





Cover: The container vessel SINE MÆRSK on her way from Algeciras to Felixstowe in May 1999.
Photo: Bent Rej

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This year the Annual General Meeting of Dampskibsselskabet af 1912, Aktieselskab, which until now was held in Esplanaden, took place on 6 May 1999 in Tivoli's concert hall as about 1,000 shareholders had registered for the meeting. Similarly, Aktieselskabet Dampskibsselskabet Svendborg had a good attendance on 10 May 1999 but, having hired a large tent, the meeting could still be held at Mærskgården.

At the general meetings the Chairman of the Boards, Mærsk Mc-Kinney Møller, summarised the past year as follows: "A.P. Møller's overall activities and financial result increased. We were affected negatively by the crisis in a number of Far Eastern countries, a general decline in freight rates and drastically lower oil prices. On the other hand, the financial result was particularly affected positively by the proceeds from the cancelled War Risk Insurance Scheme for Danish Vessels and more favourable exchange rates, together with, of course, other circumstances".

Regarding the future, Mærsk Mc-Kinney Møller said: "Looking at the prospects for 1999, there is hope of an improved balance in global trade and more stable rates for the container services. For the tankers, there is unfortunately no sign of improvement yet in the very low rates, and it is too early to say whether the boost in the market for dry bulk carriers will last. In the offshore area the reduced activity level results in lower rates for rigs and supply vessels. Fortunately, part of the fleet is employed on long-term contracts entered into before the decline in rates. With the uncertainties attached to this - and there are quite a few - the Shipping Activities are expected to achieve a 1999 result, before gains on disposals and special items, at the level of 1998 but after these items a result below. If current oil prices are maintained, the result for Oil and Gas Activities in the North Sea is now expected to be a little above that of 1998. The affiliated companies in Denmark and abroad achieved a combined result at the level of 1997. For 1999 a result at the level of 1998 is expected for these affiliated companies.

I may add that, with six months left of this year, many external factors may still affect developments, but we ourselves must try to use any opportunity to improve the results. We have well-educated, skilful and competent Maersk employees everywhere with knowledge and technical abilities in many fields. We have good, modern equipment and a unique name, all of which we have to protect and utilise to the mutual benefit of the A.P. Møller Group.

The efforts that are made everywhere, not least to improve our competitiveness, are necessary and appreciated, and I would like to wish you all good luck in the remaining part of this millennium - and in the next.

JESS SØDERBERG



The sponsor Mrs Kinnock between her husband, Neil Kinnock, and the Managing Director of the Odense Steel Shipyard, John Skov Hansen. To the right Ib Kruse, Partner of A.P. Møller.

SVEND MÆRSK

Another vessel has been added to the series of large post-panamax container vessels which Odense Steel Shipyard Ltd. has built for A.P. Møller in recent years. On 27 February 1999 the newbuilding was named by Mrs Glenys Kinnock, wife of Mr Neil Kinnock, European Commissioner for Transport, including shipping. Lindø newbuilding No. 166 was named SVEND MÆRSK.

The sponsor of the vessel, Mrs Glenys Kinnock, who like her husband comes from Wales, has

been a member of the European Parliament since 1994. She has taken a particular interest in issues of trade and development related to the third world.

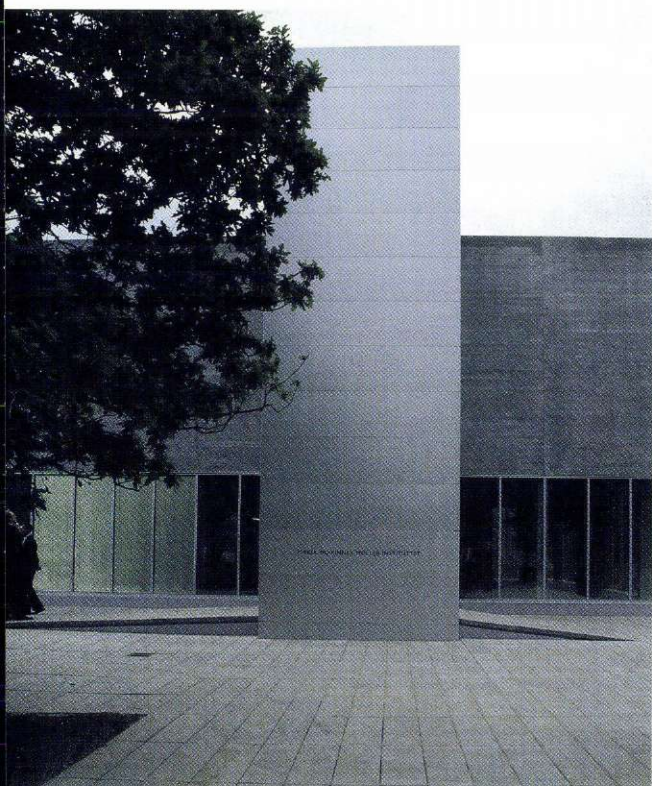
SVEND MÆRSK is registered in Ribe and her Captain is John Axel Poulsen with Oskar V. Jensen as Chief Engineer. The vessel has a crew of 15.

After delivery to the owner on 15 March 1999 SVEND MÆRSK entered the Maersk Line service between Europe and the Far East.

SVEND MÆRSK just before leaving the Lindø Shipyard for her trials.



Inauguration of The Mærsk Mc-Kinney Møller Institute



In the auditorium of the University of Southern Denmark (formerly Odense University) almost all of the more than 400 seats were occupied on Monday, 31 May 1999 at 13.00 hours. The occasion was the official inauguration of the new building which now houses The Mærsk Mc-Kinney Møller Institute for Production Technology. Present were Jan Trøjborg, Minister for Research, Shipowner Mærsk Mc-Kinney Møller, the management of the University headed by vice-chancellor Henrik Tvarnø and head of faculty Jens Oddershede, the Board of Directors for the A.P. Møller and Chastine Mc-Kinney Møller's Foundation as well as businessmen, politicians, researchers and students.

The research disciplines include Applied Mathematics, Robotics, Software Engineering and Digital Image Processing. The institute was formally established on 1 July 1997, six months after the Foundation had donated DKK 75 million to the University. DKK 50 million was allocated to the construction of the building, which has teaching, reset and exhibition premises, laboratories, guest rooms and common rooms, and to acquisition of equipment. The remaining amount will ensure the running of the Institute for a five-year period. This is the largest private single donation ever to a Danish university.

At the inauguration Mærsk Mc-Kinney Møller told the guests about the inspiration for the Institute. In 1861 the Institute of

Technology (MIT) was founded in the small American city of Cambridge in Massachusetts. The basic idea was to promote the connection between American universities and American industry by focusing on practical, technological problems. Today MIT is probably the world's most recognised and leading technical university. In 1955 Sir Winston Churchill visited MIT and was very occupied by the thought of strong ties between university and industry. A few years later, Churchill College was established in the historical British Cambridge and affiliated to Cambridge University. Ten years ago the Foundation paid for a conference centre for Churchill College, first and foremost as an expression of respect and gratitude towards Great Britain and its great head of state during the war. The idea of a similar institute in Denmark - though on a smaller scale - matured during repeated visits to Churchill College. At the inauguration Mr Møller expressed a wish that the Danish institute would also obtain international recognition and be beneficial to the university, industry, Funen and the whole country.

The internationally recognised Danish architect Henning Larsen designed the 2,500 m² two-storey building. It is built in light concrete with large glass areas and appears light and functional. The building houses 45 researchers, master and Ph.D. students as well as administrative staff, increasing to about 70 during the coming years.



Gateway to The Black Sea

Since Maersk Line opened its representation in Romania in July 1998, "a lot of water has flown on the Danube" as an old Romanian saying would put it. Although the Romanian economy still has room for improvement, the country is moving towards privatisation and market economy, and the potential for transport is good.



Tom G. Knudsen

Romania lies in the Central-Eastern region of Europe, bordering on Ukraine and the Republic of Moldavia in the North, the Black Sea in the East, Yugoslavia in the South West and Hungary in the West. The southern frontier with Bulgaria is natural, formed by the river Danube.

With a total area of 237,500 km² (similar to the United Kingdom) and a population of 23 million, the country is regarded by many as one of the most promising markets in Central-Eastern Europe.

Maersk in Romania

Maersk Romania SRL has set up offices in the capital of Romania, Bucharest, and in Constantza, the largest port in the Black Sea and the entrance to the Danube canal, connecting to the North European ports via the Danube-Rhine-Main river system. During its first year of operation, Maersk Romania focused on establishing the two on-line offices and gaining a foothold on the Romanian import and export markets which so far had been virgin land for Maersk Line.

Operations began on 13 July 1998 with a two-weekly service, however, with the recent introduction to the Black Sea of the two 1,300 TEU feeder vessels MÆRSK CONSTANTZA and SEA LEADER, Maersk Romania can now offer a competitive service with fixed weekly sailings to and from Constantza via Gioia Tauro.

For customers with transport requirements to and from Central and Western Europe, Maersk Romania is able to offer transport by rail at competitive rates and short transit times which also attract export cargo to North America for transshipment in Bremerhaven or Rotterdam.

The History at a Glimpse

Romania was a Monarchy under King Carol I in 1877 after the Independence War fought with the Turkish Empire. Its existence as a country had actually begun 20 years earlier when the Principalities of Moldavia and Valachia were united into a single entity. This union was completed in 1918 when Transylvania joined the young state.

Following World War II, Romania entered the Russian sphere of influence, and communism was forced upon the Romanians, and King Michael had to abdicate. After 45 years, in December 1989, the Romanians turned the tables on the communist regime. A democratic government was installed, and economic, political and legislative reforms were implemented to pave the way for a market economy. The process is ongoing, and new reforms continue to be introduced.

Production and Trade

During the communist period, the country's production capacities were turned from mainly small and medium-sized farms and industries into state-owned vast agriculture factories and heavy industry giants. These proved to be ineffective in a democratic country striving towards market economy, thus most of them have been included in the national privatisation programme.

Since 1989, several thousand

small and medium-sized companies have been privatised, but larger entities such as shipyards, chemical factories, refineries, steel mills, telecommunication, etc. are also now in private hands and, in 1998, more than 58% of Romania's GDP was created by private companies, compared to only 37% in 1995.



After almost constant reductions in imports since 1989, a change was seen last year when Romania's import of consumer goods increased by 20% compared to 1997. Exports in 1998 dropped slightly compared to 1997, with the exception of steel, textiles and wood, for which significant increases were registered. The main commodities imported to Romania are crude oil, iron ore and other bulk commodities, natural rubber, textiles, foodstuffs, automobiles, spare parts etc., whereas export is focused around steel products, machinery and project cargo, cars, glassware, textiles (e.g. garments on hangers), chemical products, fibres, tyres, logs and timber.

During its stormy history, Romania has been known as "Europe's gateway to the Black Sea", and although times have changed and Romania is yet to gain its former strength, we are ready to grow together with the much tried, but quite resilient, Romanian economy to reconfirm that description.

Oil Spill on Paper

According to the provisions of the Oil Pollution Act 1990, OPA90, companies which transport oil to the USA have to take part, every fifth years, in a so-called Area Exercise. This year, A.P. Møller and Maersk Line Limited (MLL) participated in such an exercise, successfully arranged by the US Coast Guard (USCG).

Egil Gøbel The exercise took place on 18 March in Norfolk, Virginia and was a pure paper exercise without the use of equipment and manpower. In spite of this, it kept 120 people busy the whole day.

The scenario was a collision in bad weather between A.P. Møller's product carrier OLGA MÆRSK and MLL's PFC JAMES ANDERSON JR. The collision caused an oil spill of approximately 10,000 barrels of fuel oil from one of OLGA MÆRSK's cargo tanks, and this oil hit the coast off Virginia Beach. Immediately after the "collision", Lloyd's Register in London was requested to make stability and strength calculations, based on the damage inflicted on OLGA MÆRSK. These calculations were forwarded to the participants in the exercise in Norfolk who could perform the necessary shifts of cargo and ballast in order to reduce the pressure on the damaged part of the vessel as much as possible.

According to the Oil Pollution Act, all shipping companies calling at American ports with tankers must possess an approved Vessel Response Plan and have a so-called Qualified Indi-

vidual, a company or an individual person, responsible for the required notification of authorities and clean-up companies. A.P. Møller and MLL's Qualified Individual, Messrs. Corbett & Holt of Washington DC, provided a Spill Management Team (SMT) headed by William Biff Holt. Together with representatives from A.P. Møller and its P & I Club, the SMT supervised all aspects of the subsequent clean-up, including control of the National Response Corporation, the American organisation which, if necessary, performs the actual clean-up after spills in the USA where A.P. Møller vessels are involved. At the same time, SMT is a member of the ad hoc Unified Command Committee, together with representatives from the authorities. Unified Command typically consists of participants from the USCG, SMT, representatives from the city and the state as well as other interest groups, depending on where the oil spill has taken place or which areas have been or might be damaged.

The US Coast Guard was heavily represented in the exercise. Representatives from various authorities in the neighbouring states, South Carolina and Maryland, also took part. At the subsequent debriefing, A.P. Møller and MLL were commended for their voluntary participation in the exercise, and the Captain of the Port, Hampton Roads, called our Spill Management Team "The Dream Team" as the exercise went smoothly and the work was performed as required.



The product carrier OLGA MÆRSK built in 1987, until 1992 called ELEO MÆRSK, with a capacity of 50,600 DWT.



The other party to the "collision" was PFC JAMES ANDERSON. This vessel was originally named EMMA MÆRSK, one of the so-called Caroliners, built at the Lindø Yard at the end of the 1970s. This type of vessel was equipped with its own cranes and loading platform, and had capacity for containers, bulk and vehicles. The vessel has since undergone a substantial conversion for the US Army.



Left to right are Captain Anthony Lloyd, Master Philip Stubkjær, Mr Knud E. Stubkjær, Mrs Sujin Stubkjær (sponsor of MAERSK ARUN), Mr Ib Kruse (Partner, A.P. Møller), Master Michael Stubkjær and Chief Engineer Alan G. Dodd.

MAERSK ARUN and MAERSK ANTWERP

Two new container ships for A.P. Møller were named at the Keelung Yard of China Shipbuilding Corporation (CSBC) on 19 March 1999. Both vessels have a capacity of about 1,100 TEU. They are the seventh and eighth in a series of ten identical vessels ordered from CSBC by A.P. Møller.

CSBC's hull No. 678 was named MAERSK ARUN by Mrs Sujin Stubkjær, wife of Mr Knud E. Stubkjær, then Executive Vice President, now Partner of A.P. Møller and Chief Executive Officer of Maersk Line.

CSBC's hull No. 679 was named MAERSK ANTWERP by Mrs Lotte

E. Ipsen, wife of Mr Flemming Ipsen, Chief Executive, Asia, Maersk Singapore Pte. Ltd.

At the namegiving Partner Ib Kruse, A.P. Møller, represented the owners and Mr Charles C. N. Yu, Chairman of China Shipbuilding Corp., represented the yard.



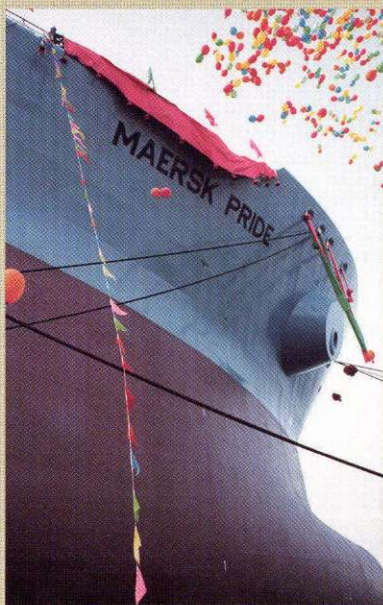
At the namegiving ceremony of MAERSK ANTWERP are (left to right) Chief Engineer Lee Frederick Curtis, Mr Charles C. N. Yu (Chairman, China Shipbuilding Corp.), Mr Flemming Ipsen, the sponsor Mrs Lotte E. Ipsen, Mr Ib Kruse, Miss Anne-Marie Lei Ipsen (daughter of Mr and Mrs Ipsen), Captain Roger Albert Wooding and Mr Nikolai Heering (son of Mr and Mrs Ipsen).

Chinese Leader names MAERSK PRIDE



Tom Behrens-Sorensen

On 23 April 1999, senior Chinese leader, Madam Wu Yi, named the first vessel to be delivered to the A.P. Moller Group from a shipyard in the People's Republic of China (PRC). MAERSK PRIDE is the technically most sophisticated vessel ever built in China, dedicated to transporting refined petroleum products. Madam Wu Yi, State Councillor and alternate member of the Politburo, is responsible for Chinese foreign trade and investment decisions. Senior Chinese leaders from Central Government also attended the event in Dalian, together with Liaoning provincial and Dalian government officials.



Dalian New Shipyard, which built the vessel, is the largest shipyard in China and was founded in 1990. It is located in the harbour in the heart of Dalian City, the northernmost ice free port in North East China. Three similar vessels are

being built at the yard for the A.P. Moller Group.

MAERSK PRIDE, an aframax/LR2 product carrier, has a length of 244.8 metres and a breadth of 42.2 metres. The dead weight of the vessel is about 85,000 metric tons and the capacity is 122,000 m³. The vessel is able to lift 80,000 tons of naphtha. Fully loaded, the vessel has a speed of 15.5 knots.

After the namegiving ceremony, Maersk (China) Shipping Co. Ltd hosted a banquet. The two events were attended by more than 200 guests, many of whom had flown in from overseas and from other parts of China.

The namegiving received wide coverage in the national media and helped to build on the positive image enjoyed by the A.P. Moller Group in PRC.

MAERSK SHIPPER and MAERSK SUPPORTER

Russell Harvey

The first and second of a series of six anchor handling tug supply vessels, built by Keppel Singmarine Dockyard, were named at a ceremony at the Singaporean yard on 16 January 1999. The two sponsors were Mrs Irma Briggs, wife of Mr Jim Briggs, General Manager Gorgon Development Project, Western Australian Petroleum Pty Ltd, and Mrs Patricia Springer, wife of Mr Kent Springer, Drilling Manager, Western Australian Petroleum Pty Ltd. The sponsors named the two new 18,000 BHP anchor handling tug supply vessels with the traditional

bottles of champagne. Mrs Irma Briggs named hull No. 225 MAERSK SHIPPER and hull No. 226 was named MAERSK SUPPORTER by Mrs Patricia Springer.

Captain Andrew Muir commands MAERSK SHIPPER with Colin Shanks as Chief Engineer. MAERSK SUPPORTER is under the command of Captain Colin Kesteven with Graham Reynolds as Chief Engineer.

The vessels are owned by The Maersk Company Limited and are registered on the Isle of Man.



At the namegiving were Mr Loh Wing Siew, Chairman of Keppel Singmarine Yard, Mrs Patricia Springer, Mrs Irma Briggs and Thomas Thune Andersen, The Maersk Company Limited.



Agriculture and

With the purchase of LEC, the Agricultural EDP Centre, the Maersk Data Group is now a supplier of IT services to the agricultural sector and the food industry. At the same time, the Group has become one of the strongest IT suppliers in the Danish market.

Marie-Louise Arnfast ■ The Maersk Data Group is now a principal supplier of IT services in two areas that play an important part in Danish trade and industry: shipping and agriculture. With the purchase of LEC, a strong Danish alternative to the major foreign IT providers has been created, and by the year 2001 the Group's turnover is expected to exceed DKK 2 billion.

Data Management for Slaughterhouses and Dairies

LEC was established in 1962 by the main agricultural organisations in Denmark. The data management for almost all Danish slaughterhouses and dairies is controlled from Risskov near Aarhus, including Danish Crown and MD Foods, and a number of other companies in and outside the agricultural sec-



Food Industry

New Areas of Business for Maersk Data

tor. Banks, daily newspapers, transport companies, insurance companies, ministries and other public institutions are among LEC's customers.

As a result of Maersk Data's purchase of LEC, operations have moved to another Maersk Data company - DMdata - which now shares LEC's address in Jutland.

Systems Development in Denmark and India

The majority of the systems that are operated for LEC's customers have been developed by LEC. A total of 400 systems provide customers with solutions which have been either developed as new systems or based on enterprise solutions and standard systems. The range of solutions include financial management, payroll and human resources, payments, settlements, production and inventory management, distribution, register administration, EDI (Electronic Data Interchange), home banking, etc.

Like Maersk Data, LEC was one of the Danish IT companies that first saw the possibilities in the

software sector in India. In 1995, LEC established a subsidiary in Bangalore where 50 highly educated software engineers today programme components for the solutions that LEC develops for its customers. In future, the activities of LEC and Maersk Data in India will be co-ordinated.

Sale of PC Services

With the aim of being a total supplier of IT services, LEC has established the sale of PCs, network solutions and standard software products as a third business area. Dansk System Centre is among Denmark's leading suppliers of branded PCs, and the Centre has established expertise with products like Navision and Lotus Notes. LEC SystemCentre operates as an independent company in the Maersk Data Group.

Focus on Agriculture and Food Industry

LEC's core competence lies in IT for the agricultural sector and the food industry. LEC has gained a unique foothold within these industries' business conditions. At the same time, agri-

culture and the food industry hold an important position in Danish economy. LEC is thus a principal supplier of IT services for companies which altogether produce 15% of the Danish gross national product.

This position must be maintained and developed, and it has become easier with the integration into the Maersk Data Group, as the Group jointly achieves synergy and critical mass in a number of competence areas and thus holds a stronger position in the competitive IT market. With its 400 system developers and a sales function, LEC is to be the future competence centre of the Maersk Data Group for customers in agriculture and industry and operates as an independent company under the name of LEC AS.

With the purchase of LEC, the Maersk Data Group has continued the expansion which will give IT more weight as a business area within the A.P. Moller Group.





Maersk in Mexico

Ramiro Anzola

■ For more than 20 years Maersk Line offered services in Mexico through a local agent until September 1994, when MAERSK MEXICO S.A. DE C.V. was established. Expansion since then has not been restricted to liner services. Some of the most recent developments are TRIAMSA, a partly owned trucking company, and the opening of the first bonded container depot outside port premises in Mexico.

Mexico is the fourteenth largest country in the world and the fifth in the Americas. In 1998, population was estimated at 96 million, of which 22 million live in Mexico City, the country's capital and political and financial centre, and the largest city in the world. Its main economic sectors are services, accounting for 66% of GDP, and the industrial sector with 28% of GDP. Crude oil is the main

export commodity, followed by oil products, coffee, silver, automobiles and consumer electronic goods. Import products are mainly metalworking and agricultural machinery, steel mill products, and electrical and car parts for assembly in bonded plants and re-export. Main sea ports are Veracruz in the Atlantic Ocean and Manzanillo in the Pacific.

Mexico is unique both culturally and gastronomically. Cuisine still rests firmly on its Aztec and Mayan foundations. Delicacies such as tacos enjoy worldwide renown, as does tequila, while Mariachi music has spread all over the world. Archeologically, Mexico boasts a myriad of pyramids, the remains of pre-Hispanic cultures that developed a solar calendar more accurate than the one used nowadays.

< *The Manzanillo container yard features Mexico's first bonded depot outside port premises.*

> *Maersk is present in Mexico not only as a sea carrier, but also as a trucking company and rail carrier; seen here with export cargo heading to Veracruz from Mexico City.*

Photos: Nick Souza





A Vessel with Many

Hanne H. Clausen

■ A.P. Møller's first vessel back in 1904 was named SVENDBORG, and the name therefore has a special meaning in the shipping company. But for many people of the generation around the time when container transport was introduced, the name SVENDBORG will remind them first and foremost of the fleet's first real container vessel.

The vessel was built in 1973 at a Japanese yard in connection with an agreement for co-operation with the Japanese shipping line Kawasaki Kisen-Kaisha in a container service between Europe and the Far East. But this agreement terminated before the vessel was delivered, and A.P. Møller's large, modern, fast container vessel had to find other employment.

A Fast Vessel

SVENDBORG MÆRSK was named in Japan on 9 January 1974 by Mrs Kate Andersen, wife of the then Shipowner Georg Andersen. Its cargo capacity was about 1,800 TEU. The vessel was originally provided with two Sulzer diesel engines with a maximum continuous performance of 2x34,800 BHP which ensured a speed of over 27 knots; a significant speed and the highest any vessel in A.P. Møller's fleet could do. During her trials, when the newbuilding's ability to sail backwards was being tested, she caught up with a tanker that was sailing in the "right" direction. Her speed in particular made SVENDBORG a dream vessel for the operators, who seldom had any problems in making the vessel keep to its timetable, no matter what happened.

A Chequered Career

The vessel's role in the Maersk fleet was something out of the ordinary. After delivery she was chartered to a consortium which served the container trade between Europe and Australia. Her maiden voyage was to Australia with empty containers; the picture of Sydney is from this voyage. After a year, SVENDBORG MÆRSK was taken back and laid up as there was no other employment, but after 196 days, a use was found for her in Maersk Container Line's timetable, in connection with the containerisation of the Panama service between USA and the Far East, where the A-class vessels were being phased in. Delivery of this series of container vessels took place in the period 1975-76, and the redundant vessel had more than enough to do.



y Names

In the late 1970s SVENDBORG MÆRSK came in handy as a replacement to the A vessels in connection with various events on the Panama service. At first it was a planned docking of the whole series, but later a grounding in Hong Kong, the first extension of the A vessels, and then a strike among the stevedores first on the East Coast and later the West Coast of USA meant that for a number of years SVENDBORG became a regular vessel between USA and the Far East. Later, the vessel was chartered to the shipping companies Seatrain and TFL after which, at the end of 1980, "the substitute vessel" was needed again for MECL (USA-Middle East) and as an additional vessel in connection with the containerisation of the service between Europe and the Far

East. When the gears had to be replaced in the A vessels, SVENDBORG MÆRSK headed towards the Panama service for a two-year employment from late 1981 till early 1984. Further employment included a couple of time charters, replacement of the main engine to a single-screw for energy-saving purposes and a single voyage in the Europe trade where the old friends, the A vessels, were now employed and being docked. In 1988 SVENDBORG MÆRSK was employed on the Pacific North West service and in 1992 on MECL where she has operated more or less till 1997, the longest stable period in the vessel's career.

Alias Dragør and Brigit and ...

Above the vessel is constantly referred to by her baptismal name. But SVENDBORG MÆRSK

has in fact changed name - and flag - several times according to her various roles. The names SEATRIN CHARLESTON and CHALLENGER originate from some of the periods as a time-charter vessel, whereas DRAGØR MÆRSK and BRIGIT MÆRSK, besides her baptismal name, mainly refer to the periods when the vessel was employed by the Maersk Fleet. On 20 April 1999 the Maersk Fleet's first container vessel was sold to foreign interests. However, we have not let it go completely as BRIGIT, which is the name the vessel carries now, is on time charter to Maersk Line the rest of the year. Very appropriately the vessel's last employment is in the service between the Far East and Australia, so ex SVENDBORG MÆRSK has returned to her starting point of 25 years ago.

RA

Maersk



SAS

Air's

Red-letter Day

Britt See Enegaard Sunday, 28 March 1999 was an epoch-making day in Maersk Air's history. The agreement on co-operation with Scandinavian Airlines System (SAS) announced in October took effect, and at the same time, Maersk Air opened two new international scheduled services.

The agreement with SAS means that Maersk Air's passengers can earn and use SAS EuroBonus points through a codeshare co-operation when flying Maersk Air. Maersk Air will also be included in SAS' booking system.

Two New Routes

On the very same day, Maersk Air opened two new international scheduled services from Copenhagen to Athens and Venice, respectively. Both routes use completely new Boeing 737-500 aircraft, each accommodating 104 passengers. The aircraft have 45 Business Class seats and 59 Economy Class seats.

Copenhagen-Athens

Before departure the launching of the route was duly celebrated with a reception attended by all 99 passengers, together with

Maersk Air (represented by Ole Dietz, Managing Director), SAS (represented by Leif Rasmussen, Sales and Marketing Director) and Copenhagen Airports (represented by Niels Boserup, Managing Director) as well as four boys from the Tivoli Guard. The four Tivoli Guards travelled with the party to Athens where they played at the inauguration.

Copenhagen-Athens is a daily non-stop route, and the first flight was promising for the future.

Copenhagen-Venice

Like the morning's inauguration of the Athens route, the launching of the Venice route in the afternoon was also celebrated with a reception at the gate before departure.

Copenhagen-Venice was inaugurated with a high occupancy rate of 83. The many passengers attended the reception where they heard speeches from the representatives of the companies involved and saw a performance by four Tivoli Guards who travelled with the party to Venice; a nice Danish and festive touch at the destination.



Ole Dietz, Managing Director of Maersk Air, and Niels Boserup, Managing Director of Copenhagen Airports, inaugurated Copenhagen-Athens, flanked by four Tivoli Guards.



Ole Dietz, Leif Rasmussen and Niels Boserup (left to right) show Maersk Air's "Venice tie".



Preparing for Future Growth

What do you do when your business is growing so fast that it is not always possible to find the right people for the job? When the demands of the market are changing rapidly and customers want a partner who can do more with less and offer a One Stop Shop solution? These are the challenges facing Mercantile today and in the years ahead.

Mercantile has decided that one answer to the above is to make contact with a leading training institute in the field of Logistics and Management, design a tailor-made course meeting the criteria of the European Logistics Association and which fits the Mercantile business and, last but by no means least, ask a group of young, ambitious Mercantile employees to participate. The initiative is called MTDP, Mercantile Talent Development Programme.

Mercantile is the Logistics Division of the A. P. Moller Group which offers a range of services such as forwarding and consolidation, warehousing, distribution, airfreight, supply chain management and integrated logistics. With over 100 offices in 50 countries, Mercantile is a global logistics service provider. In today's business world the logistics market is estimated to grow at an annual rate of 25% over the next 4-5 years, and Mercantile expects to increase by 30% a year during the same period - a very ambitious target. Such an increase requires dedicated, motivated and skilled personnel. MTDP has been created as a platform for the development of human resources to meet these

future needs. The course consists of four modules:

- Warehousing and Distribution
- Supply Chain Leadership
- Logistics Resource Leverage
- Supply Chain Thinking

MTDP is based on long distance learning. At the end of each module the students have to submit a project report to the institute for assessment. Upon passing all projects, the student will gain a Logistics Diploma. The purpose of MTDP is to develop managers who are able to continue the development of Mercantile well into the next century and beyond. This is in terms of market share, profitability and services offered. The first group of 24 MTDP participants were nominated in September 1998 and met recently during a one-week workshop in Copenhagen. The workshop consisted of theory, group work, presentations, teambuilding and industrial visits.

The customer requirements that Mercantile is facing today are rapidly increasing. As described in the article opposite, IKEA wants Mercantile to operate one of its warehouses, including distribution, and to establish an intra-Asia programme encompassing consolidation, warehousing, distribution and information management. Similarly, other customers have different demands and expectations that must be met. In today's competitive market Mercantile has to be in charge of its own future. The MTDP is one step towards being prepared and taking responsibility for this future.

Bengt Salhammer

On 2 October 1997 Mercantile Sverige received the tender from IKEA, which 18 months later led to Mercantile Sverige taking over the operation of the IKEA Warehouse in Torsvik, in competition with five major warehouse operators in Sweden.

The task was to provide the logistics resources to manage and operate IKEA's warehouse in Torsvik from 1 April 1999, involving the handling of 455,000 m³ and 1.8 million order lines on an annual basis. This was to be done in the most cost effective way with due consideration to agreed service parameters and a continuous cost and quality improvement long-term.

IKEA would remain the owner of the building and of all fixed equipment such as racks, cranes etc., whereas Mercantile's responsibility would include all staff and equipment required for the handling of the cargo flow.

Torsvik and the IKEA Supply Chain

To fully comprehend the significance of the tender, it is important to understand the role of the Torsvik warehouse in the IKEA Supply Chain. Goods are purchased in large quantities in e.g. Europe and Asia and transported to a warehouse as close to the market place as possible. The warehouse acts as intermediate storage, but in particular it supports IKEA's efforts to have the goods available to its stores and direct customers. Prompt availability is increasingly important, as more and more cus-



mercantile & IKEA

tomers use the Internet for placing orders.

Today, Torsvik serves 60 stores in Denmark, Norway, Finland, Sweden, Iceland, East Europe, the Canary Islands, Mallorca, the Middle East and Asia. In addition, a number of local service centres are served for delivery directly to customers. Torsvik also acts as hub for deliveries from the Nordic countries to the warehouses in North America.

Torsvik is located in the middle of Sweden. The warehouse building is 580 x 155 m, which is equal to 90,000 m², with 55 gates for loading/unloading. The inside cubic capacity for goods is about 83,000 m³. Two railway side-tracks are available for handling of railcars inside the building. A fully automated crane supports the picking activity from a 3,000 pallets storage area.

The Agreement

After the initial contact, a series of meetings followed to set the new way of operating. This led to a unique agreement based on an 'open book principle', gain sharing and an agreed efficiency improvement programme. The agreement stipulates that Mercantile meet a number of service parameters crucial for IKEA's supply chain to the stores: lead time, utilisation of vehicles, quality, inventory accuracy, registration of events and handling capacity.

The contract was officially announced in August 1998 at Torsvik. The following period, until Mercantile took over, in-

involved extensive work on overall co-ordination and setting up the organisation at Torsvik, including purchase of some 70 forklifts, inventory for offices and employment of 150 people for both the administrative and operational functions.

Take Over

When Mercantile took over the activity, it went without any interruptions and in line with the plans made.

The Torsvik set-up is operated as a separate entity owned by Mercantile Sverige. The Manager is Claes Nyberg assisted by Lars-Göran Ahlberger, Logistics Manager, who has the task of handling logistics improvements in the process.

Why Mercantile?

The meetings between IKEA and Mercantile showed that the companies shared many important basic values. Mercantile managed to demonstrate the customer focus required by ensuring that the logistics resources would be available on site, coupled with extensive experience. The close relations between the A.P. Moller Group and IKEA naturally also played an important role.



Facts on IKEA

Globally, IKEA has 149 stores in 28 countries (13 in Sweden alone) and a total of 40,400 employees. In 1998, the annual turnover amounted to NLG 13,977 billion (about USD 7 billion). IKEA's business idea is "to provide functional furniture at a low price for the benefit of ordinary people". This concept is also reflected in the company culture, as IKEA focuses on the relations between people where everybody is considered equally important and where thrift, diligence, humbleness and determination are the key words.

Facts on Mercantile Sverige

Globally, Mercantile has over 110 offices in more than 50 countries, Mercantile Sverige alone has eight offices with 275 employees including Torsvik. In 1998, the annual turnover of Mercantile Sverige amounted to SEK 400 million (about USD 50 million). Mercantile's business idea is "to be the world's most innovative global integrated logistics provider, delivering business solutions to our customers". The activities in Sweden span from integrated supply chain management solutions to forwarding, airfreight, warehousing and pan-Nordic distribution. The company culture is in line with the tradition of the A.P. Moller Group: to offer customers a service second to none where no effort is too great and no detail too small.



Mr Mærsk Mc-Kinney Møller at the Al Shaheen Field. The supervisory staff all have experience from Maersk Oil operations in the Danish North Sea.

Maersk Line in Bulgaria

Kris Dillien Since August 1998, Maersk Line has been operational in Bulgaria through its own agency, with offices in Sofia and Varna. Maersk Bulgaria Limited has its head office in Sofia, with an operational office in the Black Sea port of Varna, ensuring fast and reliable customer service to its customers through its recent online connection, the first in the Bulgarian shipping world.

Bulgaria is considered one of the most stable countries in the Balkan region and is a country with a rich cultural heritage. Being once a kingdom that bordered on three seas, the Black Sea, the Adriatic and the Aegean, Bulgaria is now a parliamentary democracy with a stable political and economic climate.

At present, Bulgaria is served via the Black Sea port of Varna or via the port of Thessaloniki in Greece with its own feeder vessels. Connection to the global network is made in Gioia Tauro, with fast transit times to and from Europe, Far East and USA. Maersk Line can offer through bills of lading to and from any inland point in Bulgaria via Varna or Thessaloniki.



Mærsk Mc-Kinney Møller visits Qatar

Saad Al-Mohanadi

Mr Mærsk Mc-Kinney Møller visited Qatar in February 1999. During his stay, Mr Møller was received at the Emiri Diwan by His Highness the Emir of Qatar, Sheikh Hamad Bin Khalifa Al-Thani and met with His Excellency Abdulla Bin Hamad Al-Attiyah, the Minister of Energy, Industry, Electricity and Water, who is also Managing Director and Chairman of Qatar General Petroleum Corporation (QGPC).

A.P. Moller Group activities in Qatar include Maersk Oil Qatar

AS, Maersk Line and Maersk Contractors.

The visit included Maersk Oil Qatar's Al Shaheen Field in the Arabian Gulf. Mr Møller inspected the processing facilities and met the platform personnel on duty. Mr Møller also visited Maersk Oil Qatar's office in Doha, where he was given a presentation on Maersk Oil Qatar activities. To the pleasure of the staff, which include many different nationalities, Mr Møller took time to meet every employee.



MÆRSK BATTLER and her tow off South Africa.

Longhaul at Sea

■ In July last year, MÆRSK BATTLER was chartered to tow the semisubmersible drilling unit "M.G. Hulme" from Galveston to Nigeria, a tow of 6,370 nautical miles. In Nigeria the vessel continued on charter to supply and service the rig in deep water off the Niger Delta. The charter proved an operational success, not least due to the support and service provided by Maersk Nigeria, Port Harcourt Branch.

Ask a Simple Question

One morning in February this year, the vessel had a call from the drilling rig asking the question, "can you make a towing plan to Hachinohe in Japan". At first we assumed they were "pulling our leg" as none of us would ever expect to work off Japan. They were, however, serious and a plan was made. The total distance from Nigeria to Hachinohe, off the North West coast of Honchu, is 11,200 nm, a serious distance bearing in mind that the average speed when towing is 6-6.5 knots.

During a longhaul like this, the vessel will not only use its normal fuel tanks, but also carry fuel in its other cargo systems such as the base oil and oil based

mud tanks, systems that are usually used for transporting drilling fluids to the rig. Although this enhances the fuel capacity, several refuelling stations are needed for such a long tow. In this case the stops would be Luanda, Durban (with Seychelles as contingency) and Singapore, and the rig would also carry extra fuel for transfer during the tow if needed.

Holding Good Cards

The contract was indeed awarded to MÆRSK BATTLER, not only because it is one of the most powerful AHTS available in market, but also because of its unmatched rig chain storage capacity. For a long tow, the rig must be deballasted as much as possible to make good speed. The rig mooring system is a combination of wire and chain, and the chain part represents a heavy load, which the rig normally has to accept. The B-type, however, has the capacity to handle and stow the total length and weight of the rig's 16,000 feet of 90 mm chain, weighing in the region of 900 tons. When lifting rig-anchors, all anchors are decked and the chain disconnected and hauled into the four chain lockers for stowage during the tow. Under

normal circumstances at least two vessels are used for anchor-handling a rig but, due to the size, power and capacities of the B-type, one vessel was sufficient.

The tow made it to Singapore on 8 May, seven days ahead of the initial schedule, and after the rig had completed upgrade and maintenance work there, which took about three weeks, the tow headed for Japan. The expected arrival time off Japan is around 26 June.

Once in Japan, the vessel will take part in the first ever deep water drilling project off Japan. No doubt this will attract a lot of attention and the crew is looking forward to promoting Maersk Supply Service in this challenging area, and to working together with the Maersk organisation in Japan. The stay in Japan is estimated to last a minimum of six months for two wells.

To finish the story of a longhaul at sea, you should know that at the end of the voyage/tow, most of the crew suffer from minor paranoia - having been chased half way around the world by a large floating object!



A Sponsor Crosses Her Trail

Karsten Kildahl

■ Her Royal Highness Princess Alexandra paid a visit to the container vessel SVENDBORG MÆRSK on 24 February 1999 when the vessel called at the MTL terminal 8 in Hong Kong.

Princess Alexandra is the sponsor of SVENDBORG MÆRSK. Naturally the fact that she was able to revisit 'her' vessel and the crew in the city where she was born and raised made it a very special occasion, not only for the Princess herself, but also for the vessel and Maersk Hong Kong Ltd. who hosted the visit.

The Princess was welcomed by Ulrik Brandt, Managing Director of Maersk Hong Kong Ltd, following which the party went by Maersk Hong Kong's junk, Lam Xing, to the container terminal. Here Captain Otto Stenstrøm of SVENDBORG MÆRSK welcomed the Princess back to the vessel with a vessel tour during which the captain answered many questions from the interested visitors. While the party returned, the operation in the terminal was completed, and minutes later the vessel left Hong Kong en route for Taiwan.

Office in PRC

Allan H. Jensen

■ Maersk is the first shipping line to obtain central government approval to set up a representative office in the scenic city of Zhuhai, which is located at the outlet of the Pearl River, adjacent to Macau and near Hong Kong. It has one million inhabitants and covers a land area of about 1,600 km².

Maersk has been represented in Zhuhai by a foreign agent supported by an owner's representative since the beginning of 1996. On 7 April 1999, the Managing Director of Maersk (China) Shipping Co. Ltd., Tom Behrens-Sørensen, conducted the official opening ceremony in which local government officials, clients and business associates participated. The new Maersk A/S representative office is fully online and ready to serve Maersk Line customers throughout Zhuhai and Zhongshan.



Pictured with Managing Director of Maersk New Zealand Limited, Jens B. Madsen (center), are students Raymond Tull and Khushla Draffin training on the Maritime School's new simulator.

New Zealand Sea Cadets

Damon Willie

■ Maersk Line has come to the aid of the New Zealand maritime industry. At least eight young New Zealanders a year will be sponsored by Maersk Line under the new scheme launched in March by Maersk and the Manukau Institute of Technology based in Auckland. The trainees, all school leavers, will adopt Maersk training protocol during the three-year study period which will include stints

on Maersk Line vessels and at the A.P. Møller Maritime School in Denmark. Over the last ten years, there has been a drastic fall in the number of apprenticeships available in New Zealand, resulting in a shortage of skilled staff in the industry. This initiative by Maersk against the trend has been seen in New Zealand business circles as a positive and much respected step in the education of young New Zealanders.



Mr Thomas Thune Andersen (left) receiving the award from Mr William O'Neil, Secretary General of the IMO.

Training Award

Russell Harvey

■ The Maersk Company Limited won the 1999 Lloyd's Register award for outstanding and consistent contribution to training within the maritime industry.

The award was presented at the Lloyd's List and the Maritime Industry Salute to Youth and Training Awards ceremony held at the Royal Naval College, Greenwich, London on 18 March.

Presenting the award to the Maersk Company, Michael Grey, editor of Lloyd's List, said:

"Our next award goes to a major international company which established a strong presence in the UK during the 1950s but has been a strong presence in both seafaring and shore side training for many years. It invests heavily in training, through training ships, graduate training schemes, and a company culture that encourages career development. It puts a great deal of thought into recruitment and the reduction of wastage. It was this enterprise on so many different fronts that attracted judges to our friends from Canary Wharf and the Isle of Man - The Maersk Company Limited".

LEGO Truck Show

Hilda Wibowo

■ An exhibition which delighted children and adults began its Australian tour in Sydney. Almost half a million LEGO bricks, housed in a massive yellow semi-trailer, will visit more than 70 towns and cities in Australia between November 1998 and May 1999, continuing onto New Zealand and Asia, making it the biggest Lego event ever staged in the Asia Pacific Region.

One day before the official opening of the LEGO Truck Show at the Sydney Opera House, Maersk had an opportunity to use the truck for Maersk's own function. Around 300 Maersk customers and staff attended the Maersk day to enjoy more than 100 LEGO systems and LEGO technic sets in the semi-trailer. There were also rides and a small zoo for the children, and customers could take a look inside the Maersk 40'

dry and reefer containers parked nearby. The entire exhibition contains almost half a million LEGO elements which 19 designers have taken 990 hours to build, and the sets are designed for interaction, featuring lighting, sound and movement. The truck can accommodate 20-30 children and adults at a time, and special lifts have been built into the truck to allow for wheelchair access.

One of the highlights of the show was the model of SOVEREIGN MÆRSK made out of 75,850 Lego bricks. Even when reduced to 1:100 scale it still presents an impressive set of statistics. It took 600 manhours to build the model vessel which has an overall length of 3.47 metres, a width of 0.43 metres and a height, at its highest point, of 0.60 metres and it weighs a massive 120 kg.



SOVEREIGN MÆRSK model in Sydney, Australia.

Diploma for Trainee

■ On 24 March, Carlos Martinez Ayuso, Spanish M.I.S.E. trainee, was awarded a diploma for high achievement at the University of Madrid during 1998.

In the picture from the awards ceremony are the Spanish Princess Cristina (congratulating Carlos), her husband Iñaki Urdangarin, the Spanish Minister of Education and the Vice-Rector of the University (in red).



Crossing a Milestone

Rizwan Soomar

■ The Crewing Division of Maersk India Limited was formally launched on 1 March 1999 as part of the efforts to implement the Global Ships' Personnel Management (GSPM) programme.

The Crewing Division will be involved in providing and managing marine personnel for A. P. Møller companies globally, commencing with A.P Moller Singapore, and for Maersk Contractors and Maersk Supply. As part of the growth plans, the Division will be involved in recruiting Indian seafarers for third party shipping companies.



From the left are Minister for Transport, Rafael Arias Salgado, Fernando Osorio, President of Spanish Ports, J.D. Nielsen, and Fernando Bages, member of Maersk España's Board.

Visit by Spanish Minister

Javier Lopez

■ On 16 February, Maersk España S.A. Terminal 2000 in Algeciras was honoured by a visit of the Spanish Minister for Transport, Public Infrastructure and Communication, Rafael Arias Salgado, accompanied by the President of the Spanish Ports Organisation, Fernando Osorio, and the President of Algeciras Bay Port Authority, Manuel Morón.

The visit was hosted by Jørgen Damgaard Nielsen, General Manager of Terminal 2000, and other members of Maersk España's senior management. The guests were shown the modern installations and container handling equipment of

the terminal, including Mercantile's Logistics Centre and the reefer stacking area as well as the container and vessel repair shops: COMESA and REMESA. They were also introduced to the advanced computer systems used in terminal operations. The group paid a visit to the construction site which, when completed in the year 2000, will increase the size and the capabilities of Terminal 2000 significantly.

During a short reception at the terminal office, Jørgen D. Nielsen presented a scale model of REGINA MÆRSK to the Minister to commemorate his visit.

Great Golf in New Zealand

Damon Willie

■ On 3 March, a hundred business associates from key New Zealand import and export companies arrived at the beautiful Auckland Formosa Country Club for the second annual "Maersk Open".

Formosa is New Zealand's premier golf course, and the difficulty of the course is well-known. It was only the "regular" golfers who were able to handle Formosa's tight fairways, challenging water hazards and un-

playable, glass-like greens. The weather and setting were beautiful, ensuring that, if at times frustrating, at least the golf was pleasant.

An amusing highlight of this year's tournament was a hole-in-one contest on the 15th hole. The prize was a new Mitsubishi car. Luckily for the insurers, but unluckily for the golfers, the closest any of the players got to the car was having their photo taken beside it.



Enjoying the golf are Craig Sain, Maersk New Zealand, Peter Gillan, PPCS, Gerald Tapper, Zespri International, and Trevor Smith, New Zealand Dairy Board.



Esplanaden



25 Years Anniversary
Leonard Williams
5 June 1999



25 Years Anniversary
John Gamst
1 July 1999



25 Years Anniversary
Marianne Bjerglund Andersen
22 July 1999



25 Years Anniversary
Peter Brask
22 July 1999



25 Years Anniversary
Poul Eric Woodall
22 July 1999



25 Years Anniversary
Hanne H. Clausen
22 July 1999



25 Years Anniversary
Erling G. Aaberg
1 September 1999

Maersk Contractors



25 Years Anniversary
Finn Martin Heuser
23 July 1999

Maersk wins again

Teresa Suen

■ Maersk once again swept the board at the 12th Asian Freight Industry Awards (AFIA) 1999 which has been organised annually since 1988 by the maritime regional publication, Cargonews Asia. Here shippers are given the opportunity to vote for the best service providers in the transportation area.

At this year's ceremony, held at the Regent Hotel in Hong Kong on 12 March 1999, Maersk Line won all five awards in the Best Shipping Line category:

- Best Global Shipping Line (1994-1999)
- Best Shipping Line: Transpacific (1991-1999)
- Best Shipping Line: Asia - Europe (1988-1999)
- Best Shipping Line: Intra-Asia (1993-1999)
- Best Shipping Line: Asia - Middle East (1994-1999)



Ship Shape: Maersk Hong Kong's Dickie Wong, Charles Wellins, Ulrik Brandt, Steen Lund and Stanley Chan with their clutch of shipping awards.



Maersk South Africa's stand at the Agri Marine Expo in Cape Town.

Flying High

Melody Barber

■ This year Maersk South Africa participated for the first time in the annual Agri Marine Expo held in Cape Town. Two 40' reefer containers, one with controlled atmosphere, were displayed. Visitors had the opportunity of feeling the cold air, seeing pallets being packed and watching the A.P. Møller video being screened at the stand.

This trade show exposed the potential of the country and showed South African producers what the world has to offer. Fresh produce in South Africa generates in excess of USD 8 billion annually with more than 70% of the crops leaving the country via conventional shipping methods. While keeping its eyes on this huge potential market, Maersk South Africa planted the seeds of controlled atmosphere, data loggers and various other technologically advanced methods of shipping sensitive cargoes.

Shipping Cup



■ Maersk Group Thailand's women soccer team, representing all four Thai companies, recently won the annual Shipping Cup in Bangkok. It was the first time the team had taken part and, although considered underdogs, they triumphed through their great fighting team spirit. The Maersk cheerleader team also came in first of all the companies participating.

Mærsk Olie og Gas



25 Years Anniversary
Michael A. Clausen
Esplanaden
22 July 1999

Retiring
Egon Mosgaard
Tyra Øst
1 July 1999

Organisations abroad



40 Years Anniversary
Torben Blichfeld
Maersk Pacific
Long Beach
4 July 1999

25 Years Anniversary
Masatoshi Yasumoto
Maersk K.K.
Tokyo
17 June 1999

25 Years Anniversary
Hisakazu Ito
Maersk K.K.
Tokyo
1 July 1999



25 Years Anniversary
Ikuzo Miyoshi
Maersk K.K.
Tokyo
1 July 1999

25 Years Anniversary
Atsuko Okumura
Mercantile
Tokyo
1 July 1999

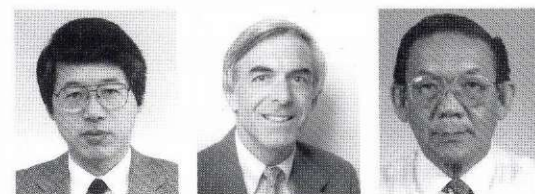
25 Years Anniversary
Rudolf Møller
Nielsen
Maersk Ghana
Tema
23 July 1999



25 Years Anniversary
Anthony D'Angelo
Maersk Inc.
Madison
1 August 1999

25 Years Anniversary
Saburo Saito
Maersk Bangkok
1 August 1999

25 Years Anniversary
Etsuo Sakurai
Maersk K.K.
Tokyo
1 August 1999



25 Years Anniversary
Tadashi Suguta
Maersk K.K.
Tokyo
1 August 1999

25 Years Anniversary
Ronald Rembaum
Maersk Inc.
Madison
1 September 1999

Retiring
Robert Ong
Giok Lim
Maersk Malaysia
28 February 1999

The Fleet



40 Years Anniversary
Captain
Holger Carstensen
7 July 1999

40 Years Anniversary
Captain
Klaus Albrecht
24 July 1999

40 Years Anniversary
Captain
Høgni Mortensen
30 September 1999

25 Years Anniversary
Chief Steward
Ole Martin Nielsen
21 July 1999



25 Years Anniversary
Captain
Jørn Holger Pedersen
23 July 1999

25 Years Anniversary
Captain
Anders Christiansen
23 July 1999

25 Years Anniversary
Captain
Claus Holm Poulsen
23 July 1999

25 Years Anniversary
Chief Officer
Per E. Sanderhoff
23 July 1999



25 Years Anniversary
Chief Officer
Benny O. Rasmussen
23 July 1999

25 Years Anniversary
Chief Officer
Svend E. Degn
23 July 1999

25 Years Anniversary
Captain
Ole Bech Nielsen
23 July 1999

25 Years Anniversary
Chief Engineer
Peter Hoegsberg
5 August 1999



25 Years Anniversary
Chief Engineer
Peter Planch Jørgensen
5 August 1999

25 Years Anniversary
Chief Engineer
Gert Planch Jørgensen
5 August 1999

25 Years Anniversary
Superintendent
Jørgen Hansen
16 September 1999

Retiring
Captain
Øyvind Sordal Brink
31 December 1998



25 Years Anniversary
Chief Officer
Lars Karstensen
30 September 1999

Retiring
Chief Engineer
Jens Peter Sørensen
31 March 1999

Retiring
Captain
Bjarne Milton Hansen
31 August 1999

Retiring
Chief Engineer
Ole E. Elvø
31 August 1999

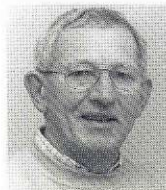
The Yard



50 Years Anniversary
Kai S. Kjelby
13 August 1999



40 Years Anniversary
Poul Gunnar Pedersen
10 September 1999



40 Years Anniversary
Niels O. Nielsen
17 September 1999



25 Years Anniversary
Leif Halling Wråe
25 June 1999



25 Years Anniversary
Else M. Ehlers
25 June 1999



25 Years Anniversary
Svend Laurits Klausen
25 June 1999



25 Years Anniversary
Leif Lynegaard Jensen
Ejendomsselskabet Lindø A/S
1 July 1999



25 Years Anniversary
Jørgen Chr. Andersen
2 July 1999



25 Years Anniversary
Flemming Poul Rasmussen
2 July 1999



25 Years Anniversary
Ole Kallesøe
2 July 1999



25 Years Anniversary
Jesper Bo L. Rasmussen
6 August 1999



25 Years Anniversary
Finn S. C. Hansen
6 August 1999



25 Years Anniversary
Henning Bergstedt
6 August 1999



25 Years Anniversary
Leif R. Christensen
13 August 1999



25 Years Anniversary
Jens Peder Poulsen
20 August 1999



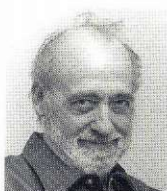
25 Years Anniversary
Carsten D. Scherning
3 September 1999



25 Years Anniversary
Kurt Børge B. Petersen
3 September 1999



25 Years Anniversary
Ole Bjarne Larsen
10 September 1999



25 Years Anniversary
Bent Madsen
17 September 1999



25 Years Anniversary
Børge R. Jensen
24 September 1999

Norfolkline



25 Years Anniversary
Wim Roeleveld
18 June 1999



25 Years Anniversary
Teun J. Pronk
1 July 1999



25 Years Anniversary
Dries A. Molenaar
1 August 1999



25 Years Anniversary
Hans C. Ditz
1 August 1999



25 Years Anniversary
Peter Pronk
5 August 1999



25 Years Anniversary
Ralph Gunnar Walldorf
17 June 1999



25 Years Anniversary
Unni Elsebeth Langbach
15 July 1999

Maersk Air

Obituary

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

Christine Beglin
Maersk Contractors
Aberdeen
9 February 1999

Erling Gregersen
The Yard
18 April 1999

Captain
Bo Frandsen
ex MARIE MÆRSK
25 February 1999

Captain
Aage Slifsgaard
ex SOFIE MÆRSK
5 May 1999

Johan Gjersvold
Værftet
11 March 1999

Engine Apprentice
Kim Damgaard
Andersen
30 May 1999

John Lauritsen
Roulunds
20 March 1999

Derrickman
Arturo Caballero
Maersk Contractors
Venezuela
14 April 1999

Captain
Niels D. Eskekilde
Maersk Air
17 April 1999



MAERSK