





Cover:

*Mærsk Data's new head office in
Copenhagen*

Published by A.P. Møller, Copenhagen
Editor: Gitte Knudsen
Printers: Scanprint a/s
Layout: Kühnel Design AS
Copies: 16,700 Danish, 25,100 English

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Volume 40, No. 1

March 2001

ISSN 1395-9158

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On Friday, 15 December 2000 Her Majesty Queen Margrethe II appointed Shipowner Mærsk Mc-Kinney Møller to be a Knight of the Order of the Elephant, an exceptional honour.

Mærsk Mc-Kinney Møller received the order and knighthood during a private audience at Amalienborg where only Her Majesty the Queen and His Royal Highness Prince Henrik were present.

No official reason is given for the conferment of Denmark's highest and oldest order, which is only in exceptional circumstances bestowed on those other than royalty and heads of state, but the Court has let it be known that the recipient has made a great and notable effort for Denmark.

The appointment adds lustre to A.P. Møller too, where Mærsk Mc-Kinney Møller began his work nearly 70 years ago and which, since his father's death in 1965, he has led to the position it holds today.

Everybody in the organisation is very proud. We are pleased and offer our heartfelt

Congratulations

JESS SØDERBERG



Mærsk Mc-Kinney Møller with the Order of the Elephant.

The Order of the Elephant

The Order of the Elephant was founded in the middle of the 15th century by King Christian I. The present statutes were issued by King Christian V in 1693.

The Order of the Elephant is the highest order in Denmark. The reigning Monarch of Denmark is the Master of the Order. In addition to the members of

the Danish Royal Family, the Order is mainly conferred on Heads of State.

The Badge of the Order is a white-enamelled golden elephant bearing on its back a blue cover, a watchtower and a blackamoor with a spear. It is studded with precious stones and bears the monogram of the reigning Danish Monarch.

Royal visit to Germany



HRH Crown Prince Frederik with Hans G. Andersen (left), Frank Dreeke (right) and Lars Funding (far right), Maersk Deutschland.

Maersk Deutschland was honoured by HRH Crown Prince Frederik's visit on 17 January 2001 to its new office at the Kehrwieterspitze – right on the river Elbe. A presentation about Germany's economy and various A.P. Møller activities in the country was followed by an office tour and on

site demonstration of typical customer service activities in today's shipping world.

Crown Prince Frederik visited Germany in connection with the closing ceremony of the design exhibition "Dansk Forum", in the Museum für Kunst & Gewerbe (Museum for Art &

Craft) in Hamburg. The event was the last in a year full of events marking the close cultural relationship between Denmark and the Freie Hansestadt Hamburg. Crown Prince Frederik donated several designer objects to the museum, which are now part of the permanent exhibition in Hamburg.

Visit by General Robertson

On 1 December 2000, US General Charles T. Robertson visited Esplanaden. He was accompanied by General Christian Hvidt, Danish Defence Chief. General Robertson is Commander in Chief of the United States Transportation Command and Commander, Air Mobility Command, Scott Air Force Base. The guests attended a presentation of A.P. Møller's activities followed by lunch with Mærsk



Left to right: Mærsk Mc-Kinney Møller, General Charles T. Robertson, General Christian Hvidt, Danish Defence Chief, and Jess Søderberg.

Mc-Kinney Møller and Jess Søderberg. In the afternoon the guests were given a guided tour

of Odense Steel Shipyard, and the visit finished with a banquet the same evening.

CHASTINE MÆRSK

A large, modern postpanamax container vessel was named at a festive ceremony at Odense Steel Shipyard on Saturday 27 January 2001. Odense Steel Shipyard's newbuilding No. 180 was named by Ms Cecilie Mærsk Mc-Kinney

Arnesen, who was accompanied by her mother, Mrs Leise Mærsk Mc-Kinney Møller, and her grandparents, shipowner Mærsk Mc-Kinney Møller and his wife Mrs Emma Mc-Kinney Møller. The newbuilding was named CHASTINE MÆRSK after

the sponsor's great grandmother, Chastine Estelle Mc-Kinney, shipowner A.P. Møller's wife, who was born in the USA.

CHASTINE MÆRSK is the fifth and so far largest newbuilding from Odense Steel Shipyard carrying this name. She is 347 metres long and 43 metres wide and has a container capacity of 6,600 TEU. The homeport of the vessel is Hellerup, where A.P. Møller and his wife had their home. Mayor Hans Toft represented Hellerup at the namegiving. CHASTINE MÆRSK has a crew of 15 and is commanded by Captain Poul B. Hansen, Svendborg, with Michael Nielsen, Tåstrup as Chief Engineer.



At the namegiving ceremony are seen from the left: Mærsk Mc-Kinney Møller, sponsor Ms Cecilie Mærsk Mc-Kinney Arnesen, John Skov Hansen, Managing Director of Odense Steel Shipyard and Mrs Leise Mærsk Mc-Kinney Møller.

A.P. Møller receives Award

Dansk Merkonomforening has awarded A.P. Møller the Merkonom Prize (a "Merkonom" is a holder of a diploma in specialised business studies). The reason for this award is that A.P. Møller is the company which has meant most to Danish society in the 20th century and because the Group is seen to have the will and the ability to maintain and develop this position in the 21st century too. It is the 28th time that Dansk Merkonomforening has awarded this prize. The prize itself, a bronze sculpture on a black granite base, was presented at Esplanaden on 24 November



2000 by Torben Læntwer, President of Dansk Merkonomforening.

Torben Læntwer, President of Dansk Merkonomforening presents the prize to Partner Knud E. Stubbjær (to the left).



The Woodlands Customer

Tom Boyd ■ The new Customer Resource Center located in one of the most beautiful business parks in North America, the Woodlands, serves as the flagship for the North America Centers. A truly impressive location just 30 minutes north of downtown Houston, it is nestled among tall pines, huge oak trees and lakes. It also features many parks and over 100 miles of jogging and biking trails. From the outside, few would realize this is the home of one of the newest, most advanced Customer Service Centers and a wonderful environment for our employees.

Completed in only ten months, the two-story building sprawls over eight acres of forest with a large water feature spanning the building. With 100,000 square feet of office space, the center features the latest in design and technology. A dedicated team of 450 Customer Service Colleagues, many specializing in core process functions, perform the support activities to the North American organization. Advanced high-speed telecommunications equipment, high speed Internet access and other I.T. solutions are designed to facilitate Customer Service Colleagues pro-

cessing more than 1.75 million phone calls and 600,000 bill of lading transactions yearly.

The Center is open from 7 am to 7 pm to cover all North American time zones, though some staff work a late shift until midnight. Other features include a full-service cafeteria and a modern gym. Select artwork is meticulously appointed throughout the Center. In the lobby, the seven-pointed star is the centerpiece of the dynamic wall of color graphics showcasing the A.P. Moller Group and the rich history of the company. Customer Service Colleagues



Visitors to the Center will cross the small lake situated in front of the building.



On 15 December 2000 the new Houston Customer Resource Center had the pleasure of hosting Jess Soderberg, John Clancey and Tommy Thomsen for a tour of this state of the art facility. From left to right Hans Blücher Hansen, Jess Soderberg, Greg Moore, John Clancey and Tommy Thomsen.

Resource Center

enjoy a working environment reflecting the latest in ergonomic desk designs, indirect lighting, sound dampening carpet and comfortable, functional seating. A Human Resources Department is also located in the Center. Lastly, an on-site theater style training room accommodates large group training from laptop to soft skills. It is complemented by two state of the art PC labs, which are used daily.

The History

In 1998, Maersk Inc. launched an ambitious initiative to centralize the many key functions

which were spread out over 40 offices throughout North America. Booking, Documentation, Traffic and Customer Service departments were separate, distinct departments in each office nationwide, resulting in many handoffs of information and inconsistent standards and processes. The growing demands of world trade and customer sophistication were testing every company. At the time, significant advances were starting to become available in technology, information management platforms, telephone systems and the Internet, creating an entirely new way to redefine

business processes in a more seamless, effective manner with less handoffs, better communications and at faster speeds.

Today, a unified Customer Resource organization offers considerably higher value to the customer – ensuring Maersk Sealand is better positioned to meet our customer's changing business needs.

From Dugout to Steamship



The Hjortspring Boat was found in the Hjortspring Bog at the beginning of the 1920s. Its 19 m long, slender and elegant hull accommodated 22 men and their equipment. It is a booty sacrifice, and the find is the oldest substantial one of its kind in Denmark so far.

Frank Allan Rasmussen, Curator of the Navy Museum in Copenhagen, has written a series of articles for Mærsk Post about the history of shipping. The first article is published here, and the series continues in future issues of Mærsk Post.

The First Boats

For thousands of years the sea was an opportunity and not an obstacle. The sea set the agenda for the people who lived by it, on it and at it. They learned to build ships, sail them and interpret wind and weather. In that way the ships and shipping trade came to shape both man and kingdom. It became natural to meet where there was shelter, a safe anchoring place and where it was possible to strike a bargain. In those places towns emerged and became centres for shipping and maritime trade.

As early as 6,000 years ago boats were built in Denmark. Large lime-wood logs were hollowed out in simple carving places and used as boats. The first find of that kind originates from Funen where the people of the Stone Age hollowed out the dugouts that formed the basis for a regional distribution of population and produce. However, exchange with areas further away also took place, and Danish flint and amber were among the commodities sold there. From the rock engravings we know that the size of the boats increased. Furthermore, these engravings give us a clear indication of the importance of the boat in the Bronze Age, and based on the Hjortspring find (approx. 350 BC) we can argue that the boats were made of wood and propelled with paddles. With its elegant lines, the Hjortspring boat radiates both constructional and craftsmanlike superiority. It is a masterpiece in the proper sense of the word. This boat is a valid representative of the shipbuilding tradition whose

artistic expression is found on rocks, stone and bronze. The same applies to the Nydam ship (approx. 315 AD), and it has to be assumed that this type of ship prevailed until sails were introduced.

It is evident from the Gotland picture stones that ships began to have masts and sails some time in the 7th century. It was a very simple rig which the Iron-Age mariners started to use in the form of a simple square sail suspended on a ship's mast. The introduction of sails resulted in a number of changes in shipbuilding. Above all it was necessary to create a hull with a high freeboard tolerating the heavy sea in mid-ocean.

The Vikings

Even small rowing boats were gradually supplemented with sails to which the Skuldelev finds in Roskilde Fjord, Denmark, among others, testify. Two of these ships clearly indicate the development towards cargo vessels. Such types of ships could be used for long journeys due to their solid construction, large cargo space and working of the sails. The Vikings used these ships both intelligently and unscrupulously as tools for their trade and pillage expeditions. These beautiful ships took the Vikings as far as Greenland and America and to the cities of London, Venice, Byzantium and Baghdad, although it was only a few who left the country. The merchants were primarily a sailing sort of people who visited trading centres northwards and southwards with the purpose of exchanging commodities with those similarly disposed.

Written sources and the finding of wrecks from the Valdemar period indicate that Danish maritime trade had its heyday around 1100. From this period several yards are known too, but Valdemar the Second's defeat at Bornhöved in 1227 foreshadowed the end of the Danish Baltic Empire. The new competition came from the cities along the southern shores of the Baltic, with the commercial town of Lübeck as the most prosperous. The success of these cities resulted from trade in herring and salt as well as in timber, leather, wax, tar and hemp from the Baltic countries to a European market with increasing purchasing power. At that time Denmark was primarily an exporter of farm produce. But Danish trade and shipping were hard pressed, and the situation was further aggravated with the establishment of the Wendish urban union, a union of northern German commercial centres. These so-called "Hansestæder" established themselves in the second half of the 13th century, with houses in all major cities from London to Novgorod.

The Ships of the Middle Ages

Between the 13th and 14th centuries a number of new Danish cities shot up owing to good business talent and sensible politics. Danish ships had ploughed the seas for a long time, but now there was a slow shift from luxury goods to common merchandise and building materials. It is difficult to say anything for sure about the extent of the service and volume of trade of the Middle Ages, but we do know where they went and what they car-



The hulk is one of the most viable international types of ships. The slender, simple and fast ship transported human beings and cargo between all European cities for more than 500 years.

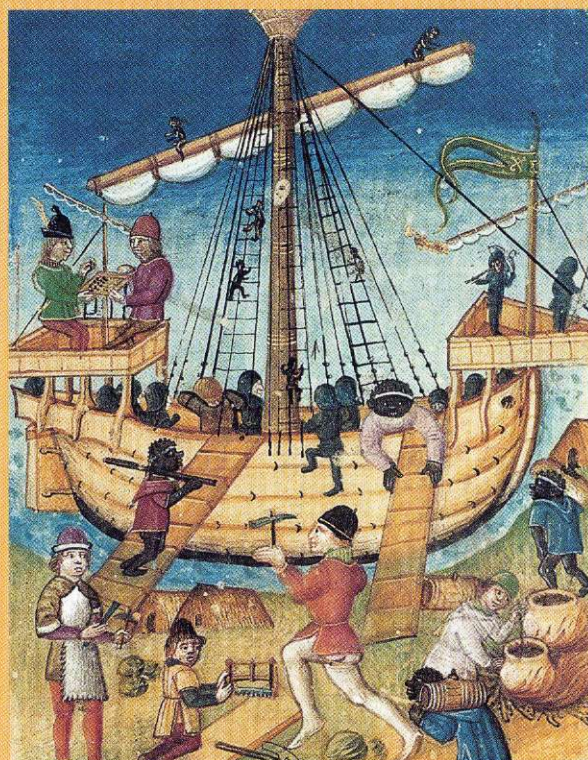
ried. At that time Danes were connected with foreign countries by two main routes. One of these went from Ribe to the cities in Northern Germany, the Netherlands, Flanders and England with coarse cloth, corn, salt, fish and horses. The other went from the North Sea, down through the Skagerrak and the Kattegat to continue into the much frequented Sound.

During this period the Scania market, with its central siting between the North Sea and the Baltic, became one of the largest commodity exchange centres in Northern Europe. The merchant vessels grew even bigger, and the need for transporting mass-produced articles such as herring, salt and beer as well as corn and timber forced development forward. As the cost of building ships increased, jointly owned shipping firms became the prevalent ownership in the 15th century. The

pursuit of cheaper cargo space marked the development of the numerous services that connected the European markets. The size of the ships increased, and the long journeys and more crew made it necessary to add deck and citadels to protect the crew against wind and weather. Cogs and hulks came to dominate shipping.

From Clinker Work to Carvel Work

The introduction of the Sound dues at Øresund between Denmark and Sweden in 1429 may be viewed as a sign of the changed conditions, and they gradually became one of the Danish Government's most important sources of income. From the end of the 15th century Danish maritime trade was still progressing, and sources reveal that trade became increasingly wide-ranging and specialised during the 16th century. In principle, the traditional



A cog has put into port for an overhaul. In the foreground the ship's carpenters are hollowing out planks and boiling tar. With its broad hull and large cargo space, the cog was the prevailing merchant ship during the Middle Ages.

North European ship consisted of a shell where each individual plank in the planking was joined or clinched to the others by means of iron nails. However, a new type of ship was gaining ground. Its strength-bearing element was the frame which, securely fastened to the strong longitudinal keel, formed the basis for the actual planking. There were many advantages of this construction. First of all it became easier to build on a large scale and secondly, the forces that influenced the hull were distributed more evenly.

This development took place over a long space of time during which the clinker-built ship lived side by side with the carvel-built ship. The other technological innovation was the introduction of the multi-mast rig which made it possible to spread the canvas on more masts and yards and thus give more handy sails, higher speed



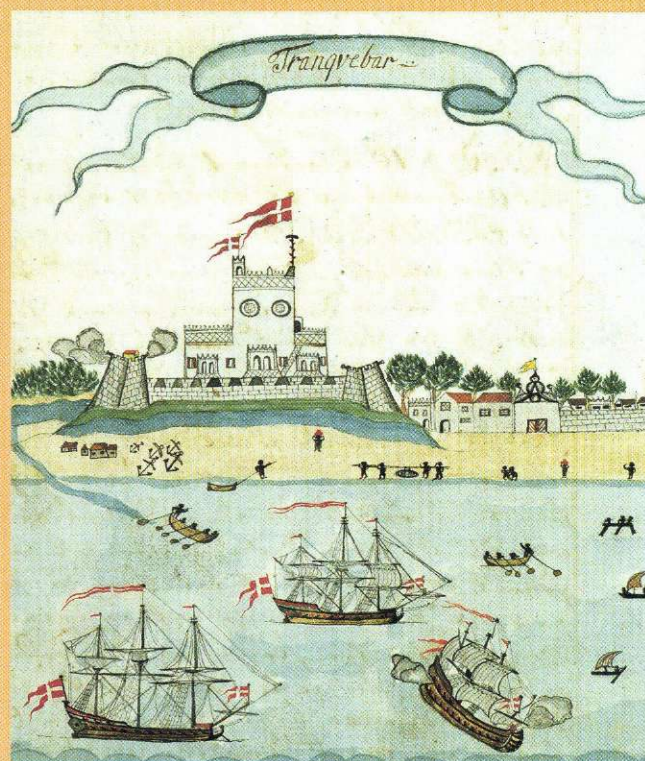
The canal opposite Copenhagen Castle with Holmens Church. The picture has been painted on the occasion of the coronation in 1660. In the canal lie a number of merchant ships that are characteristic of the period and are decorated with flags in honour of the occasion.

and improved manoeuvrability. Close daily contacts with the many ships that took to the Baltic to trade brought the latest maritime technology, and Danish shipbuilders and seamen were not slow to learn.

In the first half of the 17th century there were still sizeable forests in Denmark, capable of delivering oak and beech wood to the shipbuilding industry. When a ship had been ordered and its dimensions determined, the ship master builder laid down the keel of the ship, after which stem and stern were raised, along with one or more frames. Then the vessel could be planked. If the master builder had chosen to build according to the carvel method, the planks were laid edge to edge. As the planks fell into place, frames and floor timbers could be laid and fastened, after which the shipbuilder could begin to lay the deck on the sturdy trans-

verse beams and fasten it to the ship's sides by means of wooden knees. Subsequently, the ship was finished inside. Hatches and scuppers were made, along with a cabin for the captain with a bed and other furniture and in the forepart of the vessel a room for the crew.

In the 17th century farm produce was sailed between the Danish provinces and the Norwegian, North German and Dutch outlets, and raw materials and industrial and trade products were carried home. Around year 1600 commercial control in Northern Europe was left in the hands of the English and the Dutch, whereas the previously important northern German trading union "Hansaen" was in ruins; trade had moved towards the west to Amsterdam and London. From numerous Danish town ports and loading docks Danish ships sailed to all corners of the world, and to

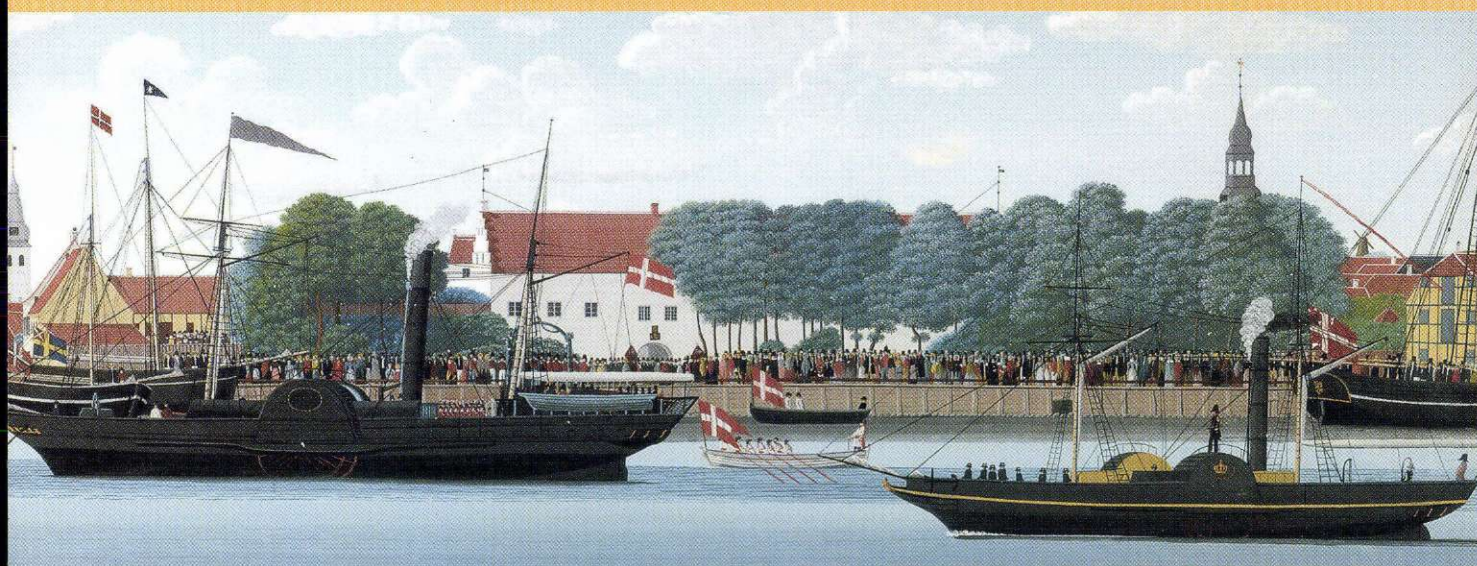


Denmark was a colonial power with trading stations in the North Atlantic, Africa, the West Indies and India; here is the colony in Tranquebar with the fortress Dansborg. From the merchant ships at anchor commodities were transported in Indian rowing boats to and from the shore.

Danish shipping some of the foreign ports played a special part, i.e. Amsterdam, Hamburg, Lübeck and Rostock, of which the latter was the maritime town with which Danish ships had most contact. They came to this town to get bricks, timber, corn, tiles, salt, tar, hops, flax, hemp, tow, wine, glass and various forms of hardware and general cargo, whereas only the large ships ventured out on journeys to Western Europe and the Mediterranean.

Trading Companies

It was not until the 17th and 18th centuries that Danish shipping, with the trading companies' ships, saw the outside world. With these ships, they attempted to improve competitiveness through risk diversification and combined forces. On these ships the much-coveted groceries were to be transported, which the people otherwise had been forced to buy at



Denmark's first steamship came to Copenhagen in 1819, and steam power slowly spread to the provincial cities. Thus it was a great event when Christian the Eighth arrived in Aalborg on board the paddle steamer ÆGIR. The city's newly acquired steamer IRIS is seen at anchor.

great expense from the commercially dominant Dutchmen and Englishmen. The Danish and Norwegian King, Christian the Fourth, established the trading companies, and thus opened the trade with the East Indies, China and Japan. During the companies' first three decades only a few expeditions were equipped, but plans to establish Danish colonies in Tranquebar in South East India, the West Indies and on the Gold Coast, West Africa succeeded. However, a number of years had to pass before trade with these remote destinations became profitable.

In 1732 a group of investors were gathered at the first statutory general meeting for the new Asian Company. The initiative was part of the Government's mercantile industrial policy. In this, shipping and trade played an important role, not least because it saved the Government and society expensive foreign transport and import of goods. Imports on Danish keels and international freight trade together with a strengthening of the colonies were the tools which the absolute Danish-Norwegian Kingdom used for boosting the

economy. At the same time, the Government provided a continued extension of the consular service along the navigation routes, just as it sought to enter into trade agreements with the countries around the Mediterranean that could open up this attractive market.

In the 18th century many ships were put into service in the very lucrative "triangle" from Europe to Africa and from there with slaves to the West Indies and back with cane sugar and rum. A number of Copenhagen large-scale merchants built their fortunes on this traffic in human beings. During the first half of the 18th century the conditions for shipping were characterised by hard times for agriculture and by keen competition on the world market, but from the middle of the century this was reversed. Agriculture entered a time of prosperity where more products were produced at steadily increasing prices. In itself, that created a need for more tonnage and increased purchasing power. This development was intensified by the general prosperity in Europe and last but not least by the great-power wars where Denmark utilised

its neutrality to conquer new routes and markets.

The palmy days of Danish overseas trade from 1778 to 1807 became the period of revolutions and reforms, and Danish shipping capitalised on the international community's belief that Denmark would not get involved with acts of war. The Government contributed with privileges, monopolies and knowledge, whereas private people provided capital and manpower. However, the balloon burst with Napoleon's decree on the Continental System and England's reply in 1807 - a boycott of the Continent. This led Denmark into the war on the French side, resulting in a collapse of shipping, national bankruptcy and the loss of Norway.

Reconstruction

After the conclusion of peace in 1814 one thing was glaringly obvious to both shipowners and seamen, namely that it would take enormous efforts to retrieve the loss. First of all a new fleet of ships had to be built up, and then the overseas long voyage and the service between the Baltic and Western Europe had to be reconstructed. Further-

more, attempts were made to make Copenhagen the maritime city to which overseas commodities were brought for resale in the Baltic area, but competition was keen. The other seafaring nations threw their tonnage into this service too, which left its unmistakable mark on provincial shipping which had difficulty in selling Danish products.

In spite of everything, however, the merchant fleet increased. Great Britain was slowly, but surely, becoming the largest buyer of corn, whereas coal was delivered to the new Danish industry. The orientation towards England manifested itself in another way as well. In 1819 the first Danish steamship, CALEDONIA, was bought in Great Britain, and in the following years England became far and away the largest supplier of steamships to private ship-owners and the Danish state. Domestic trade was developed with the establishment of a route network between the provinces and the nearest foreign country where an extensive transport of human beings, animals, commodities and post created a renaissance for Danish shipping until the outbreak of the war in 1864. Punctual departures and security of supply became the key words.

Steel and Steam

In 1846 the mechanical company Baumgarten & Burmeister was established in Copenhagen, but the necessary technical expertise to be able to keep up with the development in foreign countries was lacking. The company therefore entered into an agreement in 1865 with the British engineer William Wain who, the same year, became a partner in the firm that changed its name to Burmeister & Wain. Owing to this pion-

eer effort, Danish shipbuilding and engine production came to occupy a leading position in maritime technological development. At the same time, Det almindelige danske Dampskibsselskab was founded in 1856, and in 1867 Det Forenede Dampskibs Selskab (DFDS) was established headed by the enterprising C.F. Tietgen. It was to a great degree a Copenhagen enterprise which, with more than 20 ships, was well prepared for the struggle for markets, both at home and abroad. In the 1870s DFDS purchased a number of small steamship companies, resulting in a more practical and geographical division of labour between sails and steam.

Although steel and steam won through, the market mechanisms were mainly characterised by the expansive development outside Europe. The sailing ships were still built, and of decisive importance became the fast, full-rigged clippers which were built in England and the USA between 1845 and 1870 and primarily entered the lucrative trade in tea. In the domestic trade Danish yachts and galeasses shared the cargo from the overseas ships, whereas the large vessels brought coal from England, bricks and tiles from Southern Jutland, stone and gravel from Bornholm and carried corn, timber and general cargo to the numerous Danish seaside towns. However, after a short while, the thousand-year-old sailing ship tradition ebbed away. The standards of hard work and moderation, which had driven Danish maritime trade forward for centuries, could not be maintained under the growing pressure from the rationally run steamship companies. The wooden ships had to give way to steel and steam.

Highlights from the history of A.P. Møller's family

1835 Hans Peter Petersen Møller marries Kiersten Pedersdatter Mærsk.

1836 Peter Mærsk Møller is born on the old family farm on the island of Rømø.

1840 H.P.P. Møller is taken on as a master with the trading and sailing ship company C. Broberg & Søn. In the next few years he sails in the lucrative fruit trade between Mediterranean and Baltic ports. During his time with Broberg he meets and befriends another captain, Hans Nielsen Jeppesen from Dragør on the island of Amager.

1850 Shortly after his confirmation the 14-year-old Peter Mærsk Møller goes to sea as a cabin boy on his father's ship SCT. THOMAS.

1861 After several years at sea and with his mate's examination, the 25-year-old Peter Mærsk Møller takes out a licence to trade as skipper.

1862 Peter Mærsk Møller is given command of the schooner PRIMA owned by his future father-in-law H.N. Jeppesen, captain and shipowner.

1864 P.M. Møller marries Ane Hans Jeppesen (known as Anna).

1874 P.M. Møller takes command of the barque VALKYRIEN owned by his father-in-law.

1876 Arnold Peter Møller is born in Dragør on the island of Amager.

1883 During a violent December storm VALKYRIEN is shipwrecked on the west coast of Scotland. With the exception of a ship's boy the crew are brought safely ashore, but the ship is lost.

1884 Peter Mærsk Møller, his wife and ten children move to Svendborg. He passes his examination in engineering and qualifies as a steamship master. The following year he acquires a British master's certificate.

1886 Peter Mærsk Møller takes over a second-hand steamship of 320 deadweight tons. The ship is renamed LAURA with home port in Svendborg. The seven-pointed white star on a blue ground is visible on the funnel of this steamer for the first time.

1892 A.P. Møller becomes apprentice to a merchant in Sorø.

1895-1903 A.P. Møller works in trade and shipping in England, Germany and Russia.

1904 Together with his father, A.P. Møller founds Dampskibsselskabet Svendborg Aktieselskab.

Maersk Medical Group



Henrik Blangsted, Production Manager and Brian Wilkins, Factory Manager.



Packing of ECG electrodes. Lorna Brightman (left) and Alison Cooke.

In the English town of Stonehouse in the county of Gloucestershire, Maersk Medical employs 150 motivated people who are all engaged in the development and production of ECG electrodes, electrosurgical grounding plates, stimulation and beauty tens and a growing line of fixation products for various purposes closely linked to Maersk Medical's world leading position in various catheter markets. Maersk Medical has been active in the electrode industry since the acquisition of Niko Surgical Ltd. in 1998. Most recently another company, MSB Ltd., was acquired and thus made Maersk Medical the leading producer of electrodes in Europe. Both companies are now merged under the name Maersk Medical Ltd. MSB Ltd. has an additional production facility in Singapore where 40 employees manufacture electrodes and tens, mainly for the Asian market. They now work closely with Maersk Medical's two plants and regional head office in Malaysia.

The product range covers a complete line of electrosurgical grounding plates, defibrillation

pads, tens, a specialised per-operatively suction device with filter as well as a line of sophisticated catheter and tube fixation devices. Electrodes are used for various purposes in monitoring the receivable impulse from the human body. The products are used in the hospital environment as well as in clinics and private homes all over the world. The manufacturing unit has a capacity which perfectly mirrors today's sales level, at present more than 80 million units of high quality electrodes every month. The ongoing extension of the production floor space at the Stonehouse plant will facilitate growth in the coming years.

The manufacturing facilities are of a high standard, closely following the medical regulations and classifications in the EU and US. Maersk Medical maintains various necessary approvals, and the output of the plants is continuously improved in order to maximise cost-effectiveness for the benefit of the customers. The move of the entire line of MSB Ltd.'s production machinery to the Stonehouse plant is the latest example of the advantage of the

MAGNUM

- Terminal Management Programme



The participants in the first team of the MAGNUM programme. Read more about MAGNUM on www.maerskports.com.

MSB acquisition. The plant in Stonehouse includes a clean room facility to provide the necessary environment for the manufacture of medical products which will be in direct contact with the human body.

The company has its own marketing and product development team releasing innovative products, which is a significant asset to patients and health care professionals alike the world over. In close co-operation with other Maersk Medical sister units and other highly recognised companies in the medical field, the aim is clear: to develop and secure the future position as one of the world's largest manufacturers of electrodes and fixation products. All sales units in the Maersk Medical Group, employing 4,500 employees at 16 factories worldwide, are devoted to specific areas of modern health care and they each rank among the leaders in their areas of specialisation. The everyday goal is to make the products safer and easier to use for health care staff all over the world.

Morten Møller Jensen

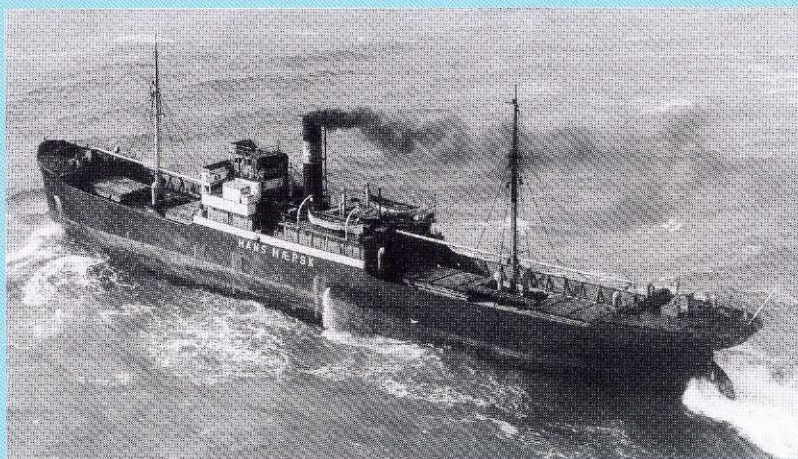
The container terminal business is expanding more and more rapidly, and the need for a training programme targeted at terminal managers has increased. In August 2000 the initiative to launch the MAGNUM programme was taken. The key words for the programme are productivity, management, finance, culture and not least knowledge sharing. The MAGNUM candidates will participate in three modules over a two-year period to ensure that they profit from the training in their day-to-day functions. The team will also function as a think tank for project development and capacity increase, as a support team for new initiatives, and many other things in between the modules.

By October 2000 the first team had been selected and in December it was ready for the first module in Copenhagen. The team consists of 17 candidates and four mentors from 14

different countries. In 14 days the team completed a total of 11 courses of various types and duration. The feedback from the participants was overwhelmingly positive, and expectations for the next module, which will be held in New York in September 2001, are certainly not less positive.

In May 2001 another MAGNUM team will be launched. Interest in participating in the MAGNUM programme has increased considerably with the experience gained by the first team. There is no doubt that the MAGNUM programme will provide the participants with increased knowledge about terminal operations and management. However, it is just as important that the immense amount of knowledge and the capacity and also the wealth of experience that exist in Maersk Sealands' more than 25 terminals all over the world are used and shared.

Blue as the Sky



s.s. HANS MÆRSK of 3,250 tons dead weight remained black in its 40 years of service in the Maersk fleet. The vessel was delivered as newbuilding in 1916 and was not sold until 1956.

Jens B. Lauritzen

Where does the Maersk-blue colour come from? Have the ships always been blue? These are only a few of the questions that turn up in the PR-Department from time to time.

A.P. Møller began its operations in 1904, and up to the First World War the fleet only consisted of steam vessels with a dead weight of typically two to four thousand tons. With a few exceptions the vessels were painted in the colours characteristic of the period: black ship's side and red bottom, brown partly white accommodation and black funnel. The distinctive feature consisted of the blue band on the funnel as background for the white seven-pointed star, a funnel emblem which first saw the light of day in 1884 when A.P. Møller's father, Captain Peter Mærsk Møller, used it on the small steamer LAURA of 320

tons dead weight. The star went along when Arnold Peter Møller and his father founded the shipping company Dampskibsselskabet Svendborg Aktieselskab in 1904. A.P. Møller explained that it was his father who wanted the star to follow the new company, and Ship-owner P.M. Møller saw to it that the company's stationery had a pale blue pennant with the white star.

When the shipping company took delivery of its first diesel-powered newbuilding, LEISE MÆRSK, from Odense Steelship Yard in 1921, the colour of the hull was still black. However, beginning in 1923 with a series of shelterdeck motor vessels from Odense, the hull was painted pale grey and the accommodation white, the funnel maintaining its black colour with the blue band. Some steamers, however, were painted pale grey, whereas all of the five

motor tankers delivered in 1928 were painted black. From 1934 the grey colour was introduced to all vessels, but until 1956 there was still one black vessel in the fleet, the s.s. HANS MÆRSK of 3,250 tons dead weight which, with its 40 years' service, holds the record as the vessel with the longest career under the seven-pointed star.

In the years immediately after the Second World War the shipping company was faced with a major task of replacing the tonnage that was lost during the war and continuing the development and modernisation of the Maersk fleet. In ten years the number of vessels increased from 21 to more than 60 and the dead weight tonnage increased more than five-fold. Odense Steelship Yard was extremely active in this major rebuilding programme, and in 1954 Erik Ringsted, the Managing Director of that time,





suggested that the ships should be painted in the blue colour so far only seen on the funnel, to give the vessels a more distinctive visual characteristic.

The idea was welcomed by the management, and the tankers REGINA MÆRSK and FRANCINE MÆRSK were tentatively painted blue. It was not the Maersk-blue we know today, but a slightly darker colour. The company was satisfied with the new appearance, and it was decided that all vessels were to be painted in the characteristic blue colour.

Today, only a few will be able to imagine the A.P. Møller Group's vessels and aircraft without the characteristic blue colour, just as Maersk Sealand's hundreds of thousands containers with their Maersk-blue logos send a clear signal of their affiliation in their movements all over the world. Above of-

fices in more than one hundred countries the light blue office flag waves and reminds us of Captain Peter Mærsk Møller's little star.

m.s. VIBEKE MÆRSK, newbuilding no. 107 from Odense, of 5,950 tons dead weight was taken over in 1948. The vessel with its elegant light grey colour remained in the Maersk fleet for 20 years.



In 1954 Her Majesty Queen Ingrid named the motor tanker REGINA MÆRSK at Odense Steelship Yard. With its 26,400 tons dead weight, the vessel was the largest in the fleet so far - and the first with a pale blue hull.

DISA

■ The centenary of DISA's foundation in 1900 was marked by growth and acquisitions. In the spring DISA acquired the additional 50% of the share capital in Georg Fischer Disa from its joint venture partner Georg Fischer. Georg Fischer Disa is now owned 100% by DISA. DISA also acquired 100% of the share capital in the French air filter company Cattinair.

New Logo

DISA's centenary on 21 November 2000 was celebrated internally with various local functions. Some of the employees chose to have breakfast together, whilst others chose to combine the event with the annual office party and dine out. DISA's centennial present to itself was a new design demonstrating that the two business units, the foundry unit Georg Fischer Disa and the air filter unit DISA Air Pollution

Control, are now gathered under one joint owner, DISA A/S. In the future the whole DISA Group will operate under one name, logo and design: DISA. The name covers all units, and the new logo colour is blue to emphasise the affiliation with the A.P. Møller Group and the obligations that go with that. The design of DISA's new logo emphasises the classic virtues of the company: good workmanship, exceptional service and high quality. At the same time, the logo expresses continuity and dynamics.

Historical Background

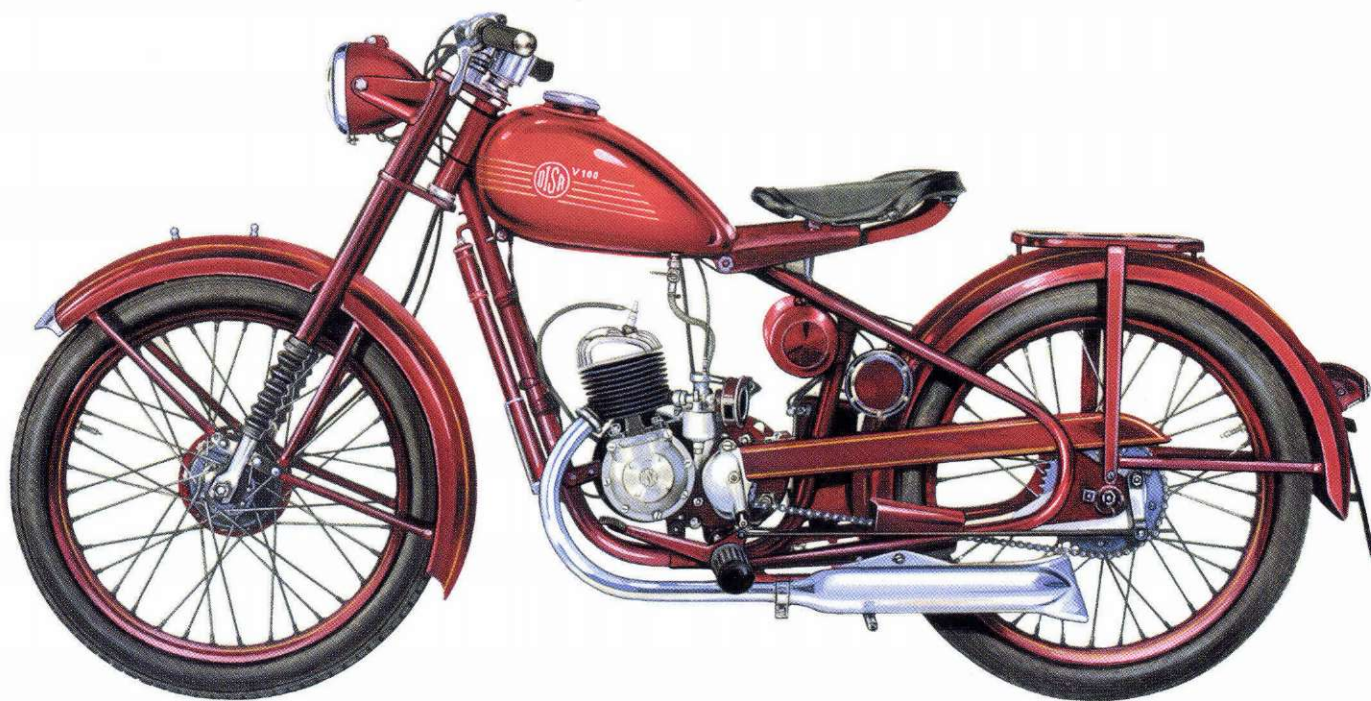
On 21 November 1900 Dansk Riffelsyndikat A/S was founded to produce the light machine gun, which had been invented by General W.H.O. Madsen and was at that time a world sensation. The machine guns that existed in those days were water-cooled and very heavy. The new invention, which was

air-cooled, utilised the recoil of the gun to reload the weapon. The weight dropped from 25 kg to 5 kg, and there was great interest in the new gun type.

DISA manufactured weapons until the mid-1950s, but even from the 1930s DISA was developing new business areas outside arms production. Among other things, DISA produced motor cycles, three-wheeled bicycles, lathes, padlocks, mobile radio transmitters, petrol pumps and medical measuring instruments.

Automatic Moulding

These numerous initiatives gave the company experience of Danish engineering and international sales and services. At the beginning of the 1960s DISA began production and delivery of yet another Danish innovation - DISAMATIC. This is a machine for automatic moulding of iron and metal



castings in sand. The machine employed a whole new set of flaskless principles which meant that very high quality castings could be manufactured at considerably lower costs. The Danish invention roused interest all over the world.

Foundries operate day and night and so the demands on reliability are great. When on rare occasions something goes wrong, there is no time to wait for weeks for a service technician to arrive. DISA drew on the experience of the development of the service organisation for petrol pumps. DISAMATIC has been continually developed

and is still the basis of the moulding activity. The spread is so great that experts believe that there is probably not a car driving around in the world that does not contain parts moulded on a machine from DISA.

The Future

In 1986 DISA entered a new area, industrial air cleaning. Company acquisitions, market adjustment and a targeted growth strategy have characterised this business area. In the spring of 2000 DISA could thus welcome the French manufacturer of air cleaning plants, Cattinair, into the DISA Group. DISA Air Pollution Control

offers air cleaning solutions for all types of companies from small carpentry firms, furniture factories, asphalt factories and house painting workshops to the world's largest steelworks.

After a busy centenary, the DISA Group, with 2,400 employees and an overall turnover of DKK 2.4 billion, is established internationally with its own production and sales companies on three continents and a network of distributors, a good basis for consolidating DISA's position and for further growth.

Details from a DISA filter.





Boeing 737-700

Maersk Air serves the UN

Tina Linea R. Tønnesen

On 15 November 2000 Maersk Air made the first charter flight in connection with the UN mission in Eritrea. On board the Boeing 737-700 aircraft were 22 international officers who had received intensive training at the barracks of Høvelte and who were to form the advance guard for, among others, the Danish Shirbrig force. The advance guard leads the mission in the whole area. The officers brought approximately 4,250 kg of computer equipment, other equipment and luggage. It was the first time that Maersk Air flew to Eritrea. Asmara Airport is an unusual airport to use as it is

2,356 metres above sea level. The carrying capacity of air diminishes both with height and increasing temperatures, which means that aircraft cannot take off from Asmara fully loaded.

On 8 December 2000 another Boeing 737-700 aircraft took off with an additional 100 men from the Shirbrig force and their personal equipment, bound for Asmara. The soldiers with the International Brigade are allowed to go home on leave during their six months stationed in Eritrea. As it is difficult to find a seat on the scheduled flights to Asmara - and as it is relatively expensive

with several stops on the way - once again a charter plane was the solution to the transport problem.

Negotiations between the Danish Life Guard Regiment and Maersk Air resulted in Maersk Air winning a contract for a total of six flights with the first flight on 5 February 2001 and the last one on 9 May 2001. These flights, which will carry a maximum of 50 passengers at a time, start in Billund Airport and, via Copenhagen Airport, continues non-stop to Asmara. The return flights take place via Cairo due to the very limited take-off weight out of Asmara.

Cadets of the Year

■ The Cadets of the Year 2000 have been selected and again this year it was a difficult decision as there were many suitable candidates. However, the choice fell on Søren Thuen as the Danish Cadet of the Year and Theresa Leisegang from South Africa as the International Cadet of the Year. On 24 January 2001 the cadets were honoured at a reception at Esplanaden at which they were each presented with a wristwatch by Ole Høg from Technical Organisation.



Left to right. Ole Høg, Søren Thuen, Theresa Leisegang and Ib Fruergaard.

Cadet Søren Thuen attends SIMAC (Svendborg International Marine Academy) and will be qualified as a ship's officer in December 2001. Ca-

det Theresa Leisegang, who is a deck cadet with Safmarine, completes her studies in June 2001.

Terminal in Buenos Aires

Marcio Guiot

■ Maersk Sealand acquired a majority stake in Terminal 4 S.A. at the Port of Buenos Aires, Argentina in October 2000. Terminal 4 will be the first large-scale terminal development project in the South American region.

The terminal consists of 77,000 m² ondock and 8,700 m² warehouse, along with two satellite depots of 48,000 m². The terminal has one mobile harbour crane with a maximum capacity of 100 tons. The terminal has 512 linear metres

berth for large vessels and a head pier of 177 metres, which is ideal for small bulk/reefer vessels.

Plans to develop this into a completely automated container facility including implementation of a fully automated terminal operating system are already in progress. Projected investments also include general construction work, along with the purchase of shore-side gantry cranes.



At the signing of the contract (left to right) Kenneth Johnson and Paul Rasmussen, A.P. Møller and Gustavo Ruggiero, Partner of Law Firm Ruggiero, Radovich and Fernandez Llorente.

Maersk Sealand in Turkey

■ On 11 September 2000, a joint venture agreement was signed between Maersk Sealand and Merit Shipping and Trading Company to establish Maersk Denizcilik A.I. in Turkey which will enable the Turkish organisation to become a fully fledged member of Maersk Sealand.

Merit Shipping and Trading Company was established in Mersin in 1989 to act as liner agents. A clear strategy of focusing on containers rapidly bore fruit, and the company was appointed Maersk Line's general agents in Turkey in 1993. The headquarters were moved to Izmir the same year, and there has been a rapid growth since then. In 1994 the Istanbul office was established, followed by the Bursa office in 1997. Today there are 376 em-

ployees in various companies of the Group dealing with container transport activities.

Together with Maersk Sealand, Merit introduced real-time, on-line computer connections, the twist locked container chassis and CMR insurance coverage for domestic transport in Turkey. Investments in port equipment and its own truck trailers have strengthened customer service quality.

At present, Merit operates three toploaders and four forklifts in various ports. A fleet of 170 owned truck trailers and two warehouses complement the total logistics services. Maersk Sealand's vessels call at Izmir, Mersin and Gemlik, Haydarpaia, Armaport and Bandirma in the Marmara area at least once every week.



Signing the contract are: Michael Hassing, A.P. Møller (left) and Salim Erdem, Managing Director of Merit Shipping and Trading Ltd.



Mr Michael Sternberg (back row centre), Danish Ambassador to Indonesia, with representatives of Maersk Sealand Indonesia.

Danish Days in Indonesia

Brian R. Pedersen

■ Every year the Danish Embassy in Jakarta and the Danish Business Association (DBA) arrange an event known as "Danish Days". The objective of the event is to promote trade and ties between Indonesia and Denmark. In 2000 it was held at Batam and Pekanbaru in November.

A total of 24 Danish companies were represented, including Maersk Sealand, and the event attracted great attention from the private business community. With the regional autonomy laws and decentralisation being effective on 1 January 2001, it is vital to establish an effective relationship with the regional authorities and local business communities. Danish Days provided an opportunity to increase the knowledge and branding of Maersk Sealand in Indonesia, especially in the Riau Province of Sumatra where the event took place.

Australian Shipping Awards - Again

■ Maersk Sealand repeated its success of 1999 at the 2000 Australian Shipping Awards held in Melbourne on 9 November 2000. Maersk Sealand won the following categories for the second successive year:

- Customer Service North Asia - award shared jointly with COSCO.
- Sailing Schedule Reliability - Western Australia Service

The Customer Service award was based on nominations by readers of the Lloyd's List Daily Commercial News. The Sailing Schedule Reliability award was given to the Line with the most reliable schedule adherence for 2000.



Maersk Australia staff with the awards.



The entire team from Maersk Air.

Interline Regatta

■ Every year at the beginning of October a major regatta for international airlines is held in the waters off Tortola, British Virgin Islands. As usual, many airlines participated, among

them Fedex, American Airlines, Alitalia, Cargolux, British Airways, Emirates, Braathens, Lauda Air and United Airlines. The competition is divided into three classes: 41, 46 and 50

feet boats and a team competition. Maersk participated for the 8th time - this time with a team of 28 people.

In recent years Maersk Air has achieved good results. Maersk Air won the team competition in 1997 and 1998, among other prizes, and as they came second in 1999, expectations were of course great, and most of them were met. Once more Maersk Air was by far the largest medallist - with winners in the 50 feet and 46 feet classes and a third place in the 41 feet class, winner of the trophy as Champion yacht, winner of the overall triangular and several other individual prizes. In the team competition Maersk Air was only beaten by a single point by Fedex, so there is every reason to muster the strongest team for the 20th Interline Regatta in 2001.

Two Wins for Maersk Sealand

Henrik Samuelsson

■ Maersk Sealand won two awards during Transportforum 2000 in Helsingborg, Sweden. The first award, "Best Homepage for International Transport", was for technical excellence on the Internet, a prize that Maersk Sealand had won once before in 1998. This time competition was keen, with 150 home pages being scrutinised by the jury. The second award, "The Øresund Award", was presented by the Port of Helsingborg as a recognition of Maersk Sealand's strategic estab-



The Øresund Award prize.

lishment in the south of Sweden. Øresund is the narrow gap between Sweden and Denmark which on both sides holds the

two countries' fastest expanding business regions known as "The Øresund Region".



A special event at the official opening.

Simon C. Atuhaire

■ Maersk Uganda Ltd opened a new Inland Container Depot (ICD) on 3 November 2000, conveniently located in Kampala's industrial area. The Hon John Nasasira, Ugandan Minister of Works, Housing and Communications, officially inaugurated the ICD at a very colourful ceremony which was attended by over 250 guests, including customers, various prominent importers and ex-

porters, foreign dignitaries, ministers and other top Government officials, as well as Maersk Uganda Ltd's Board members from Copenhagen.

African traditional dancers and the National Police Band, among others, kept the guests entertained. In order to give the customers an insight into the logistics operations at the ICD, a brief demonstration with a cargo

New container Depot in Uganda

train was carried out, using the ICD's reach-stacker to offload and load Maersk containers onto the train.

The services offered at the ICD include storage, handling, stuffing, stripping, customs clearance, transportation, distribution and warehousing of cargo and containers. The ICD is also a dedicated depot for empty containers, which allows Maersk to release empty containers to its exporters swiftly. Besides convenient and easy road access for trucks, the new Maersk ICD is the only privately owned ICD in Kampala that offers a direct rail link to and from the ports of Mombasa and Dar es Salaam, resulting in more efficient handling and faster transit times.



From the left: Philip Janholt, Bente Janholt, Peter H. Janholt and Casper Janholt.

New Bulk Carrier for the Mærsk Fleet

■ MAERSK SELETAR, a geared bulk carrier, was named on 18 January 2001 by Peter H. Janholt, General Manager of Rio Tinto Shipping Pty., Ltd., with the official cord cutting by his wife Bente Janholt, at a ceremony in the Tsuneishi Shipyard in Hiroshima Prefecture, Japan.

MAERSK SELETAR has an overall length of 225 metres, a beam of 32 metres, a depth of 19 metres

and a draft of 13 metres when fully loaded. Powered by a Mitsui Man-B&W 6S60 MC Engine with an output of 13,500 BHK, she is capable of reaching a service speed of 14.5 knots.

MAERSK SELETAR has been delivered to A.P. Møller on a long term time charter contract. She is owned by Doun Kisen Co., Ltd and registered in Panama.

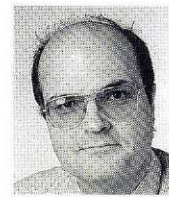
The Gold Boat



Maersk Logistics staff member Brent McPherson with the Soling.

■ The Sydney office of Maersk Logistics played a small but important role in a gold medal performance at the 2000 Olympic Games. Maersk Logistics Sydney organised the transport of the three-man keel boat from Copenhagen to Sydney for the Danish team. That team went on to win the gold medal in the Soling class. The Soling is a 26 foot, 11 inch, sloop-rigged keel boat and is the largest and heaviest boat in the Olympic fleet.

Esplanaden



40 Years Anniversary
Jan Peter
Toftegaard
Andersen
19 June 2001



25 Years Anniversary
Ole Olsen
29 April 2001



25 Years Anniversary
Michael Vedde
3 May 2001



25 Years Anniversary
Hans Christian
Orloff Petersen
4 May 2001



Retiring
Ole Schieltved
Paulsen
1 May 2001



Retiring
Hugo Bojer
20 June 2001

Roulunds



40 Years Anniversary
Jørgen Kent
Pedersen
14 March 2001



40 Years Anniversary
Leif Jaug
1 June 2001



25 Years Anniversary
Henning Ib S.
Jensen
24 March 2001



25 Years Anniversary
Arvid Svelmøe
Christensen
12 April 2001

Organisations Abroad



25 Years Anniversary
Luciana Casupanan
Maersk Filipinas
6 January 2001



25 Years Anniversary
Chris Van den Bergh
Maersk Benelux
1 February 2001



25 Years Anniversary
Ooi Eng Hai
Maersk China
1 May 2001



25 Years Anniversary
Dennis Atkins
The Maersk Company
1 April 2001



25 Years Anniversary
Ng Kan Cheung
Maersk Hong Kong
1 June 2001



25 Years Anniversary
Lo Kum Wing
Maersk Hong Kong
1 June 2001

Maersk Olie og Gas



Retiring
Elo Gunnar Petersen
1 April 2001



Retiring
Gunnar Qvist Isak
9 June 2001

The Fleet



40 Years Anniversary
Chief Steward
Tom P. Haahr
15 March 2001



40 Years Anniversary
Chief Engineer
Arne Andersen
5 June 2001



25 Years Anniversary
Electrician
Henning Rosenørn
20 May 2001



Retiring
Chief Engineer
Tommy Henningsen
31 December 2000



Retiring
Captain
Tyge Blum
31 March 2001



40 Years Anniversary
Captain
Poul Buchholz
30 May 2001



25 Years Anniversary
Chief Engineer
Dion Duelund
17 May 2001



25 Years Anniversary
Chief Engineer
Oskar Vestergaard
10 June 2001



Retiring
Chief Officer
John Madsen
9 January 2001



Retiring
Captain
Børge Henry Jensen
30 April 2001

Contractors



25 Years Anniversary
Warehouse Manager
Ingvar Mikkelsen
1 June 2001

Mærsk Data



25 Years Anniversary
Grete Toxværd
1 April 2001

Maersk Training Centre



Retiring
Jørgen H. Frederiksen
31 January 2001



25 Years Anniversary
Mechanic
Børge Henry Nielsen
8 June 2001
Maersk Ship Design



25 Years Anniversary
Søren P. Arnberg
29 January 2001

DISA



25 Years Anniversary
Bent Madsen
USA
4 January 2001

Norfolkline



25 Years Anniversary
Cees de Roode
1 March 2001



25 Years Anniversary
Daniël M. Andrade
13 March 2001



Retiring
Captain
Hogni Mortensen
30 April 2001



25 Years Anniversary
Jan Bal
1 May 2001

The Yard



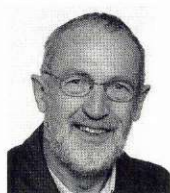
40 Years Anniversary
Svend Egon Nielsen
6 April 2001



40 Years Anniversary
Erik Møller Hansen
27 April 2001



40 Years Anniversary
Jens Lindahl Henriksen
27 April 2001



40 Years Anniversary
Arne Mortensen
4 May 2001



40 Years Anniversary
Preben Orla Nielsen
4 May 2001



40 Years Anniversary
Kurt Henning Jakobsen
8 June 2001



40 Years Anniversary
Per Ulrik Larsen
15 June 2001



25 Years Anniversary
Jacob Skovgaard Hansen
27 April 2001



25 Years Anniversary
Arne Ronald Dørr
4 May 2001



25 Years Anniversary
Steen Ørvad Jensen
4 May 2001



25 Years Anniversary
Steen Bo Brøndum
1 June 2001



25 Years Anniversary
Poul Arne Petersen
1 June 2001



25 Years Anniversary
Robert Bolvinkel
15 June 2001

Maersk Air



25 Years Anniversary
A/C Mechanic
Benny P. R. Kroos
23 February 2001



25 Years Anniversary
IT Assistant
Per Gøte Lennart Nilsson
23 February 2001



25 Years Anniversary
A/C Mechanic
Henning Svenstrup
23 February 2001



25 Years Anniversary
Cabin Attendant
Susan Aarkrog
1 March 2001



25 Years Anniversary
Cabin Chief
Alice J. Anskjær
1 March 2001



25 Years Anniversary
Assistant Tools
Gorm E. Christensen
2 March 2001



25 Years Anniversary
A/C Mechanic
Ib Schack Linnemann
2 March 2001



25 Years Anniversary
Captain
Arne Bank
1 April 2001



25 Years Anniversary
Captain
Ole F. Devantier
1 April 2001



25 Years Anniversary
Maintenance Manager
Jens Hansen
1 April 2001



25 Years Anniversary
Captain
Poul E. Vittrup
1 April 2001



25 Years Anniversary
Captain
John Mau
1 April 2001



25 Years Anniversary
Captain
Søren H. Nielsen
1 April 2001



25 Years Anniversary
Maintenance Manager
Per-Henrik Skarsby
1 April 2001



25 Years Anniversary
Captain
Flemming Sørensen
1 April 2001



25 Years Anniversary
Captain
Werner Wismar
1 April 2001



25 Years Anniversary
Maintenance Manager
Jan J. Nielsen
12 April 2001



25 Years Anniversary
A/C Mechanic
Jens Christiansen
17 May 2001

Obituary

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

Export Manager
Frank O'Donnell Andersen
DISA-gruppen
6 December 2000

Cook
Frede H. Ravn
Ex. MÆRSK FIGHTER
6 December 2000

Chief Engineer
Leif Kristensen
ex. CHARLOTTE MÆRSK
20 December 2000

Water Technician
Angel Alberto Brizuela
Contractors Venezuela
25 December 2000

Ship's Assistant
Claus Lykke Jensen
ex. SORØ MÆRSK
2 January 2001

Safety Supervisor
Melvyn Fletcher
Contractors
20 January 2001



MÆRSK