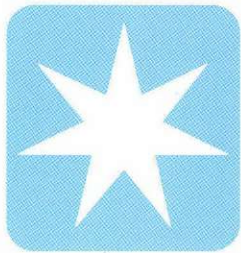


MAERSK POST

1/1997





Cover:
*The cable layer MÆRSK DEFENDER
on trials in Norway.*

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Local correspondents:

AUSTRALIA: Maria Richards
BANGLADESH: M. Shamimul Huq
BENELUX: Georges Caulier
FRANCE: Laurence Chollet
GERMANY: Frank Gernert
HONG KONG: Teresa Suen
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ROULUNDS: Elsebeth Bastholm
THE YARD: Leo Jensen
DANSK SUPERMARKED:
Flemming E. Honum

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The industrial activities of the A. P. Møller Group began 80 years ago, when Mr A. P. Møller founded Odense Steel Shipyard in 1917. Since then, a number of companies have been added, often as a result of Mr A. P. Møller's and Mr Mærsk Mc-Kinney Møller's vision and ingenuity, which made businessmen turn to them when for instance additional funding was required or when their companies were facing an ownership succession. Roulunds, Papyro-TEX, Pharma-Plast (now Maersk Medical) and Rosti are examples of this. DISA was added because Mr A. P. Møller wanted to help another Danish company out of a difficult situation and therefore bought a block of shares in the debt-ridden "A/S Dansk Rekylriffel Syndikat". He considered it important for Denmark to have its own arms factory. The latest addition to the affiliated companies is Mærsk Container Industri, which is a natural continuation of existing activities and which, out of special regard for southern Jutland, is established there.

Mr A. P. Møller also took a very active part in founding "Det Danske Stålvalseværk" in 1940, as he found it desirable for Denmark to have its own steelworks based on its own scrap steel. Subsequently the A. P. Møller Group took the lead when increases were needed in the privately funded part of the share capital.

Common to all the industrial companies in the A.P. Møller Group is that, as independent businesses, they have grown into not insignificant industrial enterprises with a total turnover of almost DKK 10 billion and a total staff of around 12,000, of which 6,500 are employed in Denmark, spread across most of the country.

All the companies are primarily export oriented and have had to meet increasingly tough global competition at the same time as Danish business conditions have deteriorated due to high cost and tax levels, as compared with those of our competitors, new "green" taxes and unfavourable currency developments in a number of important markets and in the countries of their competitors.

As a consequence, Danish industry - and thus also the A. P. Møller affiliated companies - has been under great pressure to rationalise and increase efficiency and has had to move production and processes abroad - especially to the Far East, the Baltic States and Eastern Europe in order to maintain competitiveness. Thus, the strong growth experienced by the affiliated industrial companies over the last three to four years has mainly taken place outside Denmark including the establishment of more than 2,000 new jobs. Only in this way has it been possible to preserve the present number of employees in Denmark.

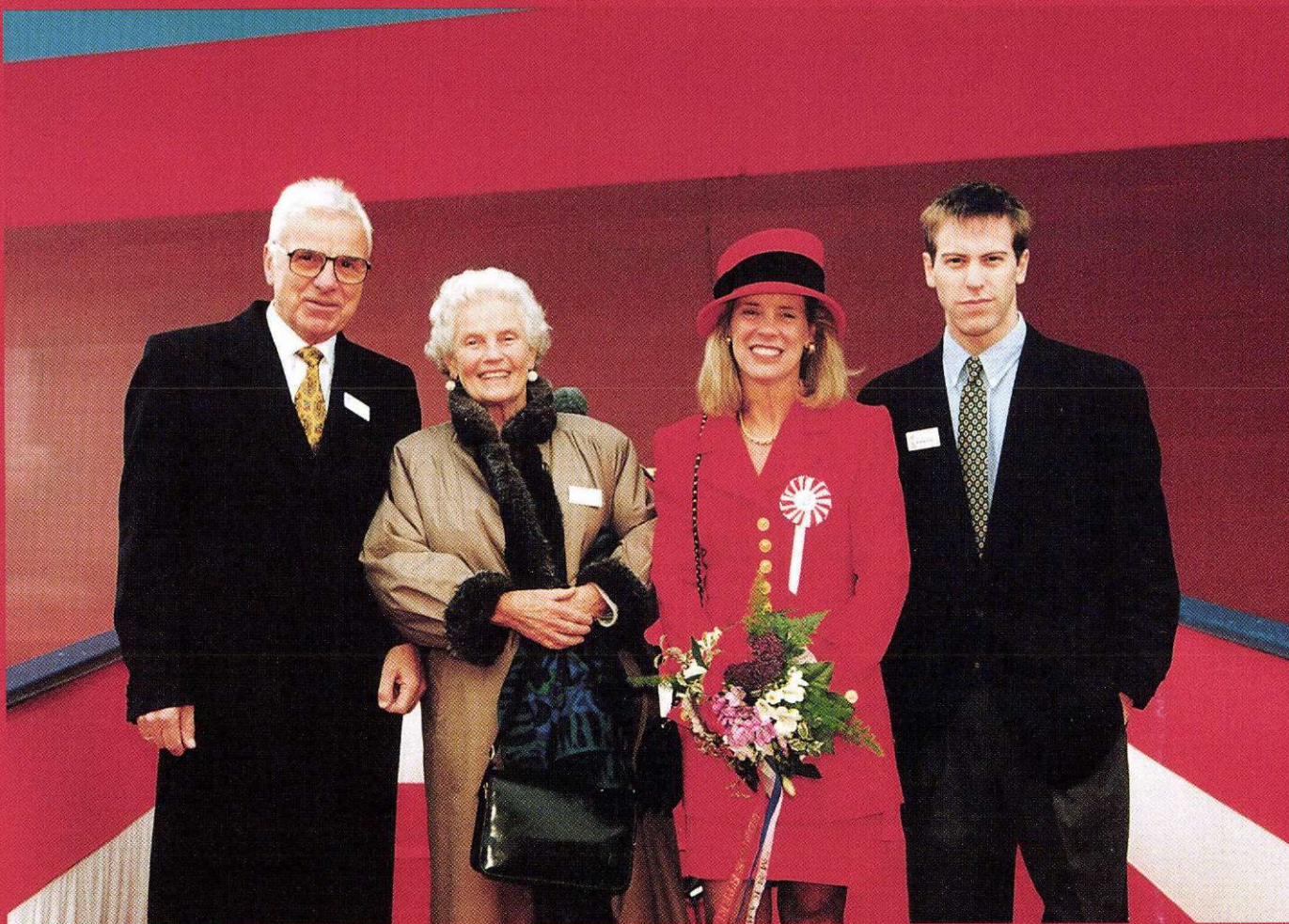
Even though the internationally based companies - including the A.P. Møller affiliates - are likely to hold their own, the development is worrying for Danish companies. If the Government and the Danish Parliament do not take steps to make fundamental changes in the competitive environment for Danish companies, the pace of movement away from Denmark will accelerate even more and eventually pose a serious threat to the Danish welfare state.

And now a totally different subject:

On behalf of Management I wish to thank everyone in the A. P. Møller Group for their excellent co-operation and efforts last year. My colleagues and I are confident that we will also meet the many challenges ahead of us in 1997 - the overall goals still encompass increased efficiency and profitable growth.

Happy New Year to you and your families.

JESS SØDERBERG



KAREN MÆRSK's naming ceremony. From the left: Partner Ib Kruse, Mrs Eleanor Montgomery, the vessel's sponsor Mrs Anne Montgomery Bijur and her son Matthew Bijur.

KAREN MÆRSK

Odense Steel Shipyard's newbuilding no. 157 was named on 9 November 1996 by Mrs Anne Montgomery Bijur, wife of Mr Peter I. Bijur, Chairman and Chief Executive Officer of Texaco Inc., USA.

For many years A.P. Møller has enjoyed business relations with Texaco, one of the world's largest oil companies. The co-operation between A. P. Møller and Texaco has especially developed within DUC - Dansk Undergrunds Consortium - the only producer of oil and natural gas in Denmark.

The newbuilding, which is the fourth in a series of large container vessels for A.P. Møller, was named KAREN MÆRSK. The vessel is named after Mr A. P. Møller's great-great-great-grandmother.

The vessel is commanded by Captain Knud E. Sylvestersen with Poul Jacobsen as Chief Engineer. After the naming KAREN MÆRSK went on trials after which she was delivered to A. P. Møller in Aarhus on 20 November 1996. Immediately after delivery and loading in Aarhus, the large container vessel left Denmark to enter Maersk Line's service between Europe and the Far East.





DOUBLING OF GAS PRODUCTION

Harald B's processing and wellhead platform of some 5,000 tons was lifted in place in October 1996. Thus more than 26,500 tons were lifted in 1996 in connection with the development of Tyra and the three northern fields.

DUC's investments of around 15 billion Danish Kroner over the past five years have enabled a doubling of the Danish production of natural gas to a level of 7.5 billion m³ per year from 1997.

With the installation of two platforms and a bridge connection on the Harald gas field in the northern part of the Danish North Sea, Mærsk Olie og Gas AS can look back on a good result of five years' hectic work with the development of the Tyra fields and the northern fields Svend, Roar and Harald. All of the platforms are in place and two new fields have been taken into operation. What remains now is only the hook-up and taking into operation of the Harald Field. From October 1997 Harald will help fulfil existing gas sales agreements.

The first results have been visible for

some time - on DUC's fields 200 kilometres from shore - with the taking into operation of the Roar gas field in January and the Svend oil field in May 1996. With these two fields Denmark now has a total of 11 producing oil and gas fields.

Vast quantities of pipes

The development of the oil and gas fields in the North Sea includes more than just building giant steel constructions. It includes the large task of connecting the individual fields with pipelines and in these projects Mærsk Olie og Gas has, among other things, laid the longest pipelines so far between the fields. These are a 24" state-owned gas pipeline of 77 kilometres from Tyra to Harald and a 16" oil pipeline of 85 kilometres from Harald via Svend to Tyra. Approximately 500 kilometres of pipelines run between DUC's fields.

Regular work for the rigs

Another important part of the activities is drilling. In all of 1996, DUC employed four drilling rigs. The rigs are used for drilling the wells and completing them for production or injection and for maintenance of old wells.

Plans for the future

Mærsk Olie og Gas AS is already working on the next large development. This development plan (the DAN 1995 development) involves an investment of some six billion Kroner over a period of four to five years and the drilling of up to 42 new wells for production/water injection, the positioning of a new platform and the construction of a module of 7,000 tons. This module is the largest ever built for DUC's fields in the North Sea.

MÆRSK DEFENDER

On 25 October 1996, newbuilding no. 235 from the Ulstein Yard in Norway was named MÆRSK DEFENDER. Its sponsor was Mrs Edel Baunbæk-Knudsen, wife of Mr Gregers Mogensen, Director of Tele Danmark International.

MÆRSK DEFENDER was delivered from the yard on 14 November 1996 and is Maersk Supply Service's largest vessel so far by deadweight (8,450 tons) and length (96 metres). The accommodation is also larger than usual for supply vessels and has 32 single cabins and 12 double cabins. The vessel is a cable layer and carries approximately 6,000 tons of cables in four cable tanks below deck, enough to lay a transatlantic cable.

The newbuilding went directly from the yard onto a five year time charter for Tele Danmark. Maersk Supply Service's co-operation with Tele Danmark started in the autumn of 1993 when they entered a time-charter of the supply vessel MÆRSK FIGHTER. The vessel was modified

with cable tanks and other equipment on deck.

When it became necessary to build new tonnage for an additional time-charter agreement with Tele Danmark, two criteria had to be fulfilled: the vessel should be able to perform its cable-laying tasks but it should also be possible to rebuild the vessel later as a supply vessel without too many modifications. The design and specifications were made in close co-operation between Tele Danmark and the Ulstein Group who built MÆRSK FIGHTER and several other supply vessels for A.P. Møller.

MÆRSK DEFENDER's first call for Tele Danmark was in Copenhagen where the vessel loaded light guides which were laid from Bornholm to Sweden, Poland and Falster, after a short test laying. The next task will be the laying of a power cable between Denmark and Norway. Tele Danmark expects to use the vessel world-wide.

The cable layer is commanded by Captain Palle V. Rasmussen. Olaf K. West is Chief Engineer.



At the naming ceremony (left to right), Captain Palle V. Rasmussen, Mrs Helle Søderberg, CEO Jess Søderberg, A.P. Møller, Director of Tele Danmark International, Gregers Mogensen, Mrs Edel Baunbæk-Knudsen, Chief Engineer Olaf K. West, President of Ulstein Yard, Brynjulv Mugaas, Senior Vice President Tage Bundgaard, Maersk Supply Service, and Project Manager Gerhard Furo, Ulstein.



Left to right: Mrs Helle Søderberg, Mr Jess Søderberg and the Chilean Ambassador to Denmark, Mr Raúl Schmidt.

HONOUR FOR JESS SØDERBERG

At the Chilean Embassy in Denmark Partner Jess Søderberg was awarded the Chilean Bernardo O'Higgins Order in the grade of Commander on 29 November 1996.

The Order was given in recognition of the A. P. Møller Group's involvement in and with Chile and as an expression of the country's expectations of a continued co-operation.

Bernardo O'Higgins was a Chilean national hero. He was in charge of the revolution against the Spaniards which led to Chile's independence from Spain in 1810.

Maersk Chile S.A. was established in 1992 and in addition to liner activities, A. P. Møller's activities in Chile include trucking, terminal operation and stevedoring. Dansk Supermarked is the largest importer in Denmark of wine from Chile.



At a recent presentation of the port of Kaohsiung given by Director of Kaohsiung Harbour Bureau FL Yu (with the microphone) to Taiwan's Vice President His Excellency Lien Chan (pointing). The presentation was given at the Maersk Constar Terminal with MAREN MAERSK alongside.



TERMINAL INAUGURATION IN STYLE



A grand opening ceremony was held in Kaohsiung by Maersk Taiwan on 4 October 1996 to celebrate the inauguration of its new container terminal. More than 500 guests, including government officials, business associates, customers and media reporters, attended the ceremony where the guest of honour His Excellency P.K. Chiang, Chairman of the Council for Economic Planning and Development, performed the official opening of the Constar terminal. Other guests included Vice Transportation and Communications Minister Mao Chi-Kuo and Mr Ib Kruse and Mr Flemming R. Jacobs from A.P. Møller.

Confidence in Taiwan

Speaking at a news conference

before the opening ceremony, Managing Director of Maersk Taiwan Ltd. Ken Bloch Sørensen said that the new terminal and the decision to build six 1,100 TEU container vessels in Taiwan clearly demonstrated Maersk's commitment to the country and faith in its economic development. He expressed confidence that the port of Kaohsiung would eventually be the Central Asian hub of trans-shipping activities. The investment in the terminal, which totalled USD 65-70 million, reflected Maersk's commitment to serving the local economy and trade which he was convinced would continue to grow and bring more business opportunities.

A terminal for the next century

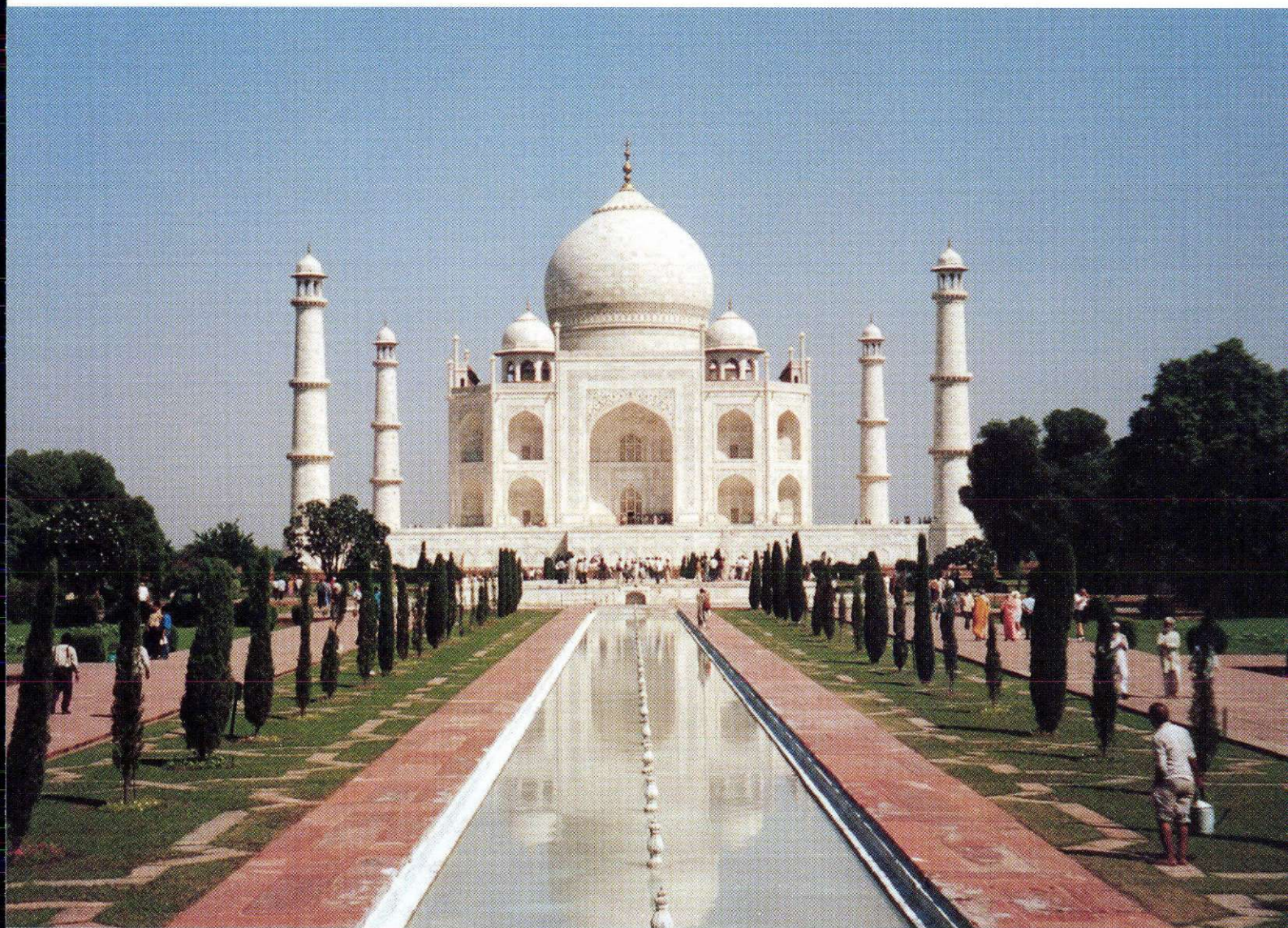
Kaohsiung has been chosen as the

site of Maersk's new terminal because of its strategic location and complete infrastructure.

The Constar terminal located at the port's container terminal no. 5, covers piers 76 and 77. It can accommodate two ocean vessels at the same time or one ocean vessel and two feeder vessels and is equipped with six gantry cranes designed to serve the new generation of container vessels. The yard operation is handled by 22 straddle carriers controlled from a purpose-built control tower. It has an annual handling capacity of one million TEU (twenty-foot equivalent units) and aims to become the most efficient terminal in Asia.

Alfred Guo

NEWLY ESTABLISHED



Peter H. Knudsen

MAERSK DATA IN MADRAS

The number of foreign IT companies setting up in India keeps rising. On 5 December 1996, CG Maersk Information Technologies Ltd was opened in Madras. The new company is a joint venture between the Indian firm Crompton Greaves, the Danish Industrialization Fund for Developing Countries (IFU) and Maersk Data.

CG Maersk undertakes EDP development and maintenance of software on an off-shore basis. "Off-shore" means that even though the

software is produced in India, it is to be sold and delivered to order primarily for customers in the USA and Europe. The company was not only established as a subcontractor to the Maersk Data group; it is an independent company which needs many customers other than Maersk Data.

Through CG Maersk, Maersk Data will gain access to the many IT specialists who are educated in India and increase its competitiveness. A deliberate prioritizing of IT university education is one of the reasons for

IN INDIA

India's success on the international IT arena. Indian IT education is fully abreast of the European and American education. There are many reasons for India's success in this field. Software joint ventures which export at least 75 per cent of their production can settle in an "electronic export processing zone" with favourable taxation, less bureaucracy on settling and advantages in infrastructure. Furthermore, most Indians are bilingual with English as one language and this makes the country even more interesting to foreign investors.

Maersk Data's partner, Crompton Greaves, is India's largest privately owned electronics company. One of Crompton Greaves' largest business fields is telecommunications and informatics. These include transmission and reception of all kinds of digital and analogue data, i.e. the transfer of sound and pictures. Thus, CG Maersk fits into Crompton Greaves' business strategy. Crompton Greaves is part of the Thapar Group which is also A. P. Møller's partner in the liner agency Maersk India Ltd.

The other partner, IFU, is a Danish private investment fund. IFU's purpose is to advance economic activity in the developing countries through investments in these countries in co-operation with Danish trade and industry. The fund participates in joint ventures as a shareholder with direct investments in private projects.

Maersk Data is far from being the first firm in the A. P. Møller Group to set up in India. Ever since Maersk India Ltd. was founded in 1990, several Maersk companies have enjoyed this link. Maersk India has helped firms such as Roulunds, Rosti, Maersk Air, BMD Industries and Maersk Medical evaluate opportunities in India and has been a great help in establishing CG Maersk.

Maersk Data has great expectations of the new joint venture. There is no doubt that Indian IT specialists can supply the expected quality products. So it is up to CG Maersk's management to obtain the contracts. And this is a challenge for which they are ready.



The agreement was signed by Martin Kristensen, Area Manager of IFU, T.T. Jagannathan, Managing Director of the TTK Group and Remy Cramer, Managing Director of Maersk Medical.

MAERSK MEDICAL IN AURANGABAD

With the Danish Industrialization Fund for Developing Countries (IFU) and the Indian TTK Biomed (owned by the TTK Group) Maersk Medical has entered a joint venture agreement for production and sale of a range of hospital products in India.

The name of the new company is TTK Maersk Medical Ltd. The company is located in Aurangabad, North East of Bombay, and employs approximately 200 people. The factory produces hypodermic needles, sutures and blood bags mainly for the Indian market. Technology and know-how will be provided by Maersk Medical's factories in Denmark, England and Malaysia to improve the quality of the existing products and extend the range and in this way improve health in India. India is a large country with major potential in the health care sector.

The Danish ambassador to India, Mr Bjarne H. Sørensen, was present at the signing ceremony which took place on 30 September 1996 in Bangalore.

Marianne Maltow

PRODUCT PRIZE

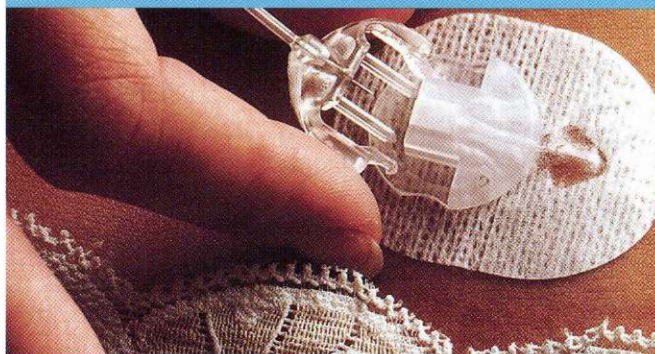
In September 1996 in the presence of 600 Danish Industry business executives, Maersk Medical was awarded the 1996 Product Prize for the product PureLine Comfort - an infusion set for medication via a pump. The prize is awarded for the development of an excellent Danish industrial product.

Marianne Maltow

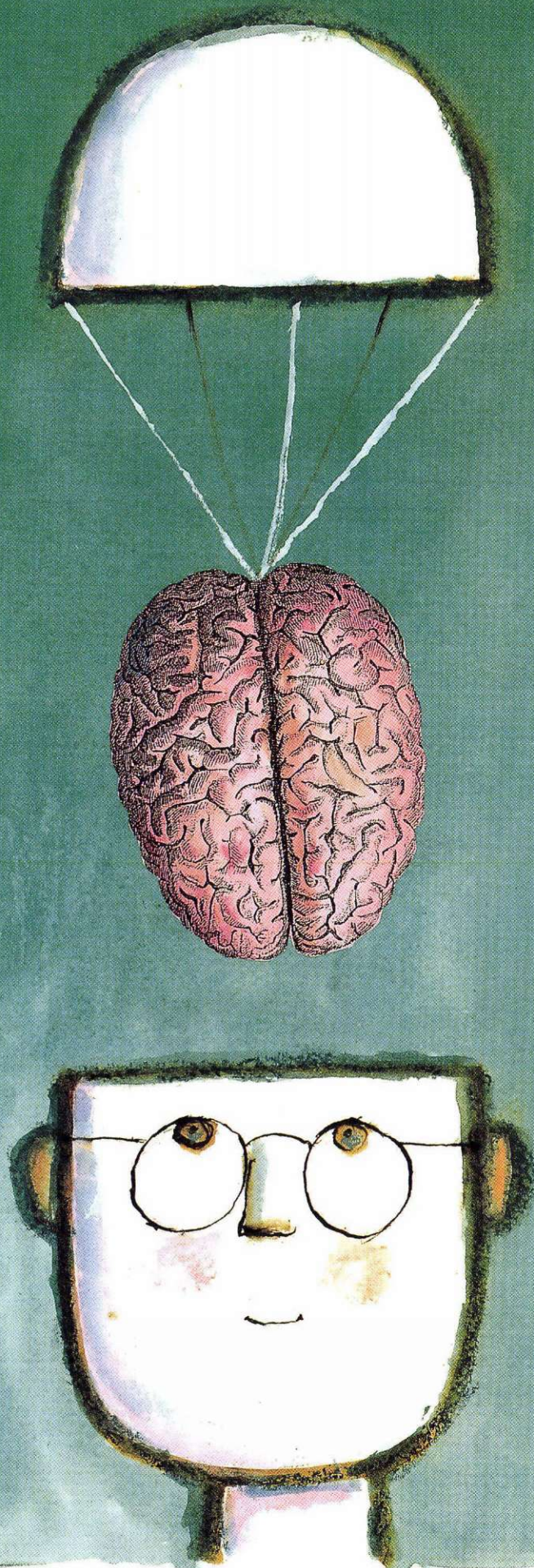
PureLine Comfort is a product with unique patented features. It is especially developed for diabetics who use an insulin pump. Comfort is skin-friendly, has soft Teflon cannulae and a disconnect feature. This enables the user to remove the pump easily when it is convenient e.g. when showering or getting dressed. Comfort also has a built-in membrane through which insulin injections can be made when the pump is disconnected so there is no need to make needle injections in the skin.

The product was developed by a team of production technicians, sales and marketing staff and an industrial designer. The development work showed extensive consideration for the users' wishes and demands.

The product, which was launched in 1996, has been a great success in Europe and the USA.



In connection with the Year of the Brain, a calendar has been published with poems and illustrations by well-known Danish artists.



The amazing brain is the starting point for a number of interesting symposia, books, booklets, exhibitions, posters as well as science theatre, music, lectures and local arrangements in Denmark. The target group for the many impressive activities is all of us. We now have an opportunity of sharing the wide knowledge of the brain which researchers have collected over the past years. Knowledge which has only to a limited extent been presented to the Danish population.

Knowledge of the brain is relevant to all of us, among other things because one in every five Danes is affected by a brain disease at some time in his life. Hiding behind this piece of statistical information are, besides human tragedies, also large financial resources for the Danish health service. Costs in connection with brain diseases are estimated at DKK 30 billion a year for Danish society.

The information campaign intends to increase people's knowledge of the healthy brain and understanding of its function and abilities and to inform the population of the possibilities of preventing brain diseases and injuries. At the same time, information is given on the latest developments in research of the normal as well as the disordered brain.

Prevention of brain diseases

While the prevention of many other diseases has come far, the concept is practically unknown in the field of brain diseases. Still, many brain diseases can be prevented, and the Year of the Brain 1997 gave rise to a productive co-operation on this subject between the National Board of Health and Danish neurologists. Through this intensive co-operation,

THE YEAR OF THE BRAIN

Matters of the brain
To feel, to hear, to see
To speak, to weep, to laugh
To dance, to cycle, to walk
To find, to learn, understand
To ask why you exist
To see one day what you want
all created in your brain
your magic walnut kernel

(free translation)

it is hoped that Denmark can be the first country in the world to start an organised effort for the prevention of brain diseases.

With greater knowledge and understanding of the amazing brain, it is hoped that the individual can see the importance of protecting his brain - among other things by taking less intoxicants and by increasing traffic safety. But the organisers also want to communicate the knowledge that via an active life in old age you can have great pleasure from using your brain. Because there is reason to believe that you can learn new skills in old age by using the brain's control and co-ordination. Learning and memory are known to improve if the physical condition is strengthened. Age in itself is no hindrance to regaining physical condition after illness.

In addition to being directed towards the population in general, the campaign also organises activities for doctors, nurses, teachers and journalists for a long-term effect beyond the Year of the Brain 1997. With the many activities, the initiators hope to create the necessary attention to the brain - our most important and very neglected organ.

Activities of the Year

During the Year of the Brain there will be two large exhibitions. One is centred on an exhibition of Italian design, Alter Ego, on the effects of drug abuse on the brain's chemistry. By use of fantastic illustrations these complicated conditions are described in an easily understood way, including CD-ROM and video presentations on neurotransmitters and intoxicants. The other exhibition is an interactive exhibition of the brain developed by the Experimentarium Science Mu-

seum in co-operation with scientists from several of the work groups of the Year of the Brain. The exhibition "Travelling your Brain" opens in Copenhagen in March.

Furthermore, television programmes and films are being produced in connection with the Year of the Brain, and articles on the subject will appear regularly in magazines and newspapers and there will be a number of symposia and books.

Wide support

In the USA, the 1990s have been designated "Decade of the Brain" and several European countries have developed years of the brain.

In Denmark, it was the Danish Neurological Society who took the initiative in 1993 for the brain year, a project which will probably develop into one of the largest interdisciplinary popular information campaigns in Denmark.

The initiative is supported by all prominent neuro-scientific organisations. Her Majesty Queen Margrethe is Patron. A broad scientific council is the project's supreme supervisory body.

At an early stage, the A. P. Møller and Chastine McKinney Møller Foundation promised considerable financial support. Further support for the information campaign came from ministries, other foundations and a wide circle of private individuals and companies. An executive committee co-ordinates the campaign and this is a comprehensive task with several hundred experts and disease fighting organisations, which have voluntarily invested thousands of hours so far.

Facts

At some time in their lives, one in every five Danes will be affected by a disease or injury involving the brain - and more than one in ten Danes lives with a neurological disease.

Several brain diseases are frequent. The incidence of strokes (blood clot in the brain or cerebral haemorrhage) is higher in Denmark than in several other Western countries. Of these patients 50-60% survive, often considerably physically and mentally disabled. Strokes is the third most frequent cause of death in Denmark. Dementia, epilepsy, headaches, diseases of the peripheral nervous system, depression and develop mental disorders and also after-effects of head trauma, brain and nervous diseases have a relatively low mortality but considerable social and physical consequences.

A large part of these brain diseases is due to an inappropriate life style. Smoking, alcohol and drug abuse are the most important behavioural elements of risk, among other things due to the effect of alcohol and tobacco on the risk of hypertension. Unlike many other countries, the number of smokers has only fallen slightly and the number of heavy smokers is increasing slightly. Alcohol consumption is stable though at a relatively high level, and indications are that drug abuse is increasing.

Brain injuries constitute approximately 50% of the serious injuries in accidents with a consequent serious risk of a brain disease. The share of serious brain injuries among drivers and motor cyclists is decreasing but among cyclists the number of serious head traumas has doubled since 1990.

SCREEN C

IN THE ROLE OF TEACHERS

By Birthe Lauritsen

In the future, CEO Jess Søderberg will welcome all new Maersk Line employees in all Maersk Line offices where the internal electronic communications network, MCS (Maersk Communications Services) is part of the job.

He welcomes them via CD-ROM - an innovation from the Line Department's systems section.

In addition to introducing himself, Mr. Søderberg focuses on the great importance of efficient communication in the organisation. After that, the screen is entrusted to British Simon and Australian Drew. They guide the user through a thorough instruction in the mysteries of MCS.

This means that from day one, a new employee can have the training to enable him or her to communicate via MCS. Previously each had to wait for a course to be set up somewhere in the world - and then be taken away from everyday life for several days to attend it.

This is a very time-consuming process. In the future, what previously took two days plus travelling time can be done in a few hours. Thus the development costs of the interactive training can be recouped in time savings alone in just one year.

Add to that increased efficiency. The CD-ROM's advantage is that you can return to parts of a lesson which you did not understand the first time or which you later forget. With class teaching you depend on colleagues if you have forgotten something. Now you can ask the CD-ROM to go to the exact place in the lesson where your questions can be answered, says Erik Stokholm. He is the head of Quality/Education in the Line Department's systems section. Thus he is responsible for the global system education in Maersk Line.

As an additional benefit, the 30 internal instructors in different parts of the globe can now concentrate on their main jobs. Teaching is an additional job on top of their usual work.

Used world-wide

MCS has approximately 7,000 users world-wide - from executive to messenger - and the first discs with interactive training were issued in January.

The CD-ROM has been developed by a global project group consisting of people used to teaching systems and with a thorough knowledge of Maersk Line's business. The script was written in 1996 by users from the USA, England and Esplanaden



DREW

HARMERS

The Line Department's systems section has become more and more visible over recent years, concurrent with the explosive developments in information technology. The department employs a staff of about 20, primarily shipping people, and a similar number of project workers. Maersk Line Systems is responsible for updating and developing global EDP systems and processes within Maersk Line globally.

Maersk Line Systems also teaches the many different EDP systems within Maersk Line. Head of the Department is Vice President Ole Larsen.

and produced by an American firm. The firm is recognised as a producer of interactive courseware and was chosen by tender. 1997 is the first year in which the CD-ROM will be used. And since the method is completely new, feedback from the users will lead to continual adjustments.

Tools of the future

The Simon and Drew CD is the first in a mini-series, which also marks the start of the renewal of Maersk Line's present EDP systems beginning with the infrastructure systems. The technique of these systems has become too hard to handle, so they need a lift to make everyday work more interesting as well as increasing productivity. Among other things, the new systems are easier to update, making it easier to draw know-how from all areas. The users of the new infrastructure systems will also be taught via CD-ROM. This CD is being developed in co-operation between a Danish supplier, Mærsk Data and an internal project group.

A third novelty on the interactive front is CD-ROM teaching of MARVEL. This is the report generating tool which, like other data warehouses, makes it possible to retrieve information you need from

the systems. MARVEL has approximately 2,000 users in Maersk Line all over the world. The educational CD is being developed by Mærsk Data in co-operation with a small project group.

Both infrastructure and MARVEL will soon be presented on CD-ROM - and as with MCS they will replace previous class education and thus save time.

Major resource saving

Figures from 1996 show that EDP systems teaching is extensive, as approximately 600 students on 55 courses each had been taken from their everyday work for one to six days to take class lessons. And they were definitely not all on home ground, so it cost both travel time and money.

Up till now, the instructors have also spent considerable time and money on travel.

The systems section has already decided that the first three interactive CD-ROMs are to be followed by others. So within the measurable future, all system teaching will be taken on by screen charmers.



SIMON



NEW DANISH MARITIME EDUCATION

In 1995, the Danish Parliament set up a special committee headed by the Danish Maritime Authority's then Director General T. Funder to report on how Denmark's status as a seafaring nation could be maintained with Danish mariners.

The background for this was that for competitive reasons many Danish shipping companies were compelled to have very few Danish mariners on their vessels. In mid-1995, non-Danish officers were appointed to junior officers' positions on A. P. Møller's tankers. In A. P. Møller, however, 94% of all officers are Danish.

Among other things, the Funder committee's report included a suggestion for a changed maritime education, for which the framework has now been decided. The first apprentices will start their education this Summer, and the first "new" officers will start junior officers' duty in the year 2001.

All in the same boat

The main change is the joint

education of apprentices employed in shipping companies. This joint education qualifies to serve as operators on deck as well as in the engine room. A prerequisite for admission is that the apprentice has been educated to a certain level in Danish, English, Mathematics, Physics and Chemistry. Applicants who are considered qualified but who have not achieved the required level in these subjects can achieve this by taking a six-month preparatory course.

The proposal sets the stage for ship's officers' education in which the theoretical part resembles that of universities and other institutes of higher education.

Principle of interplay

The new course is divided into a junior and a senior part between which is an obligatory traineeship with 12 months' effective service as junior officers in the merchant fleet.

The course alternates between theory at school and practice in

merchant vessels. The theoretical training in the junior part takes five half-yearly terms and the practical period lasts for three half-yearly terms equivalent to 15 months of service. During the junior part the students study common subjects for 75% of the time. After the junior officer's part a student is qualified for watch duty as a navigator on the bridge as well as an engineer on watch in the engine room.

Modules and new subjects

The new education is based on a modular structure both in the case of the obligatory subjects and the optional subjects, which must be chosen to fulfil the total educational requirements.

The plan is to increase the curriculum considerably and add a number of new subjects.

Workshop training school for everyone

In their first term all apprentices will be trained in general maritime safety and have 300 lessons in a workshop.



Junior Officer Education
1st theoretical part
6 months

Practice at sea
6 months

Workshop Training School
6 months

Junior Officer Education
2nd theoretical part
12 months

Practice at sea
12 months

Junior Officer Education
3rd theoretical part
12 months

Sailing period as Junior Officer
18 months

Senior Officer Education
Chief Engineer Exam
18 months

Senior Officer Education
Ship's Master Exam
18 months

After six months of practical training on the vessels, the apprentices take a six months' workshop training module with 600 lessons. This module is, technically, optional for apprentices who have decided to end their studies with a master's certificate examination but for A. P. Møller's apprentices this module is obligatory.

After the workshop training school, the apprentices have two years of studies at either a school of marine engineering or a navigation school, interrupted by one year's traineeship on board the vessels. With a junior officer's exam the apprentices must obtain an effective sailing time of 12 months before they can be admitted to the senior module of the navigation schools or schools of marine engineering. Before this, the individual apprentice does not have to decide whether his final exam will be for a ships master or an engineer.

The crowning glory

The senior officer's part lasts one and a half years and the student

follows the training for a master's certificate examination at a navigation school or for an engineer's certificate of competency at a school of marine engineering.

In the senior part of the education, the students will specialise for deck or engine room. The training will be project oriented and deal with more managerial and administrative subjects, leading the students to the final exams.

Qualities maintained

The new education gives higher qualifications than before just as the individual's opportunities at a change of jobs have increased considerably. The architects of the new educational structure have displayed care and intelligence in innovation without throwing overboard qualities in the present system worth preserving.

What remains to be done now is major detailed planning before the first new ship's officers apprentices can begin their studies this summer.

Head of A. P. Møller's Technical Organisation, Ole Høg, welcomes the guests to a day with Mærsk Container Industri.



Old friends meet: Torben Lyngbe in the middle, talking to Mr and Mrs Christian Lund.



FORMER EMPLOYEES MET IN 1996

In 1996, former employees of A. P. Møller were invited to the traditional annual get-together. This time, the pensioners from Jutland and Funen visited Mærsk Container Industri in Tinglev and pensioners from Sealand visited Esplanaden.

The visit to Mærsk Container Industri took place in September, and 108 pensioners and spouses accepted the invitation to see the factory in Tinglev. The visit began when the Head of the Technical Organisation, Ole Høg, welcomed the visitors and

described some of the events of the year in A. P. Møller, particularly the operational conditions. President of Mærsk Container Industri, Vagn Rosenkilde, described the factory's development since its start in 1991.

After lunch the visitors went on a tour of the 40,000 m² factory.

At Esplanaden the visit is always on a weekday, this year Thursday 10 October, and starts in the afternoon so the present employees have a chance of meeting the pensioners.

144 pensioners participated and the conversation was lively. Partner Kurt Andersen welcomed the visitors and described the important events of the year after which the President of Maersk Contractors, Per Stæhr, continued with information on Maersk Contractors, a partnership which establishes co-operation between different parts of the A. P. Møller Group operating in the offshore sector.

The evening ended with dinner.



ded numerous educational workshops and over 535 exhibits. Our stand attracted increased numbers of customers from South Africa, Australia, New Zealand, Brazil, Argentina, Chile and Mexico.

For ten years, Maersk has had a strong presence at the show. Today our trade stand, complete with a 40' high cube refrigerated container manufactured in Tinglev and a team of experts, continues to be a top draw. Our staff consists of technical experts, Maersk Inc. executive management, sales management from strategic geographical areas and staff fluent in Spanish and Portuguese to ensure ideal coverage of the event. Equally important, our commitment to this event can be seen in Maersk Inc. management serving on both the P.M.A.'s International Committee and Transportation Task Force.

Next year's show in Anaheim, California, on 19-21 October, promises to be another major industry event.

Brett Elmblad

A RESOUNDING SUCCESS

More than 10,000 visitors attended the 1996 Produce Marketing Association's (P.M.A.) annual convention and exposition in Atlanta, Georgia, in October. The show is considered the most significant event in the global produce industry, attracting all types of customers from industry giants to new companies. Participants atten-



BREKBUK SHIPMENT ON MATHILDE MÆRSK

Once again container vessels have proved able to accommodate uncontainerisable cargo. Maersk Deutschland booked a rail-mounted gantry crane (transtainer) for the exporter Noell in Germany for shipment from Bremerhaven to Longbeach in the U.S.A.

The transtainer was loaded onboard the vessel in completely built-up condition. Its dimensions were extra-

ordinary; a length of 25 metres, a width of 10.6 metres and a height of 17.5 metres. The unusual cargo weighed 150 tons and consequently had to be loaded by a heavylift floating crane. The transtainer was stowed onboard on eight artificial tween-decks to the full satisfaction of the customer.

Susanne Heinken

TRADE AWARD TO SINGAPORE



Singapore is a tiny island nestling almost on the Equator in the Far East and whose impressive economic development has been derived primarily through international trade. With a population of only three million, Singapore had a 2.4% share of world trade in 1995 making her the 13th ranked exporter in the world.

Flemming R. Jacobs receives the International Trade Award from Brigadier General Lee Hsien Loong, Deputy Prime Minister of Singapore.

Singapore is pursuing her vision to become a global city of international trade, and in February 1996 the Government launched a biennial "International Trade Award" to give due recognition to Singapore-based companies, both foreign and locally owned, who have made notable and significant contributions to Singapore's international trade.

Following a long and detailed selection process lasting until October, Maersk Singapore was selected as one of 10 inaugural recipients of this award. The qualifying companies had to demonstrate their qualities in the areas of

- global aspirations
- innovativeness
- competitiveness
- growth potential

as well as their commitment and contribution to Singapore's international trade and economy. The selection board found that Maersk Singapore demonstrated all these qualities.

All in Maersk Singapore are very proud to have won this award which will serve to boost the morale and commitment to continuing to provide efficiency, quality and reliability.

Tan Hee Khoon



HRH Crown Prince Frederik (left) with Viggo Andersen, Maersk Brasil.

ROYAL VISIT IN BRASIL

On 1 November 1996, His Royal Highness Crown Prince Frederik of Denmark accompanied by the Minister of Transport, Jan Trøjborg, and a Danish delegation of authorities visited the Maersk office in Sao Paulo.

The Crown Prince was shown around the office and introduced to the staff who highly appreciated the visit.

Sao Paulo is a city with 20 million people and responsible for about 50% of the Brazilian gross national product.

The main task of the Maersk office is to serve Maersk Line. Sao Paulo is located 90 km from the port of Santo where Maersk Line makes regular calls.

JESS SØDERBERG VISITS TINGLEV

On 16 October 1996 CEO Jess Soderberg visited Mærsk Container Industry (MCI) in South Jutland. It was the first time Mr Soderberg had seen the new production line for 40' high cube reefer containers. Production started on 1 October 1995 and in 1996 more than 3,000 40' reefer containers were built. The factory also produces some 27,000 TEU dry cargo containers annually.

MCI is a highly automated factory with 500 employees.



Jess Soderberg checks that Kim Oechsle from MCI places the star correctly.



From left to right: Captain Hans Kristensen, CECILIE MÆRSK, Erik Nielsen, Managing Director of Maersk España, Jørn Qvist, Manager of Algeciras Agency Office, Mærsk Mc-Kinney Møller, John E. Thomsen, General Manager Terminal 2000, Erik Møller Nielsen, Marine Manager Terminal 2000, Eduardo Bages, member of the Board of Maersk España, and Lars-Erik Brenøe.

MR MØLLER VISITS MAERSK ESPAÑA

Javier Lopez

Maersk España S.A. was honoured by a visit from Mr Mærsk Mc-Kinney Møller in October 1996.

First Mr Møller visited the head office of Maersk España in Madrid on 22 October where he met the management and staff and where the various fields of activities of the company were presented. The following day Mr Møller visited

Maersk España's Terminal 2000 in Algeciras in southern Spain with the modern installations and container handling equipment, Mercantile's Logistics Centre, the container and vessel repair shops and the modern informatics facilities.

For the Maersk España team it was a most inspiring visit.

SPONSOR VISIT

Only six months after the vessel's naming, Lady Hampel, the sponsor of KNUD MÆRSK and wife of Sir Ronald Hampel, Chairman of ICI, brought her family to the vessel in Southampton. Captain Henrik Solmer and Chief Engineer Mogens Krog Larsen welcomed three generations of the Hampel family for whom it was an opportunity to experience KNUD MÆRSK in full operational mode.

Lady Hampel was very impressed with her second visit to the vessel and the chance to look around and see the container operation in detail. It was also an opportunity for her to wish the vessel continued safe sailing.





Angélique Kidjo third from the left) honoured Maersk Benin by attending a cocktail party after the concert in Cotonou.

BENIN AT CONCERTS

Of Beninese origin, the internationally recognised singer and dancer Angélique Kidjo is known for her rhythmic combination of soul, gospel and African music and her repertoire includes songs in English, French, Fon and Yoruba (the languages spoken by 80% of the Beninese population).

On 30 November in Niamey, Niger, and 7 December 1996 in Cotonou, Benin, concerts were given by the popular singer. Maersk Benin had invited 500 customers and business associates to the two concerts. From Benin Mrs Kidjo left directly for Oslo to perform in the ceremony for the winner of the Nobel Peace Prize.



COSTA RICAN PRESIDENT ON VISIT

Maersk Costa Rica was honoured to receive President Jose Maria Figueres Olsen at its head office in San Jose on 28 October 1996. Foreign Commerce Minister Mr Jose Rossi accompanied the President for a presentation of Maersk Line's expanding activities in the region and especially to meet Mr Ib Kruse who was visiting Maersk offices in Central America.

President Jose Maria Figueres Olsen (left) and Partner Ib Kruse at the Maersk office in San Jose.

NEW STYLE IN THE AIR

In September 1996, the long awaited new uniforms for MAERSK AIR's female cabin crew, station crew and reservation personnel were introduced.

The uniforms were shown to the public at a press conference at Master Tailor Celli Freifeldt's who designed the uniforms, a Summer

uniform and a Winter uniform. This is the sixth time MAERSK AIR has changed uniforms. The very first uniform was designed by Mrs Kirsten Olufsen, daughter of Mr and Mrs Mærsk Mc-Kinney Møller.

The new uniforms are to the left of MAERSK AIR's Managing Director Bjarne Hansen and the former uniforms are to the right of Master Tailor Celli Freifeldt. Farthest to the right is MAERSK AIR's first uniform.



CRUISING IN CENTRAL AMERICA

Mærsk Post received the following from former employee, Christian Lund: "During a recent cruise from Puerto Rico to Mexico, 112 Danes witnessed considerable Maersk activity. The main attraction for the 1,793 passengers on the fully booked LEGEND OF THE SEAS was the passage of the Panama Canal where, on approaching Cristobal, they met MAGLEBY MÆRSK, and

later HANS MÆRSK waiting in Lake Gatun. The pilots told us that the Maersk container vessels and the LEGEND OF THE SEAS were the largest vessels able to pass the locks. They also claimed that Maersk "invented" the system of pre-booking which guarantees passage of the channel when the announced time of arrival is kept.

In Costa Rica, a 40' Maersk container was transported by the winding road from the capital San José to the port of Caldera. It probably contained the famous Costa Rican coffee. On the highway from the airport to San José



we saw a large billboard promoting Maersk Line.

The many Danes were proud to see Denmark so well represented wherever we went - and so was a retired Maersk employee!"

DANMARK
passing by
LONDON
MÆRSK berthed
at Terminal 2000
in Algeciras.



DANMARK VISITS SPAIN

The Danish training ship DANMARK visited Spain during her 1996 cruise and Maersk España was honoured by her acceptance of our invitation to call at Algeciras.

The majestic view of the three masted ship was admired by the citizens of Algeciras when she berthed just in front of the main

office of Maersk España's container Terminal 2000 in the calm afternoon on 16 September.

This was the second time DANMARK had called on Algeciras, the first being in 1988, and the event was welcomed by the local port community in general, and especially by the Maersk España management and staff.

Maersk España contributed to the education of the young sailors by introducing Captain Ole Peter Nielsen and his 97 strong crew, of which 80 are cadets aged from 16 to 20, to the daily work routines of a modern container terminal like Terminal 2000 in Algeciras.

During DANMARK's stay at Algeciras, the Captain of the training ship, which also serves as a cruising representative of Denmark as a nation, held a reception on board for local officials.

Javier Lopez



WORLD PORT DAYS IN ROTTERDAM

Several festivities took place in Rotterdam in early September 1996. One was the opening of a new bridge connecting the North and South side of the city by Her Majesty Queen Beatrix on 4 September. At the official reception following the opening, a Maersk delegation with Mr Knud Pontoppidan, Mr Michael Hassing and Mr John Verschelden was introduced to the Queen, who was well informed about Maersk Line and the A. P. Moller Group from her previous visit to Copenhagen.

During the following days the World Port Days took place. Maersk Benelux participated with exhibitions and presentations on container activities.

These exhibitions included the various types and sizes of containers, terminal equipment, trucks, etc. In conjunction with our customers several containers were placed at the exhibition ground with the doors open to give visitors a view on how cargoes are actually carried in containers.

A highlight of the exhibition was MAERSK EURO QUATTRO which was alongside part of the time and which could be visited. All in all the event attracted close to 250,000 visitors who received a positive impression of Maersk Line and the A. P. Moller Group during the two days.

Georges Caulier

REWARD IN PERU

For the third consecutive year Maersk Line has been awarded the "Golden Container" award by the Peruvian Forwarders' Association (APACIT) on 4 December 1996, as "Best Container Line of the Year 1996".

This result has been possible thanks to the united efforts of the entire Maersk team, both in Maersk Peru and Maersk Portuaria.



From the handover of the award by members of APACIT to Maersk staff in Peru are (from left to right): Jorge A. Valerga, Antonio Delgado (APACIT), Gino Roberto (APACIT), Eduardo León, Antonio Gomez, Hernan Belle (APACIT) and Walter Joos.

AIRLINE WITH SUCCESS AT SEA

From 1 to 10 October 1996 Maersk Air was represented at the annual regatta for airlines. The regatta is held in the Caribbean Sea and this was the 15th time the "Annual Interline Regatta" was held. A total of 45 boats participated in the regatta, divided into 15 teams of three boat sizes (40, 45 and 50 feet).

The Maersk Air team was successful and was class winner in 40-footer, overall champion yacht (45-footer) and overall triangular. In the team competition Maersk Air was third, only narrowly beaten by Finnair and FedEx.

Marita Petersen

Behind Maersk Air's team are the pennants of the three participating Maersk Air boats.



Personalia

Esplanaden



40 Years Anniversary
H. Kurt Nielsen
Bursøe
6 March 1997

25 Years Anniversary
Annie L. Malm
6 March 1997

Mærsk Olie og Gas



25 Years Anniversary
Even Krohg
15 February 1997

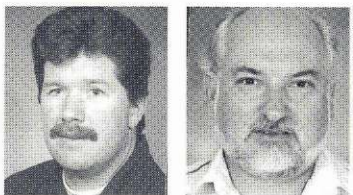
25 Years Anniversary
Kjeld Fjeldgaard
1 March 1997



25 Years Anniversary
Jytte T. Søderberg
1 March 1997

25 Years Anniversary
Povl M. Madsen
1 May 1997

Organisations Abroad



25 Years Anniversary
M. Rotteveel
Norfolk Line
1 January 1997

Retiring
Chief Engineer
R.A. Brunyee
The Maersk
Company
31 October 1996



Retiring
Leslie Edwards
The Maersk
Company
29 January 1997

The Fleet



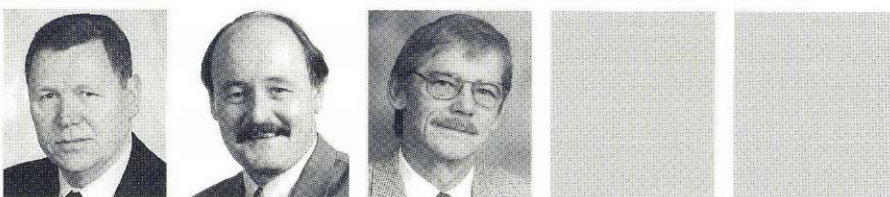
40 Years Anniversary
Captain Bent
Boye-Hansen
8 February 1997

40 Years Anniversary
Captain Ib Svend
Galsgaard
2 April 1997

40 Years Anniversary
Chief Steward
Jurgen M.
Detlefsen
2 May 1997

40 Years Anniversary
Chief Engineer
Ib Rasmussen
6 May 1997

25 Years Anniversary
Ship's Assistant
Jørgen Peder
Hansen
24 February 1997



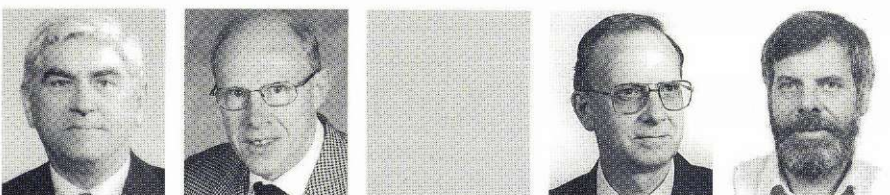
25 Years Anniversary
Chief Officer Carl
Rasmus W. Koch
25 February 1997

25 Years Anniversary
Captain Klaus-
Dieter Braun
8 March 1997

25 Years Anniversary
Chief Steward
Bjarne Mortensen
28 March 1997

25 Years Anniversary
Chief Engineer Uffe
Damgaard Hansen
11 April 1997

25 Years Anniversary
Chief Officer Sven
Tørngren Nielsen
22 April 1997



25 Years Anniversary
Chief Engineer
Kjeld Odgaard
Nielsen
5 June 1997

25 Years Anniversary
Chief Engineer Ole
Aagaard Holm
15 June 1997

Retiring
Electrician Ruben
Richard Nilsson
30 November 1996

Retiring
Chief Engineer
Allan Grandt
31 December 1996

Retiring
Chief Engineer
Ib Pedersen Plet
31 December 1996



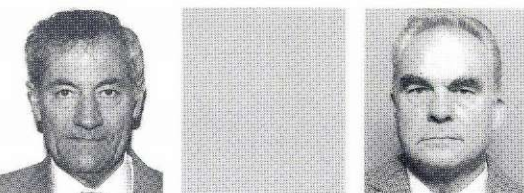
Retiring
Chief Engineer Kurt
Danholt Petersen
31 December 1996

Retiring
Captain Johan
Elias Egholm
31 December 1996

Retiring
First Engineer Jens
Peter K. Henriksen
31 January 1997

Retiring
First Officer Leif
Kjær Jensen
31 January 1997

Retiring
Chief Engineer
John Mangor
Nielsen
28 February 1997



25 Years Anniversary
Captain Poul A.K.
Gardshorn
25 April 1997

25 Years Anniversary
Captain
Holger Rask
30 April 1997

25 Years Anniversary
Chief Engineer
Ib Rasmussen
31 May 1997

The Yard



40 Years Anniversary
Carl J. Johannes
Jersild
14 March 1997



40 Years Anniversary
Knud Tage
Pedersen
4 April 1997



40 Years Anniversary
Erik Herm
Christensen
18 April 1997



40 Years Anniversary
Jørgen Hartvig Kaas
16 May 1997



40 Years Anniversary
Willy Lund
Pedersen
30 May 1997



25 Years Anniversary
Palle Langsted
7 February 1997



25 Years Anniversary
Poul Erik
Christensen
14 February 1997



25 Years Anniversary
Erik Arne Olsen
14 February 1997



25 Years Anniversary
Fitzroy Phillip Pierre
14 February 1997



25 Years Anniversary
Leif Chr. Madsen
14 February 1997



25 Years Anniversary
Henning Chr.
Hansen
28 February 1997



25 Years Anniversary
Tommy Nielsen
28 February 1997



25 Years Anniversary
Viggo Jensen
28 February 1997



25 Years Anniversary
Carsten Knudsen
7 March 1997



25 Years Anniversary
Knud Flemming
Andersen
7 March 1997



25 Years Anniversary
Ove Preben V.
Nielsen
7 March 1997



25 Years Anniversary
Therese Elisabeth
M. Andersen
14 March 1997



25 Years Anniversary
Palle Lassen
21 March 1997



25 Years Anniversary
Hans Henning
Christensen
21 March 1997



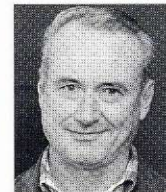
25 Years Anniversary
Hans Erik Trolle
Hansen
21 March 1997



25 Years Anniversary
Ole A. Grønnegaard
4 April 1997



25 Years Anniversary
Bent Margvardsen
4 April 1997



25 Years Anniversary
Poul Frederik K.
Jensen
11 April 1997



25 Years Anniversary
Sven Agervig
Hansen
11 April 1997



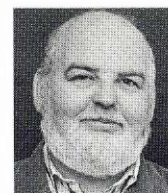
25 Years Anniversary
Flemming Roost
Poulsen
11 April 1997



25 Years Anniversary
Jens Jørgen
Christensen
18 April 1997



25 Years Anniversary
Tommy
Christensen
16 May 1997



25 Years Anniversary
Finn Enevoldsen
16 May 1997



25 Years Anniversary
Torben Andersen
16 May 1997



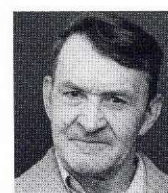
25 Years Anniversary
Orla Knudsen
16 May 1997



25 Years Anniversary
Flemming Bech
Højsted
23 May 1997



25 Years Anniversary
Jens Anders
Jakobsen
23 May 1997



25 Years Anniversary
Harry Finn Nielsen
23 May 1997



25 Years Anniversary
Henning
Marcuslund
30 May 1997



25 Years Anniversary
Ole Madsen
13 June 1997



25 Years Anniversary
Lars Rasmussen
13 June 1997



25 Years Anniversary
John Hougaard
Frederiksen
13 June 1997



25 Years Anniversary
Finn Andersen
13 June 1997

Maersk Air



25 Years Anniversary
Carlos Palop
1 December 1996



25 Years Anniversary
Mogens Nielsen
1 December 1996



25 Years Anniversary
Jørgen Johansen
1 January 1997



25 Years Anniversary
Benny Buck Christensen
12 January 1997



25 Years Anniversary
Mogens Husum
1 February 1997



25 Years Anniversary
Ole Dietz
1 April 1997



25 Years Anniversary
Ivar Abildhøj Fog
1 April 1997



25 Years Anniversary
Jean Dimon
15 May 1997



25 Years Anniversary
Dorrit S. Blichfeldt
1 June 1997



25 Years Anniversary
Queenie Eriksen
1 June 1997



25 Years Anniversary
Mariann Arntzen
1 June 1997



25 Years Anniversary
Jens Sparrevohn
1 June 1997



25 Years Anniversary
Jørgen Petersen
1 June 1997

Maersk Ship Design



25 Years Anniversary
Svend Klüver
1 June 1997



25 Years Anniversary
Poul L. J. Johansen
3 June 1997



25 Years Anniversary
Karl Rodholm
Rosti
4 April 1997



25 Years Anniversary
Ursula Krüger
Hartmut Müller
Germany
10 May 1997



Retiring
Søren Thorup
OS Plastic
31 December 1996

Rosti

Roulunds



25 Years Anniversary
Gert Jensen
14 February 1997



25 Years Anniversary
Lis Hansen
6 March 1997



25 Years Anniversary
Tove Margit Nielsen
16 March 1997



25 Years Anniversary
Else Margrethe Andersen
24 April 1997



25 Years Anniversary
John Vendelbo
3 May 1997

Obituary

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

Anthony George
Mercantile India
21 July 1996

Morten Thunberg
Andersen
The Yard
24 August 1996

Bhagwan Tandon
Maersk India
1 September 1996

Chief Officer
Karl Aage Jacobsen
ex MÆRSK TACKLER
17 October 1996

Lars Engelbrecht
Nielsen
Maersk Nigeria
7 November 1996

Egon Sørensen
Em. Z. Svitzer
18 November 1996

Torben Rud Pallesen
Mærsk Olie og Gas
Esplanaden
17 December 1996

Bent Erling Brilli
The Yard
14 August 1996

Helge K. Pedersen
The Yard
25 August 1996

Finn Heinicke
The Yard
15 October 1996

First Officer
Antonio J.J. Gaspar
ex MÆRSK LOGGER
3 November 1996

Max Arnt Jensen
The Yard
14 November 1996

Ship's Assistant
Flemming Petersen
ex KAREN MÆRSK
24 November 1996



MÆRSK

