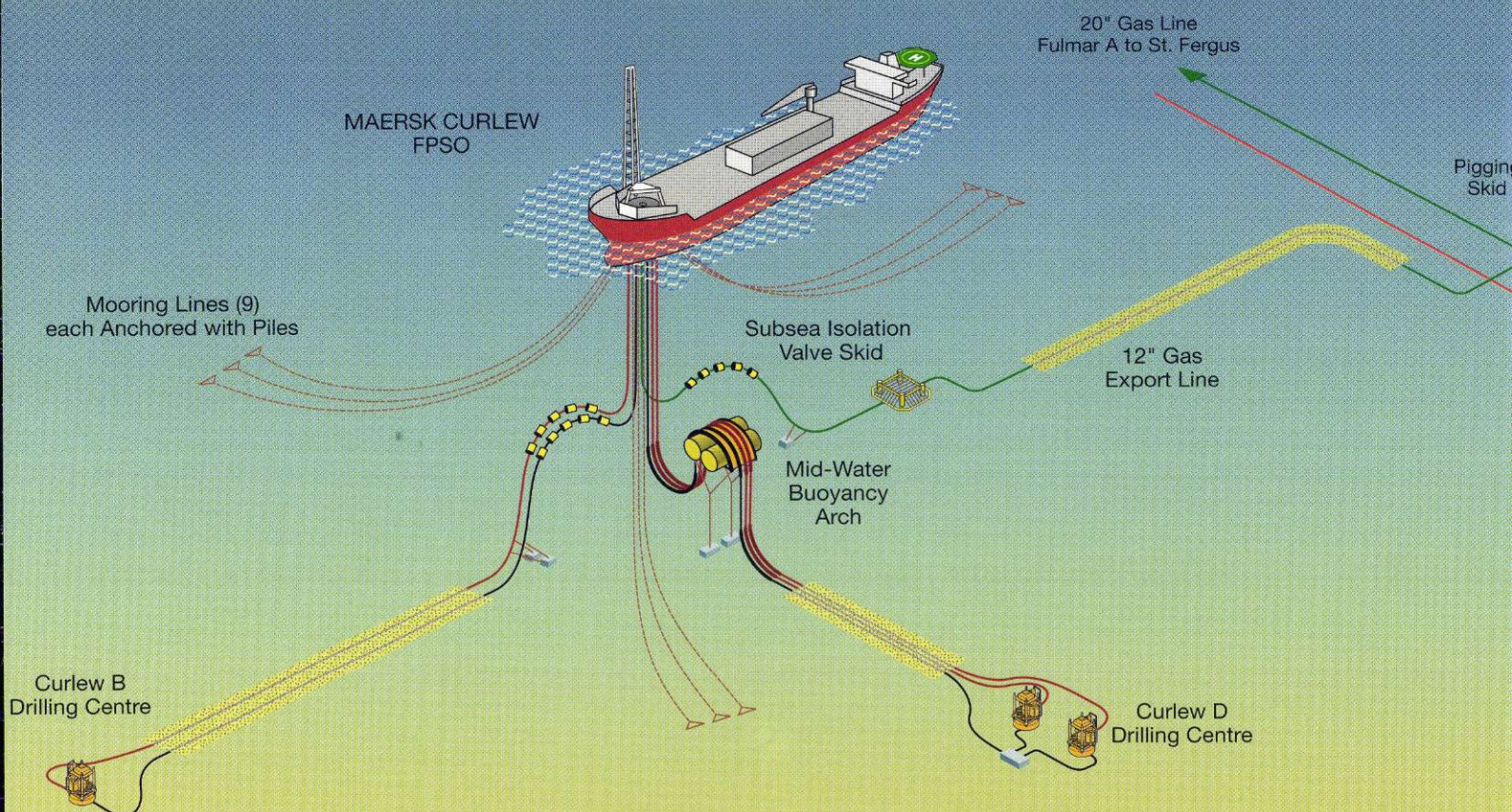


■ In connection with the World Bank and IMF Summit in Hong Kong in September 1997, Maersk had the honour of offering a number of prominent guests from Denmark a short break in their busy schedules by taking them on a junk trip to the container ter-

terminal. Seen, left to right, Mogens Lykketoft, Minister of Finance; Mrs Marianne Jelved, Minister of Economic Affairs; Mrs Bodil Nyboe Andersen, Governor of Denmark's National Bank; and Mr Thorkild Simonson, at that time Mayor of Århus, now Minister of the Interior.



*A schematic view of the Curlew field.*



# MAERSK CURLEW

On 22 November 1997, the first oil was produced by the Floating Production, Storage and Offloading unit (FPSO) MAERSK CURLEW from the Curlew field in the UK sector of the North Sea, about 220 km East South East of Aberdeen. The Curlew field is operated by Shell Expro, an equal partnership between Shell and Esso, with Maersk Contractors as the duty holder. The production services contract was awarded to what was to become Maersk Contractors in April 1996. It was one of the largest ever outsourcings by Shell and is Maersk Contractors' largest project.

The FPSO was converted from MAERSK DORSET, formerly

DORTE MÆRSK, a 99,800 dwt product tanker built in Odense in 1983 and sold to Chinese interests in 1992. The total workload involved in the project was 4,500,000 man hours over a period of 18 months. Maersk's partners in the conversion were AMEC Process and Energy Ltd for the topsides and SBM Inc. for the mooring system. The conversion was carried out on the River Tyne in Newcastle, England.

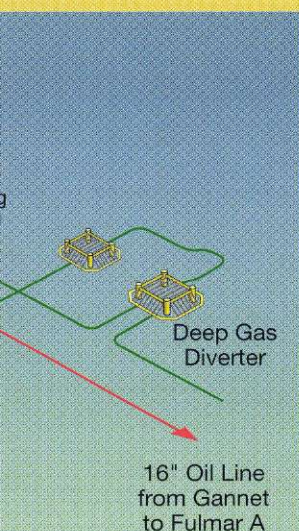
The sub-sea design and construction work was carried out by Coflexip-Stena. The installation included the laying of 27 km of rigid gas export line and installing five km of infield flow-lines and two km of flexible risers. At the peak of the offshore

hook-up activities, the FPSO, four ocean going tugs, two anchor handlers, one diving support vessel and one stand-by vessel were in the field at the same time.

The FPSO is capable of producing 45,000 barrels of oil per day, plus 110 million standard cubic feet of gas per day. Gas is exported into the Fulmar gas pipeline and oil is exported to shuttle tankers. In operation, the crew will be about 35. The firm contract with Shell is for four years, but the field life is expected to be longer.

This is the third FPSO brought into operation by Maersk Contractors in less than 30 months. The others are:





Maersk Contractors' latest challenge for the harsh environment jack up fleet is the high pressure and high temperature Shearwater project to drill production wells for Shell.

The project was initiated one year ago with the purchase of MAERSK ENDURER. Since then the rig has undergone extensive rebuilding in Texas and in Invergordon, Scotland, to prepare for the drilling of five wells intended to produce oil and gas by April 2000. MAERSK ENDURER left Invergordon on 16 September and is now positioned at the Shearwater field.

The Shearwater field, located in the central North Sea, is a high

pressure, high temperature field operated by Shell. Operating conditions are extreme as drilling to depths of 17,000 feet (5,181 metres) means that the rig will encounter pressures of 15,300 psi and temperatures of 380°F (195°C).

By Russell Harvey

As the lead contractor, Maersk is responsible for management of well construction processes, including logistics, and for supplying sub-contracted services to this complex and demanding project.

The highly experienced personnel on the project come from Maersk and Shell who are working together to capitalise on their combined strength.

## Field Shearwater

NKOSSA II, the world's first turret moored Floating Gas Storage and Offloading unit. This was converted from the 78,300 m<sup>3</sup> LPG carrier INGER MÆRSK and entered service for Elf off the Congo in November 1996.

NORTH SEA PRODUCER, which was converted from DAGMAR MÆRSK, a sister vessel to MAERSK DORSET. NORTH SEA PRODUCER has been operating for Conoco on the MacCulloch field in the UK sector of the North Sea since August 1997.

During the two and a half years since the award of the first contract, for NKOSSA II, Maersk Contractors' Floating Production Division has grown from two people to 300.





*Each anchor weighs 130 tons and has a diameter of 6.5 metres.*



■ In the Atlantic ocean, west of the Shetlands, several oil fields have been discovered in recent years. One of them has been named "Schiehallion". This is also the name of a mountain in the western Scotland which allegedly means "fairy mountain".

During the summer months, Maersk Supply has been engaged in preparing the field which is under rapid development. Production of oil from the field is to take place by use of an FPSO (Floating Production, Storage and Offloading unit), owned and operated by the oil company BP. Transport of the oil from the FPSO to shore will be carried out by a shuttle tanker which

Maersk Tankers is to deliver ex yard in August 1998 into a long-term bareboat charter to BP.

The FPSO will be connected to 14 very powerful anchor lines only just installed by A.P. Møller's largest and most recent anchor-handling vessel MÆRSK BATTLER and MÆRSK PUNCHER, which is also among the heavyweights of the industry. The preliminary steps in the installation have lasted over a year during which methods and time schedules have been reviewed and tested in co-operation with Maersk Supply's partner Aker Marine Contractors in Oslo, a modern engineering firm specialising in off-shore work.

#### **The World's Largest Suction Anchors**

Early in July 1997 the vessels were mobilised in Aberdeen where radical changes and installation of special equipment were carried out with a view to installing 14 anchor lines by means of new methods and technology. This job was distinguished by the customised suction anchors being installed over the stern of an anchor-handling vessel instead of using a floating crane. In principle, the anchors are hollow cylinders with one end open and the other equipped with a closed top on which pumping and control equipment for suction of the anchor can be fastened. These anchors and anchor lines constitute the



*The 14 anchors were installed over the stern of the anchor-laying vessel.*



# Project SCHIEHALLION

heaviest and most powerful system ever. Each anchor weighs 130 tons, is 13 m high and 6.5 m in diameter. When the anchor is submerged, it is filled with water which increases the dynamic weight to more than 500 tons.

During installation the tipping of the individual anchor over the stern is controlled by the vessel's large and powerful cable drums. In this phase the maximum load on the wires used constitutes more than 200 tons. The water depth on the Schiehallion Field is 420 metres, a relatively significant water depth for installation of suction anchors. When the installation vessel is pitching in the sea and the swell, dynamic forces are applied to the anchor

and the winch which makes it necessary to be able to heave and slacken the wires. The winches cannot keep the pace, and therefore, a large pull compensator is installed. By means of hydraulic cylinders this compensator absorbs the heavy forces on the systems and ensures that equipment and anchors are not damaged.

## Successful Pioneering

The installation was carried out according to plan and without any accidents. The majority of the new equipment had been designed especially for this job, and so adjustments had to be made and experience gained. However, calculations and estimates had taken this into consideration and the installation

was carried out successfully and to the customer's complete satisfaction. Within the offshore industry the Schiehallion installation is regarded as a great piece of pioneer work and it is expected that the methods and systems applied will be used in the future, especially in significant water depths. The next phase of the Schiehallion project is to be implemented in February or March 1998 when the FPSO is towed out from the shipyard in Belfast by four of A.P. Møller's anchor-handling vessels connected to the 14 anchor lines that are now ready.





# **Safety** **as a trademark**





*Safety training of staff is given high priority by Mærsk Olie og Gas.*



By Birthe Lauritsen

■ In the past 20 years or so, Mærsk Olie og Gas has successfully systematised the campaign against industrial accidents.

"Think Safety". For some 20 years this has been the name of almost an epidemic with Mærsk Olie og Gas. During this period the number of accidents have been reduced, heading steadily for zero accidents, a goal which, with constant care, is not unrealistic. "Safety must be made a matter of common concern, i.e. we tell each other if something has been overlooked. Together with preventive maintenance of equipment, this may remove various accident factors" says John Douglas Petersen, former Manager of the Department for Safety and Environment. In 1978, he took over the responsibility of developing a safety concept which even then was given a high priority with Dansk Borelselskab (now Mærsk Olie og Gas).

At that time concepts like "unforeseen contingencies" were rejected and war was declared on the dormant factors with one single weapon - good, old-fashioned tidying-up. Furthermore, the company began convincing its employees that what was good for them, was good for

their families - and the company, of course. "Offshore was a new concept, and onshore experience could not be immediately transferred to drilling rigs and fixed installations at sea. And so in connection with the development of the Gorm Field it seemed natural to increase the efforts as the field would become the workplace for several hundred people for some time" says John Douglas Petersen.

In those days the number of accidents on the oil fields in the North Sea was similar to that of Danish industry as a whole: 60 industrial accidents per one million working hours. In September 1997 Mærsk Olie og Gas' accident rate had dropped to three accidents per one million working hours. According to statistics from the Danish Employers' Confederation, the industry's average frequency is just under 50 today. "However, three is still too many. Therefore, "Think Safety" continues, and in 1998, we will make further attempts to identify the cause of the accidents." Douglas Petersen realises that the high level of safety only can be maintained by making it visible at all times, by working with it and by sending employees on courses regularly. Thus, action was taken immediately when in

1996 there was an increase in the number of falling or tripping accidents. The campaign "Use Your Head" was launched. And it worked.

#### **Awareness**

It is now 18 years since the systematised effort was introduced on A.P. Møller's oil and gas fields - first in the North Sea and later all over the world. The first concept dealt with awareness. When a person wearing a survival suit entered the helicopter in Esbjerg, he also entered a world of safety. On the platform he was welcomed by an introduction to workplace safety. This had an obvious psychological effect.

"We wanted safety" underlines John Douglas Petersen. It also meant that all fire and life-saving equipment as well as personal safety gear were standardised on all workplaces within Mærsk Olie og Gas, onshore as well as offshore. The employees had to be able to recognise the equipment no matter where they were. Identical safety rules and a common emergency procedure were introduced on all fields.

#### **Statistical Innovation**

Mærsk Olie og Gas was the first company in Denmark to begin to use minor accidents in its





# Safety

statistics. "Fortunately, the number of serious accidents was so small - and the causes so different - that they were difficult to use in preventive work. By including minor accidents, we obtained some useful material. The dividing line between a serious accident and a minor accident may lie in one second or one millimetre" says Douglas Petersen.

Later the "near-miss situations" were successfully included in the material. "In this way we learn a great deal about our workplaces. It requires a high degree of mutual confidence. Therefore, the background is simple - why did the company place the employee in a situation that led to an accident?"

## Photographic Assistance

A major breakthrough came in 1988 when the company began to give all managers and safety representatives instructions in the concept "Enhanced Safety". This was about behaviour and dormant factors. Safety advisers took photographs of situations that could develop into accidents. These could be wires lying about, with the potential risk of people tripping over them, or "Mr All Right" who forgot to secure the ladder before use.

The photographs were used in preventive training, and the number of accidents was reduced noticeably. "It was very inspiring" says John Douglas Petersen. The fact that the word "safety" is stressed instead of

"working environment" also had a psychological effect.

## Comprehensive Training

Even at that time training was popular - first at Mærsk's own offshore training school and later at the public, Danish Offshore Training School on Fanø. The contractors' employees attended two-day courses and the employees of Mærsk Olie og Gas attended five-day courses as a minimum. People with special jobs had to take additional relevant courses.

From 1984, the training was made public, and in July 1988, the first Danish legislation in this area was introduced which, to a very large extent, was based on the rules which Mærsk Olie og Gas had observed in the North Sea for some time.

"It is fair to say that the authorities approved our work" says Douglas Petersen.

## Help Them to Help Themselves

In 1990, efforts were increased through so-called behavioural safety which means that a manager unannounced makes notes of unsafe details and speaks to the employees about it afterwards.

The company has now taken it one step further by having a group consisting of e.g. a roustabout, a manager and a supervisor carry out the unannounced safety checks, at first on a trial basis in selected workplaces.

"Our efforts means that today we are on the same level as the international oil industry. However, this is not a goal in itself. I believe that we can achieve zero accidents" says John Douglas Petersen. In this connection he mentions the preventive maintenance as an important factor. "For instance, we use a time factor when the rustproof crane wire has to be replaced. We also ensure that discarded equipment is destroyed so as to avoid any accidental re-use, either within or outside the company. Therefore, we cut discarded survival suits into pieces."

## Personal Safety

Personal safety is a chapter by itself in the history of safety with Mærsk Olie og Gas.

The survival suits have been developed in co-operation with the navy and Viking in Esbjerg. These suits must ensure that the body temperature drops two degrees maximum, even after a six-hour stay in the North Sea where the water temperature during extreme winter weather may drop to a couple of degrees below freezing point.

Mærsk Olie og Gas introduced personal emergency transmitters for helicopter passengers.

In co-operation with the authorities the company has assisted Viking in developing fully enclosed lifeboats that may go through a blaze.

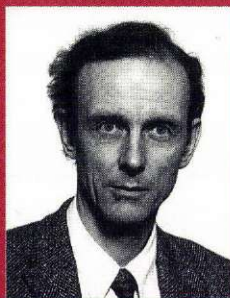


Mærsk Olie og Gas has assisted in developing the concept of stand-by vessels as well as the fast-rescue vessel which is on-board the Esvagt vessels. The fast-rescue vessel must be able to collect a person who has fallen over board from a platform within four minutes. In practice, from the time when the crew are roused by the alarm "man overboard" until the unfortunate has been rescued, two and a half minutes have passed. This is in fact the most outstanding rescue concept.

John Douglas Petersen is grateful that the company has succeeded in building up motivation which means that the number of industrial accidents is approaching the goal of zero.



*John  
Douglas  
Petersen*



*Niels Bo  
Jørgensen*

*On 1 December 1997, Mærsk Olie og Gas welcomed a new Manager of the Department for Safety and Environment. The 49-year-old Niels Bo Jørgensen comes from a job as Production Manager in Qatar and before that he was Head of Well Services in Esbjerg for a number of years. He succeeded the 65-year-old John Douglas Petersen who retired after 19 years on the job. Since 1966 his speciality has been environment - before A.P. Møller at the Municipality of Copenhagen and F.L. Smidth.*

## SAFETY NEWS

In January 1987, Mærsk Olie og Gas began publishing a new magazine, "Safety News". It is distributed to all employees (and contractors) and is about - as the name implies - safety. The purpose was to visualise safety, among other things, by citing concrete examples of situations where lack of safety led to accidents.

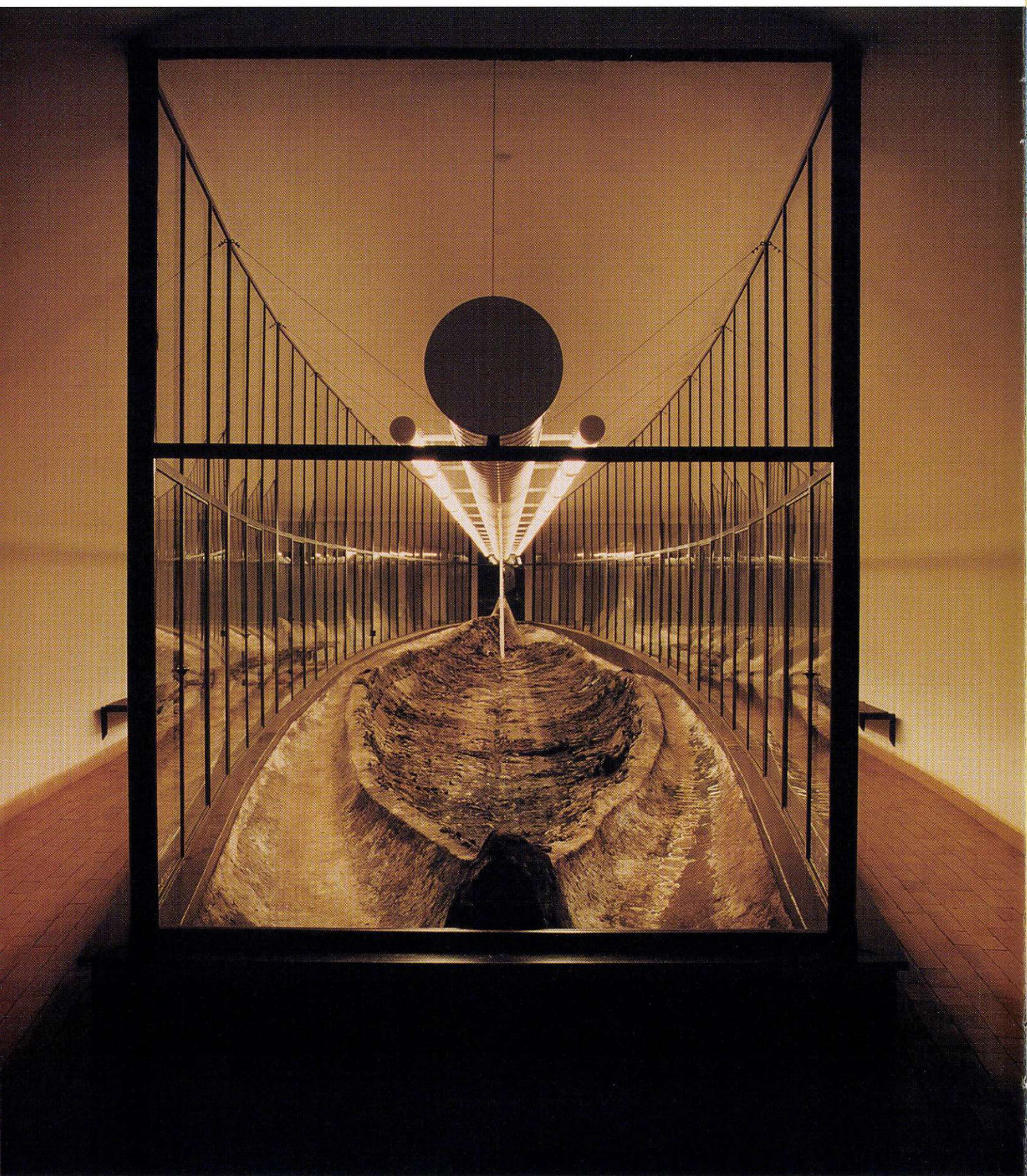
The magazine is still published in a form which is intended to inspire the employees, e.g. by reporting accident statistics from the individual workplaces regularly. It puts in a little competition. Who can keep an image of zero accidents for the longest time? At present the record is six years. There are so-called safety barometers on each platform which keep the crew informed of the current safety level.

### Notes

- The Safety Manager is responsible for safety administration, reporting directly to the management. He advises, assists and controls the individual workplaces.
- The dividing line between a minor accident and a serious accident is defined by law. If more than one day is lost through sickness, it is a serious accident.
- A total of 96% of all serious accidents/minor accidents is caused by human factors.











*The burial mound is idyllically situated by Kerteminde Fjord.*

# The Ladby ship

By Bodil Holm Sørensen, Museum Inspector

Ladby is situated in pleasant surroundings in North Eastern Funen near Kerteminde and some farms in the village abut on to Kerteminde Fjord. One of these is the Nymark farm where a burial ship from the Viking age was found in 1934 in a burial mound close to the water.

The farmer made the find, following which an amateur archaeologist who was excavating at a Viking burial place nearby began a trial excavation. When nails were found describing the contours of a ship viewed from above, the Danish National Museum was contacted, and a conservator from the museum carried out the subsequent excavation together with the amateur archaeologist.

## The Structure

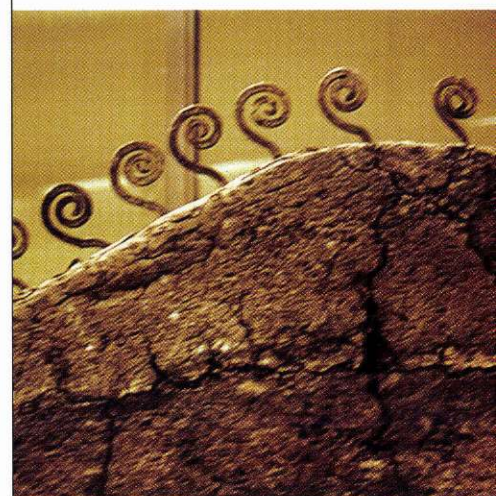
The Ladby ship was a warship, clinker built with oak timber, with both oars for 22 rowers and

a sail. It was 20.6 m long, 2.85 m wide and 0.68 m deep. Clearly, the ship's seaworthiness had been good and as well as navigation at sea it was perfectly suited to navigate the Funen waters, including the inlets and small river systems. Not very much of the wood had been preserved, however, besides the anchor and many objects from the grave goods, about 2,000 nails were found.

## The Burial

In the first half of the tenth century the Ladby ship was pulled out of Kerteminde Fjord to serve as a burial ship. It was placed in a ditch and a mound was built over the ship. The purpose of the burial was to display the power and wealth of the deceased and his family and to ensure a decent departure from this world. The body was laid to rest in down quilts, possibly in a bed, and round it a tent-like wooden structure had been built.

*A reconstruction of the ornamentation of the ship.*

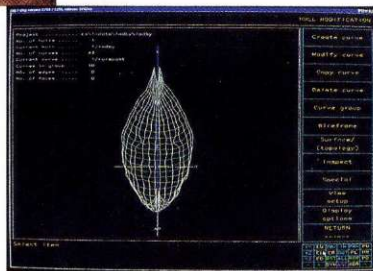




*The relic is preserved by breaking the connection between the earth in which the ship imprint is lying and the subsoil.*



*Boat builder Vibeke Bischoff from the Danish National Museum's Center for Maritime Archaeology is reconstructing the Ladby ship in a model on the scale of 1:10. This is done by combining research results, traditional craftsmanship knowledge and modern computer technique.*



# Ladby

Eleven horses and four dogs had been placed in the forepart of the vessel.

## Many Archaeological Finds

When the burial ship was excavated in 1935, more than 600 objects and fragments were found spread over a large part of the ship, including textile remnants, kitchen utensils, riding gear and weapon parts with belt plates, a dog harness and the skeletons of the animals mentioned. Silver trimmings from a Byzantine suit were found with parts of an ornamented and partly gilded silver plate and fragments of a bronze bowl from the British Isles. The museum piece is a silver buckle with an exquisite, cast foliation of French 9th century origin.

## The Mystery of the Dead

We do not know who the person was, but the weapons show that

it was a man, and the quality suggests that he belonged to the upper class. However, it is striking that some grave goods were broken and spread widely and that no remains of human skeletons were found. This shows that the grave was plundered. The body may have been buried again in consecrated ground by later Christian generations or the grave may have been desecrated by a rival family as a demonstration of its power.

## Preserved for Posterity

The fact that the burial ship is situated at the excavation site itself makes it unique, but also poses a major threat to the relic. In 1935, it was decided that the ship should remain in a concrete arch at the site, but in the mid 1980s the damp from the soil below caused so many problems that action was necessary. With a donation from the A.P. Møller

and Chastine Mc-Kinney Møller's Foundation a ventilation system was installed and the exhibition room was furnished with displays. However, the future showed that the problem had not been solved. Again, the A.P. Møller Foundation was the benefactor of the Ladby ship, and in 1996, 3.2 million Danish kroner was donated to resolve the problem permanently. The Danish National Museum and the local Museums of Kerteminde are responsible for the project whose aim is to break the connection between the ship imprint and the subsoil to prevent damp from penetrating. This method has never been used on relics. The excavation at the burial mound is expected to finish in the spring of 1998 and is supervised by the staff of the Ladby Ship Museum, a division of the Museums of Kerteminde.





*Present at the signing of the agreement were Tinka Andrade, International Import Manager, Meldisco, Mike Noone, General Manager, Logistics, Mercantile Logistics Inc., Jim DeVeau, Vice President of Logistics, Footstar, Tommy Thomsen, President of Maersk Inc., Joan Brandon, International Transportation Manager, and John Franco, Director of Inbound Logistics, both from Meldisco.*

# Contract extended

By Peggy Kavanaugh

■ Footstar Corporation and Mercantile Logistics Inc. have agreed to extend their existing agreement for an additional four years.

Footstar, a new business entity which in October 1996 spun off from Melville Corporation, has had business relations with Mercantile since 1991. The two companies have introduced a programme which, together with Footstar's new distribution warehouse systems and facilities, not only pinpoints potential problem shipments, but also ensures an even cargo flow to the Meldisco

distribution centres. The main purpose is to improve vendor compliance and overall data integrity. As the exclusive consolidator for Footstar shipments originating in Asia, Mercantile anticipates a total annual volume of 9,600 FEUs. In addition, Mercantile is planning to exclusively consolidate cargo originating in Brazil, Mexico and Italy.

From its headquarters in New Jersey, Footstar operates 531 Footaction stores and 2,535 Meldisco-leased footwear departments that sell branded athletic footwear and clothing.



## Trade fair in USA

By Rob Warren

■ In October 1997 Maersk attended the Produce Marketing Association's annual convention in Anaheim, California. The three-day trade fair brought over 12,000 produce executives to a large convention centre outside the city of Los Angeles. The visitors included numerous Maersk customers from locations throughout the world.

Maersk was the first and only shipping line to attend the fair ten years ago. For the last five years, the Maersk exhibition has included the use of a 40' reefer container. Inside the unit is a display containing information and pictures of Maersk vessels and reefer equipment. Its presence, even among hundreds of other exhibits, made it a "must see" for many visitors. The marketing theme included an emphasis on Controlled Atmosphere shipments. Controlled Atmosphere (CA) treatment allows an increase in produce shelf life and a reduction of product loss caused by deterioration. This is of particular interest to customers who wish to extend the range of commodities suitable to move by ocean transportation.

The shipping industry continues to be a highly competitive selling environment. Defining the differences between Maersk Line services and the competitors has become more intricate and difficult. A trade fair such as the PMA serves as an important marketing tool to sell, demonstrate and market those features and benefits that a customer values the most.



*The floating dock during transport from Kiel.  
In the foreground is the Langeland-Kiel ferry.*



*At the signing of the agreement  
in Egypt on 16 October 1997  
(left to right) Partner Kurt  
Andersen, Admiral Ahmed Aly  
Fadel, Suez Canal Authority,  
and Vice President Frank Gad.*



# Suez Odense Marine Service

By Leo Jensen

■ The Odense Steel Shipyard is expanding its activities these days, and the most recent development is the joint venture co-operation with the Suez Canal Authority (SCA) for the operation of a shipyard in Suez, Egypt, through the company Suez Odense Marine Service (SOMS).

With the signing of the agreement on 16 October 1997, the Odense Steel Shipyard and SCA took a decisive step towards establishing a service station at the world's largest waterway. Each year about 16,000 ships pass through the Suez Canal. SOMS will operate from the

Suez Shipyard which is situated in the southern part of the canal with direct connection to the Red Sea.

Early in August a floating dock, which was bought in Kiel in Germany, arrived at SOMS. It is one of the world's largest and has a lifting capacity of 55,000 tons. It is 302 m long, 71 m wide and 21 m high. The portal crane is 78 m high with a lifting capacity of 150 tons. There are also two 15-ton tower cranes. The dock's lifting capacity can be achieved in only two hours - the dock is lowered nine metres, the vessel is sailed into position, and the dock is pumped empty.

The services of SOMS include full service, rebuilding and current maintenance for product carriers, car carriers, bulk carriers, container vessels, gas carriers and medium-sized oil tankers. Furthermore, services are offered to the onshore and offshore industry, together with delivery of replacement parts and supplies.

General Manager Mogens E. Johansson and General Manager Wael Kaddour are in charge of the yard. Local staff total about 600.

The first order has already been secured, and work will start this year using the existing Suez Shipyard. All employees will soon begin an extensive training programme comprising safety, environment, production technology and quality assurance. The yard is expected to carry out construction and production projects during the first year of operation. Both the Danish and the Egyptian partners expect great things from this new and exciting co-operation.



# ESTONIAN AIR

- a company in the Maersk Air Group

By Marita Petersen

■ Since late 1996 the Estonian national airline has been a company in the Maersk Air Group.

Estonian Air was established as a state-owned company on 1 December 1991 when the fleet consisted of aircraft taken over from the former local division of Aeroflot. From the outset, however, it was clear that if Estonian Air was to compete successfully in the international market, the company's fleet had to be gradually transformed with more modern and western built aircraft. In 1995, Estonian Air leased two Boeing 737-500 aircraft fresh from the factory as a supplement to the fleet of Russian built aircraft.

In December 1995, the Estonian privatisation agency decided that the Estonian national airline, like several other public companies, had to be privatised, and in the spring of 1996, 66% of the company's shares were offered for sale. The Estonian government kept the remaining 34%. The sale was, however, conditional on the majority of the shares remaining in Estonian hands, and therefore, Maersk Air made an offer for 49% of the shares in May 1996 in competition with other foreign airlines. The Estonian investment company, Baltic Cresco, was among those who made an offer for the remaining 17% of the shares.

Maersk Air and Baltic Cresco were chosen and between them

took over 66% of the shares on sale. One of the first decisions was to replace all the old Aeroflot aircraft. Today, the Estonian Air fleet consists of two Boeing 737-500 and two Fokker 50 aircraft.

The activities of Estonian Air include scheduled services, charter services and handling of other companies' aircraft in Tallin Airport. The schedule includes ten departures from Tallin, of which services to Helsinki, Stockholm, Minsk and Vilnius are carried out by Fokker 50 aircraft, and services to Copenhagen, London, Amsterdam, Moscow, Kiev and Hamburg by Boeing 737-500 aircraft.

Today, the company is recognised among other western airlines and consequently an agreement on co-operation (code-share) has been entered into with Finnair in the service between Tallin and Helsinki which is developing positively.

It is likely that Estonian Air will soon be able to announce code-share agreements with other major airlines. This, like the co-operation with Finnair, is also expected to result in a positive development in the scheduled services of Estonian Air.

The number of passengers in the scheduled services has increased since privatisation and the subsequent modernisation of the fleet.







## Rally

By Mickey Sim

■ Maersk New Zealand was happy to sponsor a Danish team in the 1997 New Zealand Smoke-free Rally, the ninth round of the World Rally Championship and the largest motoring event in New Zealand. It was a historic debut for Denmark to be represented among the 83 rally teams from 15 countries, and Maersk New Zealand was pleased to ship the rally car, a Peugeot 106, and its equipment to the event.

Starting in Auckland the 1,500-kilometre rally led the competitors through New Zealand's beautiful landscapes. This included 415 km of special events, which required great skill and persistence. With more than 30 years of experience between them in rally driving, the Danish team, H.P. Svendsen and Carsten Askbo, was one of the 51 teams that completed the rally.

## Exhibition in Spain

By Javier Lopez

■ The 1997 World Fishing Exhibition was held in one of Spain's largest fishing ports, Vigo, in the North West of Spain where 800 companies from 38 countries participated and made it a great success.

For this important event, Maersk España had hired a stand close to the main entrance where a brand-new reefer container was placed. Visitors to the Maersk stand were



given a general idea of the 'Maersk World' through the Internet home page, A.P. Møller video and various Maersk Line EDP systems as well as the latest brochures. In total about 400 professionals visited the stand and many of them even had the opportunity to check 'in situ' how the reefer equipment works.



*Lining up for the big race.*

## Racing in Singapore

■ Singapore is known for her extremely strict traffic enforcement, and so Sunday 7 September 1997 was a morning much welcomed by those who relish the thrill of speeding without breaking the law.

About 40 top customers gathered at the Jurong Go-Cart Centre to take part in what was originally intended to be a morning of casual go-carting fun. In fact, the organisers had put together a series of competitive races. By the time the preliminary heats were over, the participants were tuned-up and revving to go. Many dare-devils pushed the go-carts to top speed. In the final race the competitors put up a good fight, and the winner only won by a small margin.

## First Call at Congo

By Karsten Lund

■ Saturday 20 September 1997 was a very special day for the port of Pointe Noire when the first Maersk Line vessel called at the port. MAERSK LIBREVILLE and her crew were welcomed by port representatives and the staff of the local Maersk Line offices.



Stevedoring and terminal operations were performed by Soco-

trans, who did well during this vessel's first call.



# Sigma Challenge

By Russell Harvey

■ For the second year running The Maersk Company in UK held a team-building/leadership training course for young naval officers and office staff.

The aim of the training is to develop the participants' team spirit and leadership skills through practical assignments as well as to expand and encourage the co-operation between offshore and onshore employees.



*Team members participating in the "challenges" at the outward bound centre.*

This year the training took place on two "Sigma 38" yachts on the south coast of England and at an outward bound camp where each person was challenged to their limits in confidence building activities such as walking on a plank at a height of 10 metres.

By the end of a busy and eventful week all participants had acted as team leaders on at least one watch or project and we can safely say that everybody was challenged.



## Offshore Europe '97

■ Maersk Contractors took part in the "Offshore Europe 1997"

exhibition held in Aberdeen on 9-12 September 1997.

A new and innovative stand of 200 m<sup>2</sup> had been developed for this occasion and attracted a lot of attention from the more than 25,000 visitors. The stand was built around a jack-up rig model and allowed each division to display information on their projects. A Danish hot dog stand was a very popular element.

All in all, the exhibition was a great success and helped to increase the awareness of Maersk Contractors' many services and capabilities within the oil industry.

## Delegation in Spain

By Javier Lopez

■ In September 1997 Maersk España was honoured with the visit of a delegation from the Danish Parliament, headed by the Danish Minister of Transport, Mr Bjørn Westh.

The politicians arrived in Algeciras on 17 September and were guests of honour at a reception organised by the Danish Ambassador to Spain, Mr John Bernhard, and Maersk España S.A. on board the Danish training ship DANMARK who was calling at the port of Algeciras for the third time in her history.

The following day the group visited Terminal 2000 and was welcomed by the Managing Director of Maersk España S.A., Mr Sigurd Erlendsson, and the General Manager of Terminal Division, Mr John E. Thomsen. During their stay at the terminal the guests watched the container operation of KNUD MÆRSK. Transport Minister Bjørn Westh and the other members of the Danish Parliament delegation expressed their satisfaction and positive impression of the high quality level observed in Maersk España's activities and the hospitality shown by the staff.







## At the Ryder Cup

By Javier Lopez

■ In September 1997 the famous Ryder Cup took place on the golf courses of Valderrama at the village of San Roque in southern Spain. For the first time since its start in 1927 the tournament was held outside the United States or Great Britain, and for the first time Maersk Line participated, although only on the sidelines. Ten Maersk containers, including six reefers, were used during the competition for the transport and storage of cold and dry provisions for the restaurants established within the area close to the golf links. During the three-day tournament, reefer technicians from COMESA, Maersk España's container repair shop, were present to ensure the perfect functioning of the refrigerated equipment.

The Ryder Cup is said to be the most important sporting event in the world, in terms of media coverage, only surpassed by the Olympic Games and the Football World Championships. More than 600 million people followed the event on TV and tens of thousands of spectators were present at the golf courses to follow the competition. A perfect chance for direct and extensive publicity at all levels.

### Esplanaden



**40 Years Anniversary**  
Per B. Lauridsen  
21 January 1998



**25 Years Anniversary**  
Tyge Bruun  
1 January 1998



**25 Years Anniversary**  
Birte Hjorth  
26 January 1998



**25 Years Anniversary**  
Jørgen A. Engell  
1 February 1998



**Retiring**  
Erik Preben Andersen  
1 December 1997

### Rosti



**25 Years Anniversary**  
Preben Ove Jensen  
15 January 1998

### Maersk Contractors



**Retiring**  
Poul Erik Skalts  
26 January 1998

### The Fleet



**25 Years Anniversary**  
Captain  
Villy Anton Vibe  
21 December 1997



**25 Years Anniversary**  
Captain Kristian Mikkelsen  
10 February 1998



**Retiring**  
Chief Engineer  
Sven Høi Jacobsen  
31 December 1997



**Retiring**  
Captain  
Jesper Dehn  
31 December 1997



**Retiring**  
Chief Steward  
Hugo Asger Nielsen  
31 January 1998



**Retiring**  
2nd Officer  
Poul Uldahl Petersen  
28 February 1998



**Retiring**  
Chief Officer  
Peter L. Bickers  
28 February 1998

### Mærsk Olie og Gas



**25 Years Anniversary**  
Knud Heine Gjøe Larsen  
1 December 1997



**Retiring**  
John Douglas Petersen  
30 November 1997



**Correction:**

In Maersk Post 3/1997 Hans Dorph, Maersk Contractors, who celebrated his 25 years anniversary on 1 October 1997, was erroneously mentioned under 40 years anniversaries.

**Maersk Air**

**25 Years Anniversary**  
Ole V. Thomsen  
15 December 1997



**25 Years Anniversary**  
Flemming Keld Mortensen  
1 January 1998



**25 Years Anniversary**  
Steen Dahrup  
2 January 1998



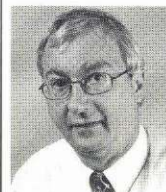
**25 Years Anniversary**  
Bjarne Aksel Petersen  
16 January 1998



**25 Years Anniversary**  
Erling Finn Jensen  
1 February 1998



**25 Years Anniversary**  
Bodil Windeløv  
26 February 1998



**25 Years Anniversary**  
Preben Clausen  
1 February 1998

**The Yard**

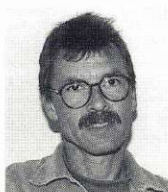
**40 Years Anniversary**  
Mogens F. Nielsen  
16 January 1998



**40 Years Anniversary**  
Jens Bent Monrad  
30 January 1998



**25 Years Anniversary**  
Erik Hansen  
5 December 1997



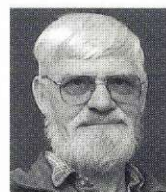
**25 Years Anniversary**  
Kurt Thybo Nielsen  
5 December 1997



**25 Years Anniversary**  
Frode Jacobsen  
9 January 1998



**25 Years Anniversary**  
Glenn Frank  
9 January 1998



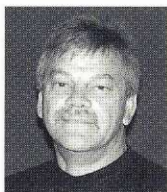
**25 Years Anniversary**  
John Smidt Kristiansen  
9 January 1998



**25 Years Anniversary**  
Niels Larsen  
9 January 1998



**25 Years Anniversary**  
Peter M. Pagh Schmidt  
16 January 1998



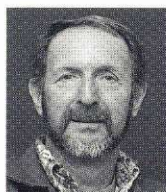
**25 Years Anniversary**  
Poul Erik Nielsen  
16 January 1998



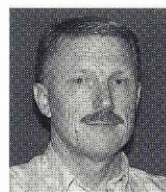
**25 Years Anniversary**  
Manfred Erfurth  
16 January 1998



**25 Years Anniversary**  
Flemming Jensen  
30 January 1998



**25 Years Anniversary**  
Egon Harry Pedersen  
30 January 1998



**25 Years Anniversary**  
Jørgen Sørensen  
6 February 1998



**25 Years Anniversary**  
Svend Erik L. Jensen  
6 February 1998



**25 Years Anniversary**  
Kaj Villy G.V. Larsen  
6 February 1998



**25 Years Anniversary**  
Ove Rasmussen  
13 February 1998



**25 Years Anniversary**  
Leif Mikkelsen  
13 February 1998



**25 Years Anniversary**  
Erik Daubjerg Nielsen  
13 February 1998



**25 Years Anniversary**  
Hanne Ellegaard  
1 January 1998



**25 Years Anniversary**  
Anne Marie Rasmussen  
26 January 1998

**Roulunds**

**25 Years Anniversary**  
Teruko Kondo  
Maersk K.K., Nagoya  
18 December 1997



**25 Years Anniversary**  
Barry E. Rubinstien  
Maersk Data USA  
23 February 1998



**Retiring**  
Poul E.T. Knudsen  
Maersk Singapore  
22 November 1997



**Retiring**  
Tan Siew Khee  
MCSC Singapore  
31 December 1997



**Retiring**  
Frank John Greenstreet  
MCC Transport Singapore  
31 January 1998



**25 Years Anniversary**  
Jørn Harry Petersen  
12 February 1998



**25 Years Anniversary**  
Erik Johansen  
19 February 1998

**Abroad****Obituary**

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

Cletis L. Raiford  
Maersk Pacific Limited  
Oakland, USA  
9 August 1997

Robert F. Voso  
Universal Maritime Services  
Madison, USA  
30 August 1997

Jan Matthiesen  
Maersk Container Industri  
9 September 1997

Captain  
Torben Vagn Møller  
ex. ELISABETH  
MÆRSK  
13 September 1997

Ship's Assistant  
Tage Thorbjørn Mouritsen  
ex. ELISABETH  
MÆRSK  
18 September 1997

Edward E. Stribling  
Maersk Line Norfolk USA  
28 September 1997

Bruno Stæhr  
Maersk Olie og Gas  
Gorm offshore  
31 October 1997





**MÆRSK**