

MÆRSK

POST 2/2003





It all began in 1904 in the small town of Svendborg.

A.P. Møller, who had been employed by C.K. Hansen, had a clause inserted in his contract allowing him, alongside his work in the firm, to take control of a few ships of his own. He went from house to house in Svendborg with his father, Captain P.M. Møller, trying to persuade the town's prominent citizens to subscribe for shares, and they succeeded in raising a total of DKK 150,000 in share capital, including their own contributions.

On 16 April 1904, Aktieselskabet Dampskibsselskabet Svendborg was formed with Captain P.M. Møller as Managing Owner and A.P. Møller as Manager. The company's registered office was situated in Svendborg, on Høje Bøgevej 27 – the home of Captain P.M. Møller, A.P. Møller's childhood home, which is still preserved.

In addition to the Managing Owner and the Manager, the company's Board of Directors consisted of five prominent citizens of Svendborg, all highly respected men.

The first ship, "SVENDBORG", a 2,200-ton steamship, built in England in 1902, was taken over in October 1904. The accounts for 1905 were already profitable and have been ever since. The ship performed well with A.P. Møller's eldest brother Hans Mærsk-Møller as Captain and the second-eldest Oluf Mærsk-Møller as Chief Engineer.

However, the good Svendborg merchants sitting on the Board were very cautious – and you cannot blame them – so when the activities grew too slow for the enterprising A.P. Møller, he formed Dampskibsselskabet af 1912, Aktieselskab in 1912, with another, slightly bolder, Board of Directors.

A.P. Møller described the background to this venture in a letter thirty years later:

"The start of the company was the purchase of two rather antiquated ships, built in 1889, from C.K. Hansen for DKK 150,000 each, the price at which they had just unsuccessfully been offered to Norway. A year previously the same ships had been on offer at DKK 90,000 each. A provincial bank demonstrated their confidence in me by giving the company a loan of DKK 275,000 against a mortgage on the ships and my personal guarantee. The share capital was set at DKK 50,000, of which I personally subscribed DKK 40,000, and against these shares I borrowed a further DKK 25,000 or so.

People who go only by the rule book, of which there are many these days, me included, would no doubt think such a start reckless, even indeed the work of a madman, yet there was method in my madness..."

During the First World War both companies were managed cautiously, wisely and with constant care by A.P. Møller, and at the end of the war both had strengthened their positions.

The company's first motor ship, "LEISE MÆRSK" of 4,400 tons, was delivered in 1921.

Larger tramp – diesel as well as turbine vessels – followed, together with a number of small vessels with so-called triple expansion engines. In 1926 the first tankers were ordered, five in all.

In 1928 a regular liner service was established – today known as Maersk Sealand – with a route between the USA and the Far East.

The fleet continued to increase and consisted of 46 vessels at the time of Denmark's occupation in 1940.

During the Second World War the fleet was more than halved, and about 100 brave Danish Maersk seamen lost their lives on wrecked Maersk vessels engaged in allied service alone.

The oil activities commenced in 1962.

In 1964 an agreement was signed with Mr Herman Salling on Dansk Supermarked, resulting in a unique cooperation.

Other activities have been added since then, and with the acquisition of Sea-Land and Safmarine in 1999 the container activities have reached a prominent international position with offices all over the world.

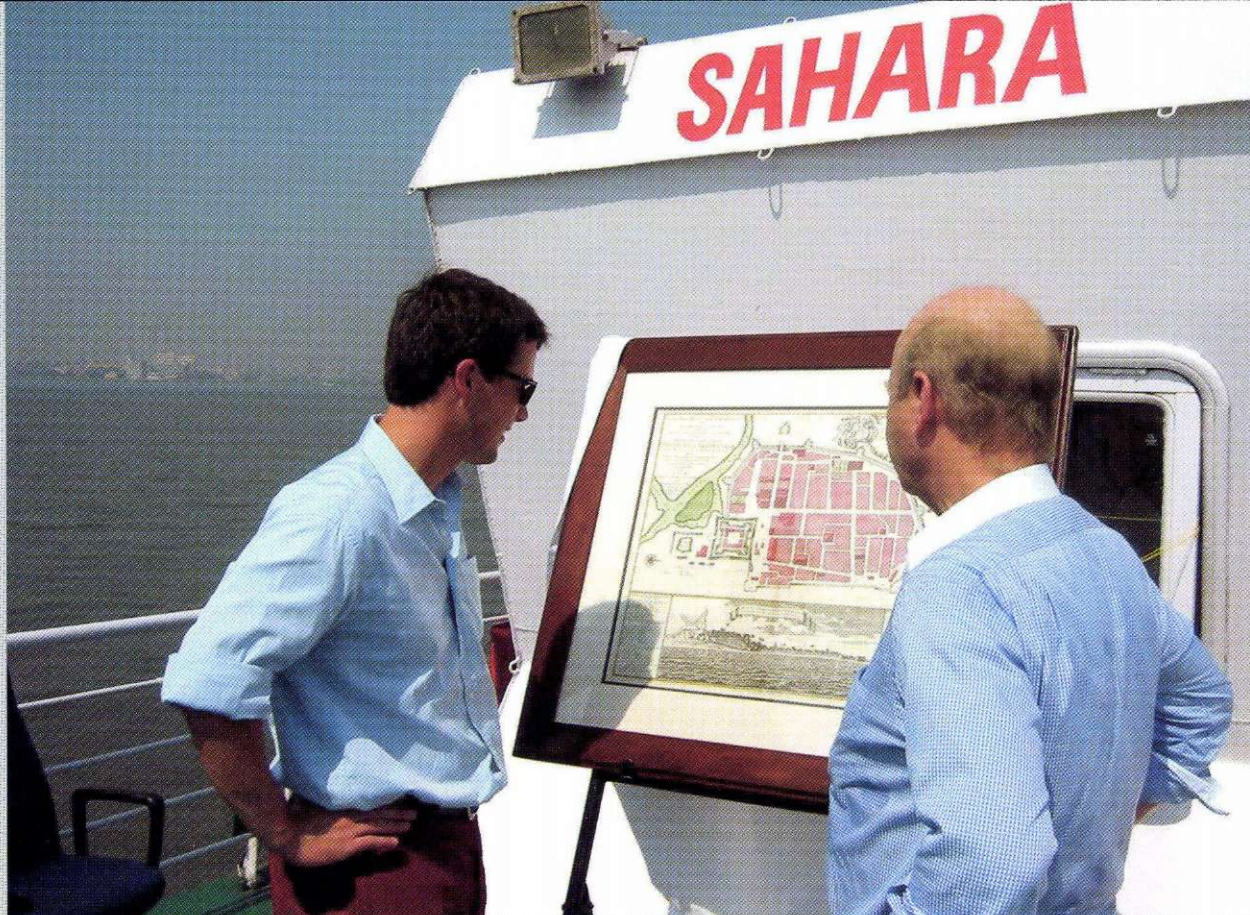
So far the business has been operated by the two separate companies – Aktieselskabet Dampskibsselskabet Svendborg and Dampskibsselskabet af 1912, Aktieselskab, and their jointly owned partnerships, Tankers and Liners in Partnership and Oil and Gas Activity in Partnership. This has worked well for many years. But times have changed, it is a different world, and the previous structure had become too complex and increasingly difficult to manage.

Consequently, the Boards of Directors announced in December 2002 that the possibility of a merger between the two companies would be investigated, and such a merger was adopted at extraordinary general meetings in the two companies on 10 and 12 June respectively, with Aktieselskabet Dampskibsselskabet Svendborg as the continuing company under the name of A.P. Møller - Mærsk A/S.

Our activities are now gathered under the Founder's – my father's – name.

It is my sincere hope – and also my firm belief – that the merger will prove to be the right, constructive decision made at the right time, and I ask all employees in all parts of the organisation to do their utmost to ensure that our new organisational structure is well received everywhere and will be a success.

Mærsk Mc-Kinney Møller



HRH Crown Prince Frederik is being presented with an antique map of Tranquebar.

HRH Crown Prince Frederik of Denmark visits India

In February 2003 New Delhi and Mumbai played host to His Royal Highness Crown Prince Frederik of Denmark.

The Crown Prince was heading a Danish business delegation organised by the Confederation of Danish Industries in cooperation with the Danish Embassy and the Danish Trade Council. This business delegation was the largest so far and comprised 23 firms and the leading Danish trade organisations.

The delegation started in New Delhi, where the Crown Prince opened a well attended Indo-Danish Business Conference. A gala dinner, hosted by the Danish Ambassador

to India, Michael Sternberg, was attended by a number of friends and customers of Maersk Sealand.

After a short break in Rajasthan, the Crown Prince visited Mumbai. The programme included a well attended Business Conference with Indian industrialists, a reception where a great number of Maersk Sealand customers participated, and finally a visit to Maersk Sealand's Shared Service Centre, where the Crown Prince were given a presentation of the activities managed and performed at this facility. The Crown Prince showed great interest in the processes and asked many questions from the individual members of the staff. Finally Maersk

India hosted a lunch on board a motor launch, cruising off Mumbai. To commemorate the visit to India, an original antique map of the former Danish trading port, Tranquebar was presented to the Crown Prince by Per Jørgensen, Chairman of Maersk India Ltd. Tranquebar served as a Danish trading station from 1620 to 1845. Today Maersk Sealand continues to carry the same commodities, namely textile fabrics and spices to the whole world as originally initiated nearly 400 years ago.

The visit to India of His Royal Highness the Crown Prince attracted widespread interest, and the press coverage was very positive.



Ship Shape in the Land of Smiles

■ The Maersk Group Thailand proudly inaugurated new offices in Empire Tower on 31 March 2003. The opening was celebrated with a banquet hosted by Peter Linnemann, Maersk Group Thailand. Guests included H.E. Ulrik Helweg-Larsen, Danish Ambassador to Thailand, as well as long term VIP customers and Bjarne Hansen, Maersk Singapore and Michel Deleuran, new Managing Director of Maersk Group Thailand. The guests were treated to a traditional Buddhist opening ceremony in which Buddhist monks were invited to chant mantras, offer prayers and sprinkle holy water for the continued success and prosperity of the new offices and its employees.



Thailand, also known as the Land of Smiles, has been smiling on Maersk since our establishment in the Kingdom in 1949. Since then our services have grown steadily and in 1973 Bangkok Marine Company was

formed, acting as broker and agent for liner services, followed by the addition of Maersk Logistics and Maersk Sealand. As the Group has grown, so has the need for office space.

Maersk Line Bangkok remained at South Sathorn Road for over 40 years, where the Maersk Bangkok branch occupied three floors of office space in the Prachachat Building. In those days Maersk Group Thailand had 50 employees, two of whom were solely responsible for operating the telegraph system. One fitting nautical feature of the offices in the Prachachat Building was a spiral staircase and the absence of lifts.

After Bangkok Marine and Maersk Logistics had joined the Group, the offices were moved to Bang Na Tower on the outskirts of Bangkok. The purpose of this move was to place the office close to its operational sites, Lat Krabang Inland Container Depot and Laem Chabang Deep Sea Port, and to obtain more office space for the increasing number of employees. Bang Na Tower was home to Maersk Group Thailand for just under 10 years. With continued success and need for a more fitting environment to accommodate Maersk Group Thailand's wide range of services and increasing number of employees, and also in an effort to provide a more convenient point of contact for brokers and agents, it



*Far left:
Empire Tower where the Maersk Group Thailand is located on the 41st floor.*

*Left:
Buddhist monks at the opening ceremony.*

*Above:
The office at South Sathorn Road.*

Ship Shape in the Land of Smiles, continued

The oval reception area.



was decided to relocate back to South Sathorn Road.

With the latest office move to Empire Tower, Maersk Group Thailand now has a location that signals professionalism, integrity and quality service. Located on the 41st floor, all employees are now treated to a panoramic view of Bangkok (Asia's City of Angels). Empire Tower was chosen for its ISO approved rating and its proximity to Bangkok's commercial centre, main roads and

transport systems, including Bangkok's latest traffic jam solution: the elevated "Skytrain" and the soon to be completed subway.

A lot of effort has gone into the interior design of our latest Bangkok offices with a futuristic maritime theme. As visitors enter, an oval reception area, ergonomic counter tops and a floor designed like a compass are revealed. A touch of history is also part of the décor with conference rooms aptly named after fam-

ous explorers. Each conference room door sports a glass plate containing a portrait and brief account of its namesake's discoveries.

Whereas offices were previously located in various sites around Bangkok, the unique counter service procedure at Empire Tower has now become the centre for all transactions for Maersk Group Thailand. A total of nine staffed counters facilitate all documentation processes, including Bills of Lading and delivery orders, with the emphasis on speed and efficiency by categorising each type of service and operating a queue management system.

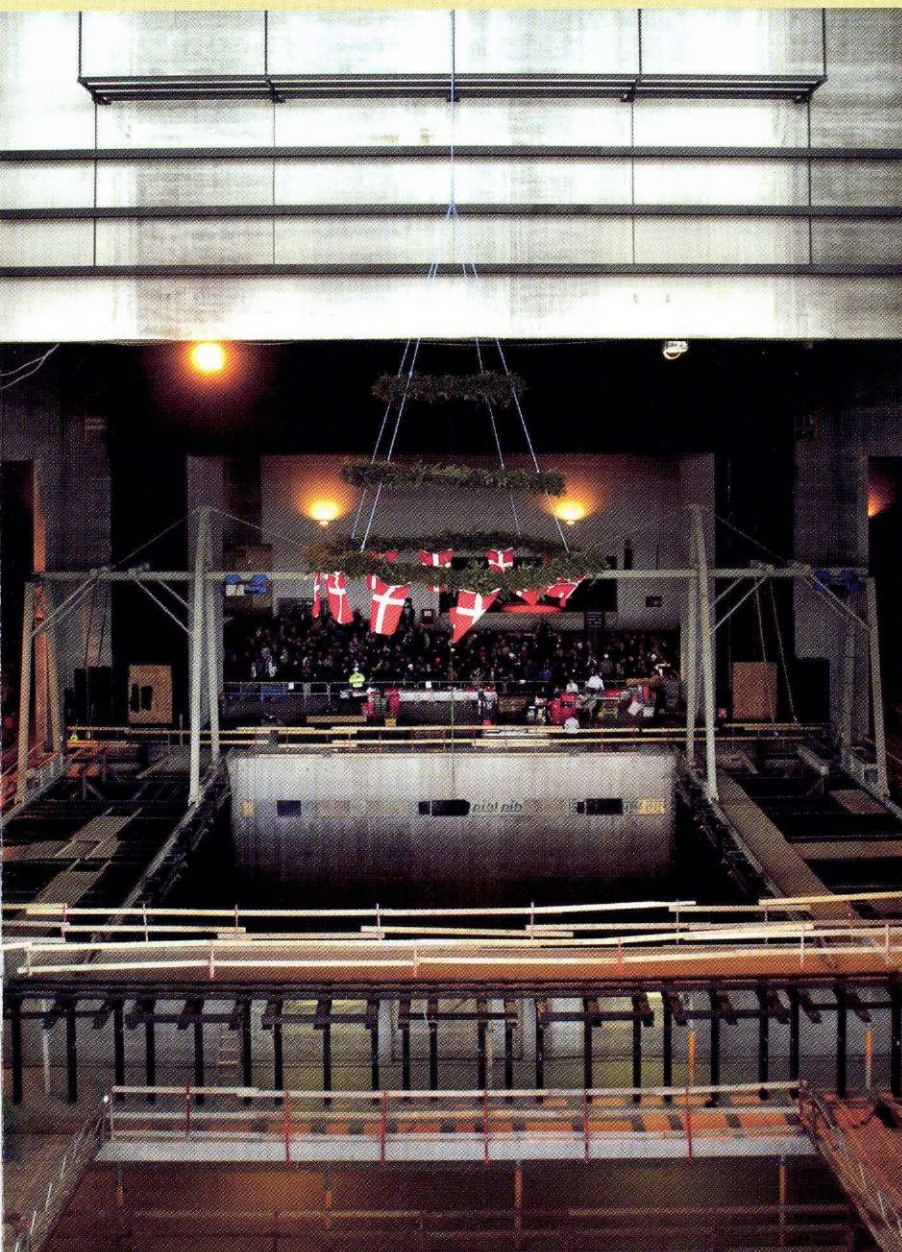
Customers are able to complete their transactions within ten minutes. The ground floor counter service facility serves a double purpose by providing both convenience for customers and exposure to the general public, with its customised container door entrance.



The container door entrance to the counter service facility.

The 'Topping out' Ceremony for the Opera House

More than 500 people attended the ceremony of topping out, which was held in the area behind the main stage.



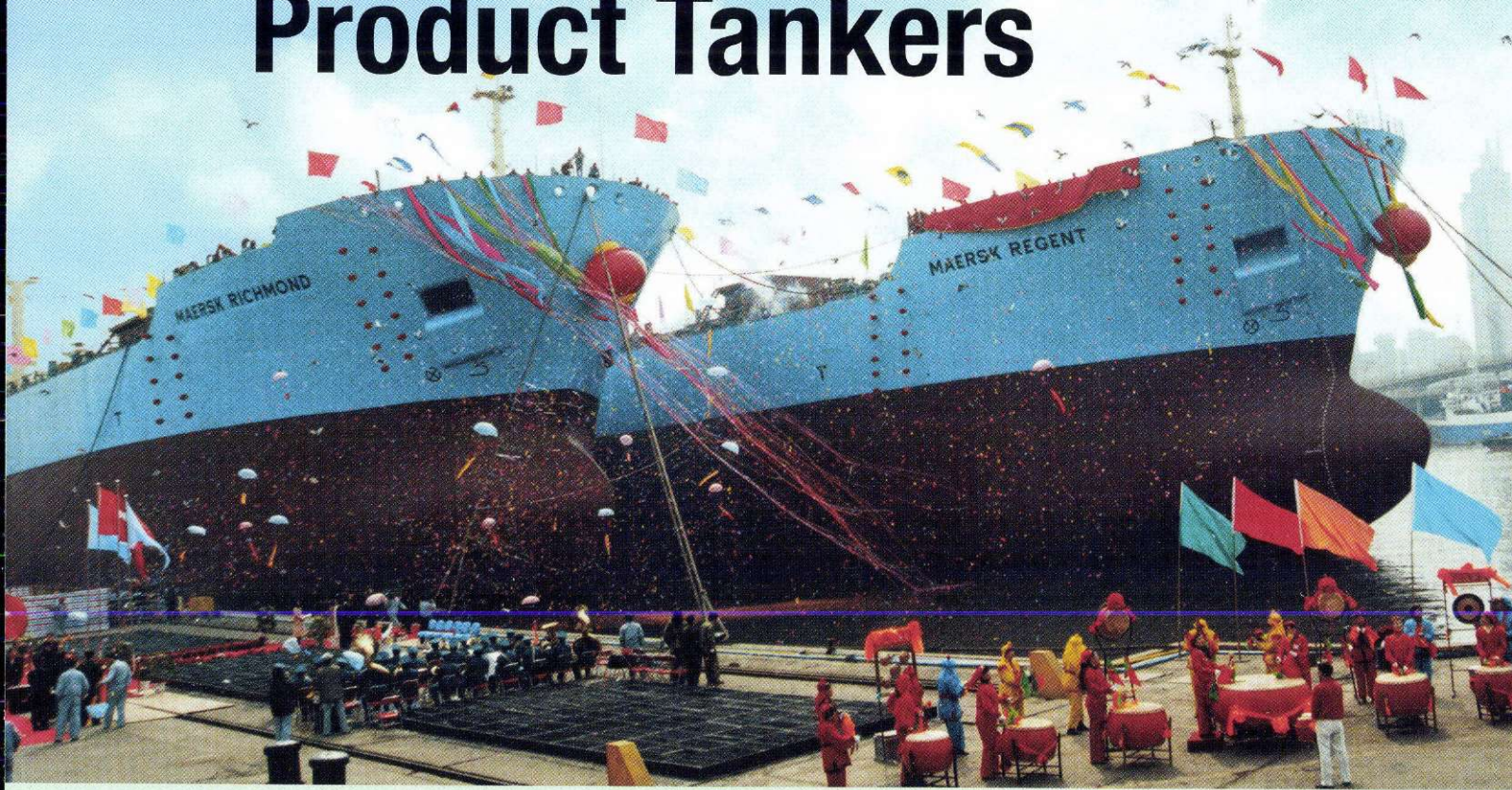
On Tuesday 29 April 2003 the "topping out" ceremony was held in the Opera House on Dock Island, Copenhagen for the builder, workmen, engineers, architects, contractors and others.

Mærsk Mc-Kinney Møller said that during the visits to the building site he had received the impression that everybody strived to do their work so well, with constant care, that nothing would have to be done again and the quality will be first-class. Having emphasised that the Opera House must be handed over on time, Mr Møller thanked all parties for their efforts and said that he hoped that also later in life they will be proud of their contribution to the building of this house.

The ceremony of "topping out" is always a special occasion, but as Søren Langvad, Managing Director of the managing contractor E. Pihl & Søn A/S said in his speech: "This was after all a very special historical event". Many efforts from far and near have been made to produce the best that our time can, and the result will eventually speak for itself.

The ceremony finished with entertainment by the Royal Theatre Opera singer Anne Margrethe Dahl and pianist Leif Greibe, giving the attendees a memorable experience with a very beautiful presentation of songs by Puccini and Lehar.

Four new Product Tankers



On 9 January 2003 at Dalian New Shipbuilding Heavy Industry, Mme Sun Chunlan, Party Secretary of the city of Dalian, named Hull No. 1100-12 MAERSK PRINCESS.

This is the seventh such 110,000 DWT product tanker delivered from Dalian New Shipbuilding Heavy Industry to the A.P. Møller fleet.

The vessel will be registered in Singapore and will be commanded by Captain Preveen Abraham, with Ashutosh R. Nath as Chief Engineer.



Sponsor Mme Sun Chunlan with (from the left) Mr Sha Jungang, President, Dalian New Shipyards, Per Jørgensen, A.P. Møller and Mrs Wendy Jørgensen.

On 20 March 2003, A.P. Møller named the first two vessels in a series of four product tankers being built by Dalian Shipyard, Peoples Republic of China.

Newbuilding No. 350-1 was named MAERSK RICHMOND by Mrs Susanne Berendtsen Paulli, wife of Kent Paulli, Chartering Manager, Adam Maritime Corporation, Stamford.

Ms Sherry Zambrano, daughter of Rosendo Zambrano, Commercial Director, PMI Trading Limited, Mexico City, named newbuilding No. 350-2 MAERSK REGENT.

MAERSK RICHMOND and MAERSK REGENT are handy-sized product carriers, each with a length of 171.2 meters, width of 27.4 meters, weight of 35,000 dwt, capacity of 38,316 cbm and speed of 14.5 knots.

Both vessels are registered in London, United Kingdom and after delivery will be trading in the Handytankers pool, mainly in the European market.



From left to right: Mrs Lene Skou, Mr Rosendo Zambrano, Commercial Director, PMI Trading Limited, Mexico City, Sponsor Ms Sherry Zambrano, Sponsor Mrs Susanne Berendtsen Paulli, Mr Kent Paulli, Chartering Manager, Adam Maritime Corporation, Stamford and Søren Skou, A.P. Møller.

On 27 March 2003 Hull No. 0130004, a 35,000 DWT product tanker, was named RAS MAERSK at Guangzhou Shipyard International by Mrs Alice Hsuan, wife of Dr Jason Hsuan, Chairman and Managing Director of Top Victory Electronics.

The vessel will be registered in London under the management of The Maersk Company Limited, UK.

RAS MAERSK will be commanded by Captain Ole Jensen with Finn Jeppesen as Chief Engineer.



Sponsor Mrs Alice Hsuan surrounded by (from the left) Mr Zhang Xipeng, Vice President, China State Shipbuilding Corporation, Dr Jason Hsuan, Chairman and Managing Director of Top Victory Electronics, Per Jørgensen, A.P. Møller and Mr Hu Guoliang, Chairman of Guangzhou Shipyard International.

Two new Post-Panamax Container Vessels

On Saturday 15 February 2003 Odense Steel Shipyard presented a new large post-panamax container vessel built for A.P. Møller. Mrs Marcia K. Wagner, wife of the former Chairman and Chief Executive Officer, Air Products and Chemicals, Inc., Harold A. Wagner, named the newbuilding AXEL MÆRSK.

AXEL MÆRSK is registered in Bagenkop, Denmark and will be commanded by Captain Jørn Holger Pedersen with Lars Niels Rasmussen as Chief Engineer.

On 10 May 2003 Odense Steel Shipyard presented another large post-panamax container vessel for A.P. Møller. Mrs Gitte Christrup, wife of Attorney at Law Henrik Christrup, member of the Board of The A.P. Møller and Chastine Mc-Kinney Møller Foundation, named the newbuilding ANNA MÆRSK.

ANNA MÆRSK is registered in Aabenraa, Denmark and will be commanded by Captain Flemming Kjær, with Finn Jeppesen, as Chief Engineer.

AXEL MÆRSK and ANNA MÆRSK each have an overall length of 352 metres, a beam of 43 metres and are equipped with a 12-cylinder HSD-Wärtsilä Sulzer diesel engine, developing 85,500 BHP at 100 revolutions per minute.

The vessels are among the largest and most modern container vessels in the world. Each of the vessels are equipped with an education centre for 10 cadets, enabling them to act as training ships.

AXEL MÆRSK and ANNA MÆRSK will each have a crew of 15 and after delivery the vessels will enter Maersk Sealand's worldwide liner service.



Sponsor Mrs Marcia K. Wagner with Mærsk Mc-Kinney Møller and John Skov Hansen, Odense Staalskibsværft.



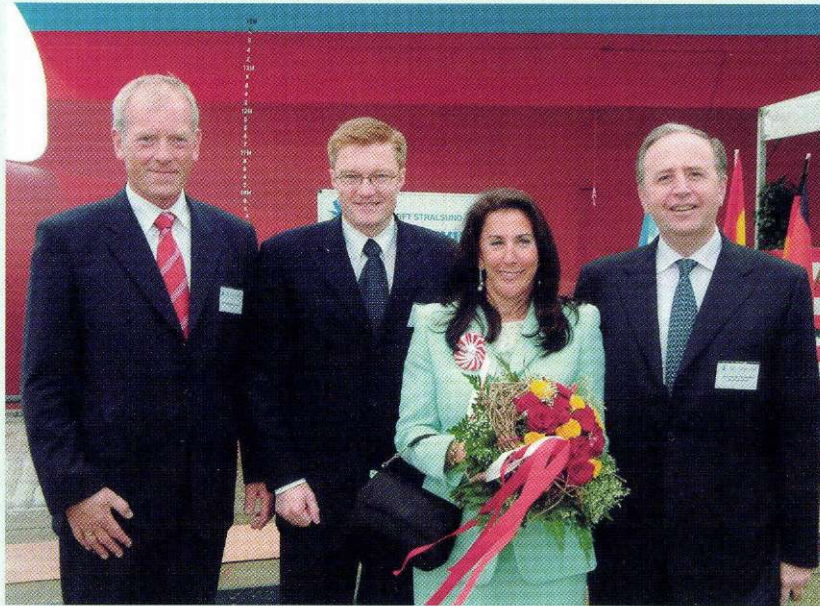
Sponsor Mrs Gitte Christrup with Captain Flemming Kjær and John Skov Hansen, Odense Staalskibsværft.

Container Vessel from Volkswerft Stralsund

On 29 April 2003 a new container vessel for A.P. Møller was named at Volkswerft Stralsund GmbH in Germany. The Sponsor was Mrs Maria del Rosario Andrade de Trel, wife of Manuel Fernandez de Sousa Faro, President of Pescanova Group, Spain. The new container vessel was named OLGA MÆRSK.

OLGA MÆRSK has a length of 237 metres, a beam of 32 metres and a container capacity of 3,000 TEU. The vessel is the first in a series of three, with delivery in 2003, and the largest newbuilding ever built at Volkswerft Stralsund GmbH.

The homeport of OLGA MÆRSK is Kerteminde, Denmark, and the vessel will be commanded by Captain Andras Gregersen with Per S. Nielsen as Chief Engineer.



Sponsor Mrs Maria del Rosario Andrade de Trel with (from the left): Wolfgang Stammer, Volkswerft Stralsund GmbH, Peter Frederiksen, A.P. Møller and Mr Manuel Fernandez de Sousa Faro, President of Pescanova Group, Spain.

Maersk Trucking



Tomas Bay, Charles Lui, Henning Jacobsen and Claus V. Hemmingsen at the opening ceremony.

Steen B. Lund ■ Following the establishment of the Maersk Greater China region the trucking activities in Hong Kong and South China have been merged into one business unit: Maersk Trucking (China) Company Limited. The official opening of the new office took place on 17 March 2003 at Kwai Chung Terminals, Hong Kong.

Welkin Transport Company Limited, which has delivered trucking services for almost 20 years under the Maersk Hong Kong Group of Companies, thus ceased to exist and all the assets and staff of Welkin have been transferred to Maersk Trucking. The merged company will provide one-stop shopping for customers and enhance trucking capabilities within the South China region under one company and management. The combined fleet consists of 104 trucks and 153 chassis offering services in the Guangdong Province, Hong Kong and across the Hong Kong-Guangdong boundary.

Extension of A.P. Møller's Head Office

Inge Færch

In 1979 A.P. Møller moved from its premises at Kgs. Nytorv, where space was getting very tight, to the newly built head office at Esplanaden 50, where there was plenty of room for the various departments. In May 1979 Mærsk Post wrote that all departments would be gathered under one roof.

25 years have passed and space is getting tight again. For a number of years A.P. Møller has used rented premises in the vicinity. When the extension is finished, it will be possible to gather most departments under one roof.

The Planning

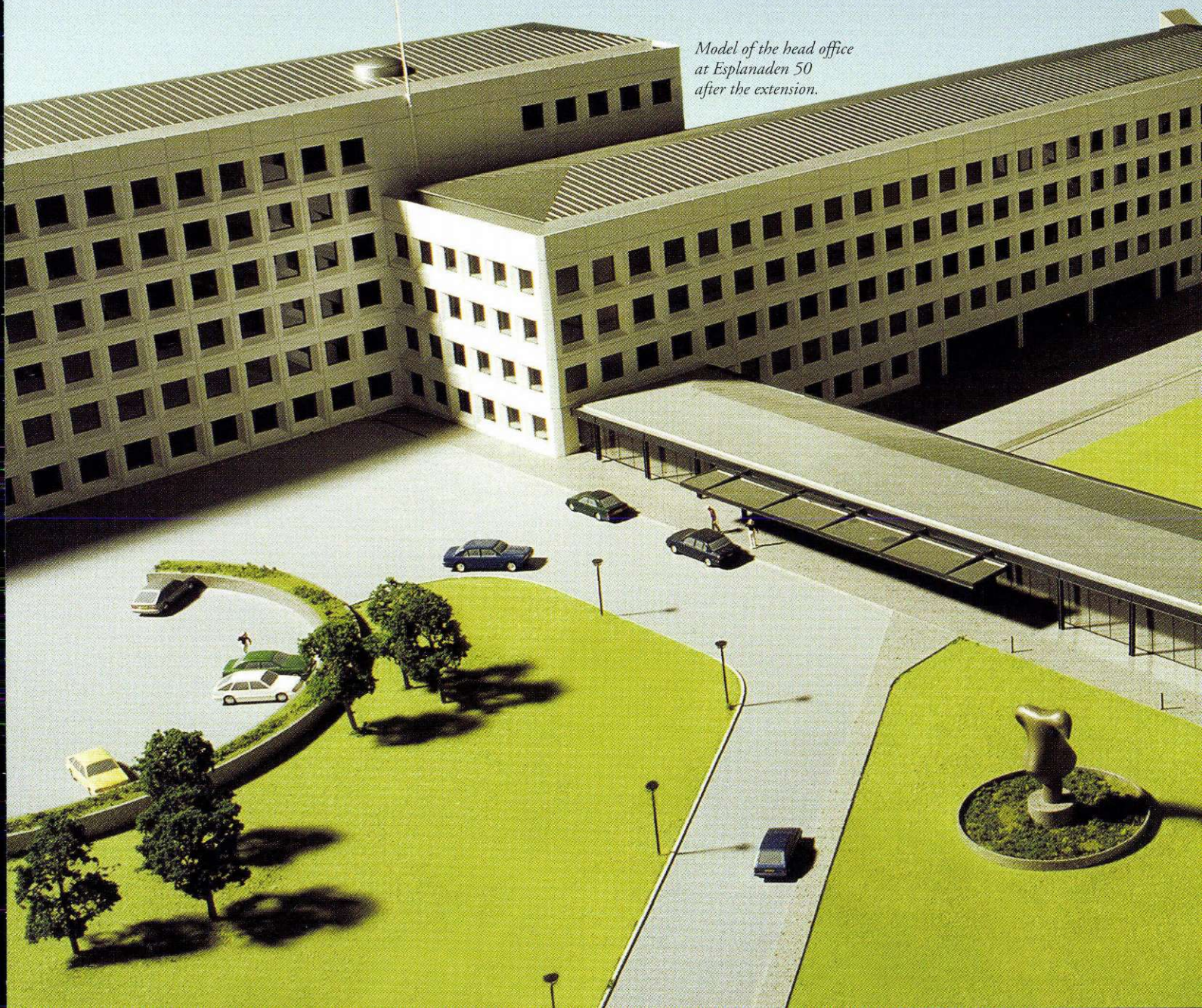
Henning Larsens Tegnestue and the engineering firm Carl Bro were asked to draw up a proposal for the extension. The requirements for the new building are that it must be both in harmony with the existing building and in keeping with the surroundings in Amaliegade.

Amaliegade lies in the part of the city of Copenhagen called "Frederiks-staden", built in the times of King Frederick V in memory of the ter-centenary of the reigning royal family in 1749. The street became an

expression of the European notion of the ideal city in the 18th century – straight, bright and airy streets with large citizens' houses and mansions. Thus Amaliegade forms a contrast with the narrow, dark and twisted streets of old Copenhagen.

The chosen proposal for the extension is in keeping with the concept for the building of Frederiks-staden. The extension consists of an angular building connected to the existing building, creating an atrium. Light Scandinavian granite from Gotland has been chosen as facing. The win-

Model of the head office at Esplanaden 50 after the extension.



dows have projecting frames to fit with the rest of the facing in Amaliegade, and there are also high parapets below the windows. The façade towards Amaliegade will appear as three town houses. When the addition is finished, the existing building will be adapted to the extension through minor rebuilding.

Main entry to the entire complex will be via the existing forecourt and the new porch, placed in the passage between the old and new buildings. The forecourt with its existing grounds will remain unchanged, except that the driveway will be moved a few metres to the west. In addition, a two-storey underground car park is being built, with room for 352 cars and a ramp and barrier facing Amaliegade. The car park will include designated cycle and motorcycle parking areas. A total

of 30,000 m² will be added, of which 12,000 m² will be office space with 625 new workplaces.

The Lay-out

The lay-out of the new building is in accordance with the "new office" principle, with flexible offices that can be changed easily from individual offices to open-plan and vice-versa. The design of the ceilings and air conditioning will help to ensure a good indoor climate.

To meet the increasing need for auditoriums, two new auditoriums equipped with the latest AV and video technology, will be furnished for 187 and 62 people respectively. In addition, there will be nine well-equipped conference rooms.

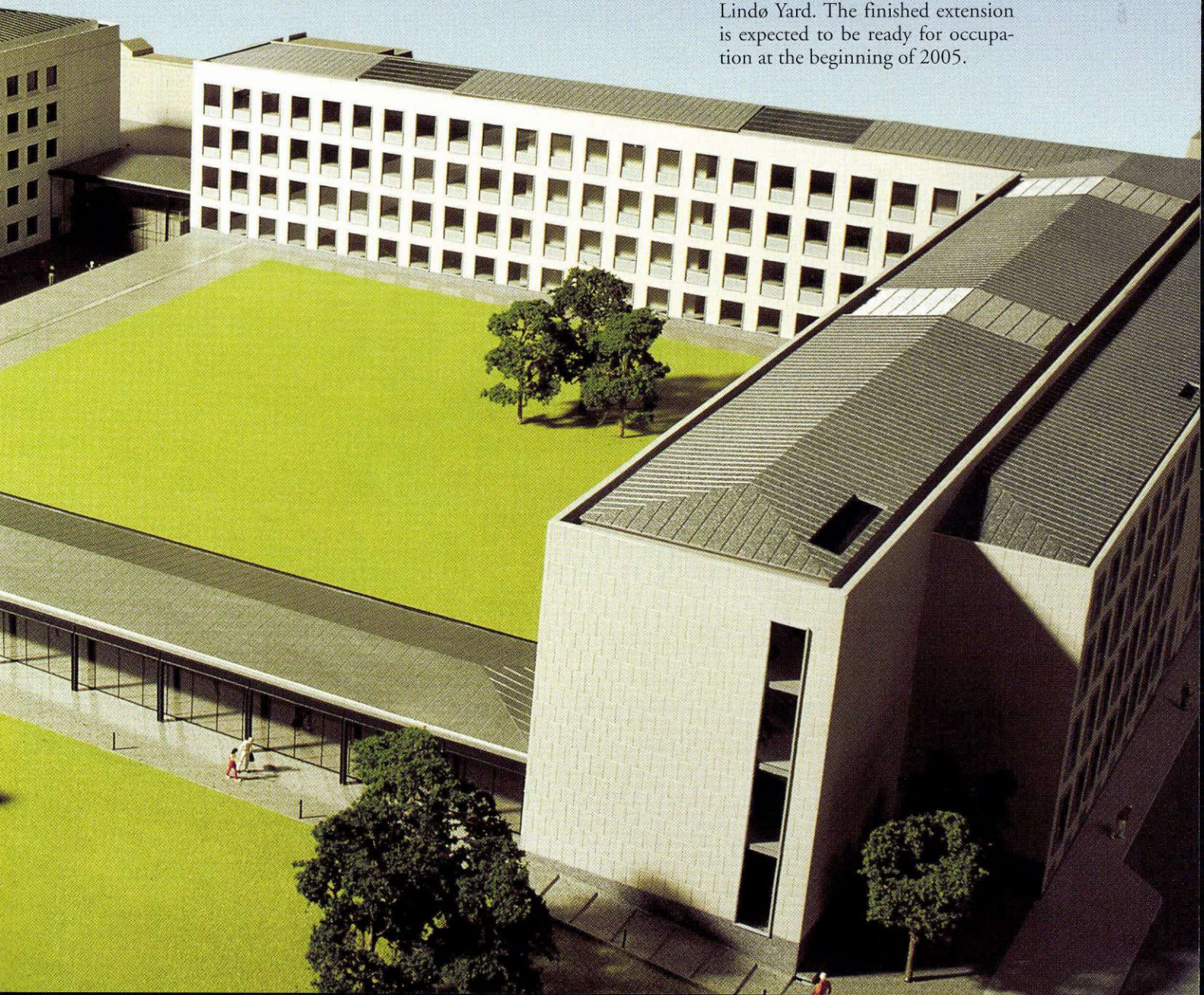
The canteen stays in the same place, but with increased capacity for 1,600 people. The sports facilities remain in their present area, but will

be extended with an aerobic hall, fitness room and new bath and changing rooms. The present squash courts will be maintained.

The Schedule

Archaeologists from Copenhagen City Museum have been working on the building site for a few months, finding rich, well-preserved material of both national and European interest. There are no previous recordings of such interesting finds from around 1700. The archaeologists consider the finds to be unique and a great help in describing the general living conditions of ordinary Copenhageners at that time.

The archaeologists have finished their work with brushes and teaspoons and the contractor has moved in with large machinery. The choice of contractor is Hoffmann A/S who have worked previously for A.P. Møller in building part of the Lindø Yard. The finished extension is expected to be ready for occupation at the beginning of 2005.

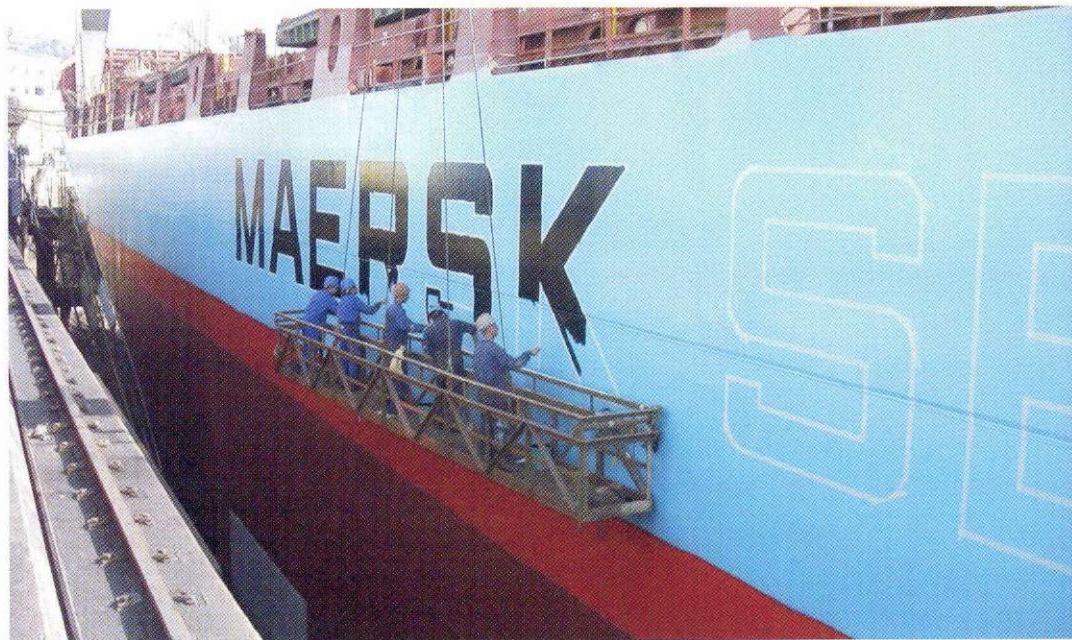


More Than Just Paint



Steel corrodes, a ship's submerged areas become overgrown, reducing speed and increasing oil consumption, concrete decomposes with wind and weather and fibre glass is destroyed by the sun's rays. Hempel manufactures paint and thus provides protection within the Marine, Industry, Container, Decorative and Yacht segments.

■ An amateur yachtsman would probably be surprised to learn that it is quite common to apply 15-20,000 litres of paint to a large container vessel or VLCC docked for its regular overhaul. High-pressure washing and sand blasting of the steel make up the first phase in the repainting of a ship's bottom and sides, all done in 6-8 days. Every square metre of pure steel is protected with a good litre of rust-preventing paint, and the submerged parts receive an additional 1.7 litres of bottom paint per square metre. In 2002 Hempel A/S manufactured about 180 million litres of paint, a great deal of which was applied to Rederiet A.P. Møller's vessels, new-buildings, containers, offshore installations and drilling rigs.



Denmark's Youngest Wholesaler

Hempel has made rapid strides since the 21-year-old Jørgen Christian Hempel from Svendborg established an import/export firm in Copenhagen in 1915 and became Denmark's youngest wholesaler. One had to be 25 years of age to take out a trade licence, but he managed to obtain an exemption. However, trade was not enough for him. In 1916 he initiated paint production from a shed on the island of Amager and went out on his bicycle to sell his first can of paint to the boat owner on Peblinge Lake in Copenhagen. The small rowing and passenger boats that navigated the Lakes of Copenhagen at that time were thus the first to be painted by Hempel.

A natural sales outlet would have been the marine stores, but they did not believe that they could sell ready-

mixed paint, perhaps because they were already doing well by selling raw materials for paint which the crew mixed themselves. So J. C. Hempel approached yards and shipping companies directly, and his fortune was made. He also approached A.P. Møller and was allowed to paint one of the company's vessels. It was a success that marked the beginning of the fruitful co-operation we know today.

The Marine Segment

The Marine segment is Hempel's largest. In 1915 ready-mixed paint was considered modern rubbish, whereas today's paint system is tailored to the functions and sailing patterns of ships. Heavy demands are made on the coat of paint, which is thin like a good solid carrier bag. It must be

able to tolerate wind and weather, oils, chemicals, cold and hot cargoes, bumps and blows. The paint enhances the appearance of the vessel and radiates efficiency and safety. Last but not least it should be maintenance-free and inexpensive.

That is one of the reasons why "Enterprising" is the first of Hempel's four key words. It is the company's ambition to make paint and maintenance as easy as possible for the shipping companies. Good corrosion protection begins on the drawing board. Design of the paint system, planning, procedures and application methods are carried out in co-operation with yards and major customers all over the world. In Denmark, Odense Steel Shipyard is heading the development of rational paint

More Than Just Paint, continued

systems to be applied in painting halls and in the dock where the ship is assembled. We are not talking about the well-known 20-litre buckets – the paint is delivered in 1,000-litre containers and applied directly from container to construction in modern dual component spray plants.

Hempel attaches great weight to co-operation with and guidance of the technicians in the shipping companies to ensure the best possible performance of the vessels at all times. This service extends to the actual docking where Hempel's coating advisers help to ensure that the paint is applied correctly, that repainting intervals are observed, etc. This helps the superintendent who has many other important tasks to perform.

This specialised knowledge does not come automatically, but is the result of experience from more than 50,000 dockings, and all data are stored in Hempel's Ship Data System. Among other things, this database shows that the area to be sandblasted on a ship's sides at an ordinary maintenance docking has fallen by 25% since the shipping company switched to modern rust-preventing paint; a large saving considering that the price of the paint is only about a tenth of the total price of corrosion protection.

Research and Development

The aim is not only to keep abreast of developments, but also to be the leader in all segments, and Hempel has its own research and development centres all around the world. In 1994 new laboratories were opened in Kgs. Lyngby north of Copenhagen, and only seven years later, in May 2001, the Innovation Centre was opened, with the objective of setting new standards for the development of paint.

One of the products developed in co-operation with the Antifouling (bottom paint) Research Department in Barcelona is Globic, which fully lives up to the requirements of the international shipping organisa-

tion IMO on TBT-free bottom paint after 1 January 2003. It is a completely new technology where mineral micro fibres are used for the first time in antifouling. Behind the patenting and release of such a product, which may give an interval up to 60 months between dockings, lie several years of research and countless tests. At the end of 2002, Globic had been applied to more than 1,000 vessels and works so well that Hempel phased out the old TBT bottom paints at the end of 2002.

The environment plays an important part in the development of new products. Today, new requirements are constantly being introduced for the protection both of employees and the environment, and the company therefore wishes to keep abreast of events and legislation. It is not at all like the efficient, but very poisonous, copper bottom paint that J.C. Hempel sold when he first started his career. Today, Hempel's aqueous products in the Hemucryl series are used on A.P. Møller's vessels in engine rooms, store rooms and workshops.

The Industry Segment

Industry also needs types of paint that are both durable and strong. One large area in this segment is the petrochemical industry, where the offshore section has more or less the same needs as ships. Hempel helps to protect the very large values that offshore installations, drilling rigs and floating production units represent. However, the tasks are not only found at sea: large tanks, pipelines, oil refineries, bridges and rail cars are all steel constructions that require protection. In recent years the windmill industry has become a large business area for Hempel, which co-operates with leading Danish companies in this field on the development of systems for line production of windmill towers. Another large area is the container segment, where Hempel has a market share of about 30%, with by far the largest part in China. Product development is also a necessity here. Container production

is a rapid business; heavy demands are made on application properties such as drying time, and durability must be first-rate.

Delivery and Service

The second key word is "Accessible". Major customers have their own archives on Hempel's extranet where all data on newbuildings, dockings, inspections, condition reports etc. are easily and promptly accessible. Daily updating of reports and photographic documentation is possible if the customer wishes to follow a particular project; no more searching in old archives in the basement.

When customers are constantly on the move, with calls at ports all over the world, it is a challenge to be "Precise"; the third key word. Navigation routes, time schedules and supply patterns are studied thoroughly, e-mail, fax machines and telephones glow. Hempel's offices and warehouses are placed along all the major trade routes, but there are other destinations, and punctual delivery at a remote terminal demands serious efforts in all phases.

Even after a busy working day you meet Hempel, if yachting is your hobby. Hempel Yacht is represented in marine stores with everything a boat owner needs. Hempel's spinnaker logo is seen in all Scandinavian ports and a number of European countries. Yachting people benefit from the intense research, but there is a great difference between making a self-polishing bottom paint work at the 3-5 knots of sailing boats, compared with the 15-22 knots of commercial boats.

Owned by a Foundation

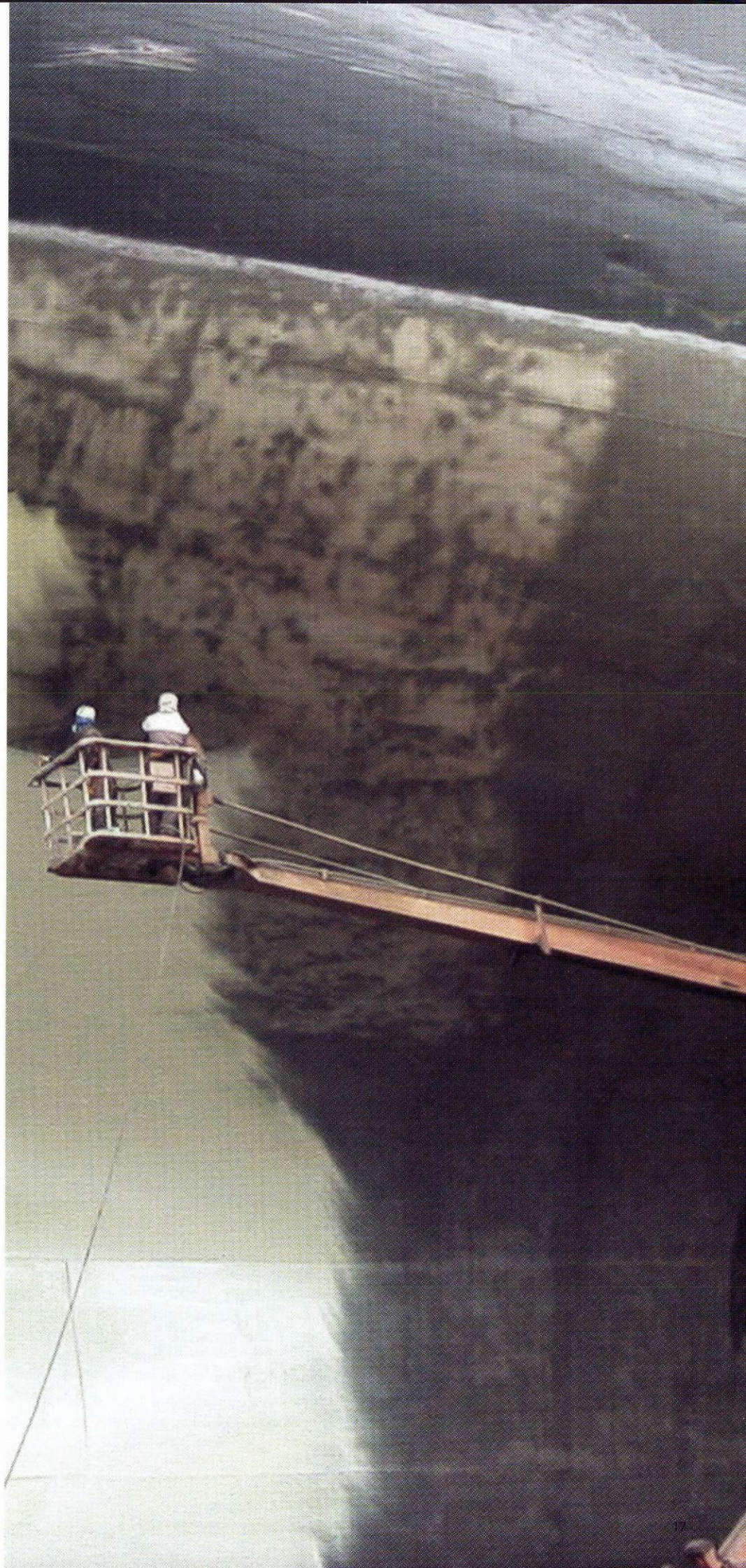
It is not enough to deliver quality products and provide good service to small and large customers. The founder J. C. Hempel was salesman enough to understand that to be successful one had to be "Responsible"; the fourth and final key word. Business flourished right from the start in 1915; products were exported and the first foreign factory

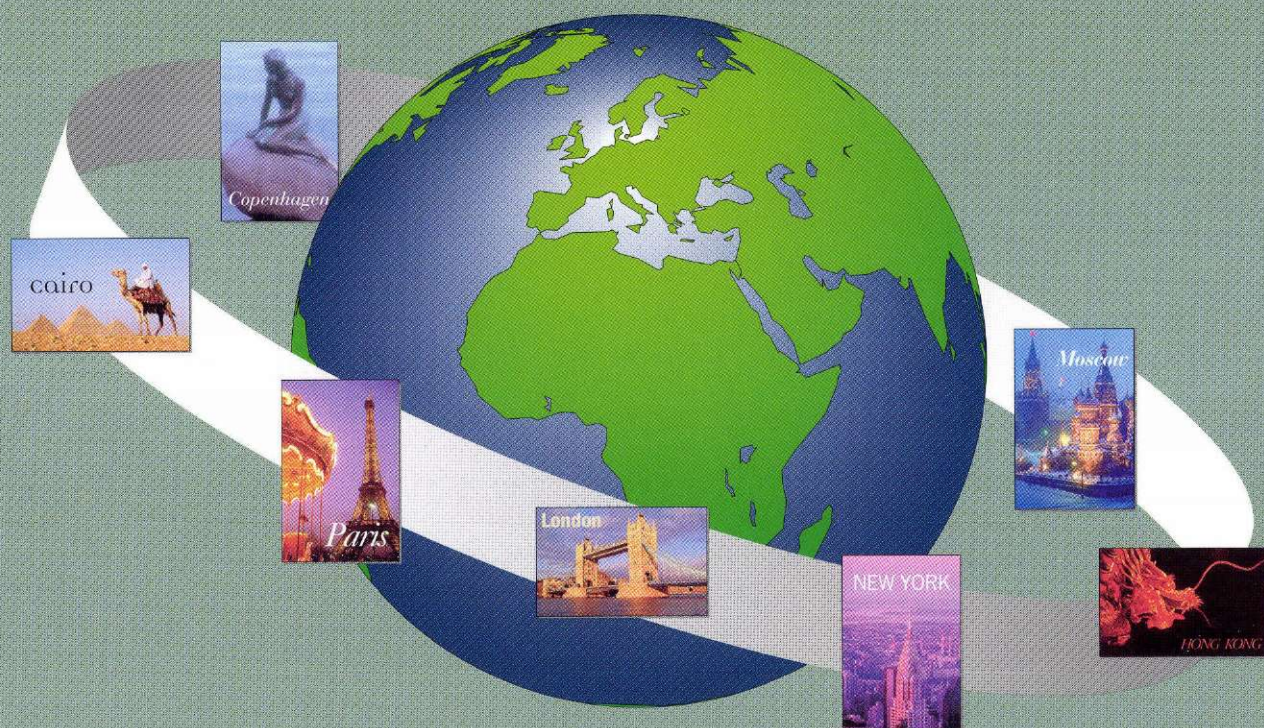
was established in 1923 in Sweden. In the 1930s Hempel had seven factories and 22 warehouses all over the world and today customers are serviced in more than 80 countries from 22 factories and 60 wholly or partly owned subsidiaries – a new factory has just been inaugurated in Malaysia. The turnover in 2002 totalled DKK 4.2 billion, an increase of 4% compared with 2001 and the largest ever in the history of Hempel.

In 1948 the company was converted into a foundation and on that occasion J. C. Hempel said: "The Hempel organisation is now so large that we should use expressions like "We" and "Us". The notion of a foundation as an overall management function, with the employees being consulted in decisive matters, was J. C. Hempel's idea and a very new one at that time. With the establishment of the foundation, he made sure that his life's work remained in Danish hands.

The foundation gives considerable support to science, culture, humanitarian and non-profit making organisations such as The Technical University of Denmark, The Royal Danish Orchestra, the frigate PEDER SKRAM, training ships and the Danish Handicap Sports Federation. Other examples include the cultural centre Anneberg in Nykøbing, Sjælland with its unique collection of glass, special exhibitions and summer concerts. "Built as a stern over the theme – sailing towards the coasts of life affirmation – I have sought to create a rendezvous for all religious denominations and for reflection and art", J. C. Hempel said at the inauguration in 1965.

The management of Hempel has now defined the course for the company as "Pro-active Protection" with the key words: "Enterprising – Accessible – Precise – Responsible".





@maersk

In March and April 2003 a major study was made to identify the needs of the more than 20,000 registered Intranet users with regard to information availability, relevance and timeliness across the many Intranets within the entire Group. The @maersk Group met with colleagues from each regional head office to present and discuss best (and worst) Intranet practices.

The conclusion is that all employees would like one shared starting page where, with a few clicks of the mouse or a single search entry, they can access organisational and market news, personalised links, and all the global, regional, and local information needed to carry out their daily work. While most of the research participants appreciated the local touch of each Intranet, they all felt

that the task of retrieving information across various Intranets could be significantly eased by introducing a standardised information structure (i.e. same menus and categories on all Intranets using no matter which technical platform or hosting server location). A shared search engine and a more streamlined Intranet design were also among the items on the user wish list for Intranets.

The @maersk Group is working closely with the user reference group consisting of staff representatives from each region and from each business area involved with @maersk: Maersk Sealand, Maersk Logistics, Safmarine, Maersk Supply Service, Maersk Tankers and Trampers, and Maersk Contractors. The user reference group's task is to prioritise the user wish list and define exactly how

each of the requirements should be met and implemented on @maersk, but also on all regional and country intranets. This work is being carried out and will be followed by the development and implementation of the solutions in the summer of 2003.

At the same time @maersk has gone through a technical "clean-up" (optimisation) to improve loading time and to decrease network impact significantly by compressing web-traffic and optimising the existing code. The optimisation project will lead to the introduction of a "frame-less" version of Domino. Doc (less loading time), security-on-document-level in Team Rooms and Homepages, and newsletter notification functionality in Advanced Team Rooms.

Shared Service Centres

Lars Erik Marcussen

■ In global commerce and transport, resources and efforts are drawn from all parts of the world. A product may be designed in Italy, manufactured in Taiwan, shipped via Singapore and sold to a consumer in North America. Although this may all be handled from one of our offices in England, documents and systems are likely to be updated in Mumbai, using Shared Service Centres, or SSCs, four of which serve Maersk Sealand and Maersk Logistics today.

Background

The philosophy behind SSCs is internal outsourcing, moving selected processes to specialist offices. "The critical tasks performed by the SSCs give local offices more time to focus on client contact and business development," says Claus Hemmingsen, currently at Maersk Hong Kong Ltd and responsible for the Global SSC development. He will be based in Copenhagen from July 2003 as head of global service delivery, including SSCs.

The processes and tasks performed are streamlined through the large-scale operation and standardised procedures developed with experience and knowledge from around the world. Thus the knowledge and best practises are shared, to the benefit of our clients and the local offices involved.

Service Delivery

The central SSC department will be responsible for the further development of SSCs, including process migration and general administration of the global SSC organisation. The four SSCs in Costa Rica, India,

PRC and the Philippines have already been operative for some time, and currently handle tasks for more than 15 countries.

"We have a great deal of experience in outsourcing various processes, with Hong Kong pioneering the use of Shared Service Centres since 1994." Claus Hemmingsen says "This experience has contributed to building centres of competency and developing specialised expertise in each of the tasks performed by the SSCs and the staff."

Key Factors

As the tasks performed are vital to

our business, data quality is measured at all points of a process. Also, communication is a key factor to ensure smooth co-operation. The vast knowledge in the country offices must be passed on to the staff of the SSCs. Therefore systems are being implemented to ensure information sharing and real-time reporting.


On a global scale the SSCs will operate 24 hours a day, with workloads distributed according to time zones. Combined with a high data quality and efficient communication, this supports the efforts of adding value to our clients through consistently high service levels.

Training at the Shared Service Centre in Mumbai.



Norfolkline

**Norfolkline became part of the A.P. Moller Group in 1985.
Today Norfolkline offers a wide range of transport services.**

 Norfolkline commenced its operations in 1961 in Great Yarmouth, Norfolk, United Kingdom – hence the name Norfolkline. It is a shipping company and door-to-door operator of dry cargo and reefer trailers, containers and swap bodies in Europe. Customers in all types of industries throughout Europe are taking advantage of the services offered by road, rail and sea.

The Norfolkline Group has 1,300 employees, located in 13 European countries, who are extremely committed to the vision statement of the company: "first choice in transport". High priority is given to continuous training and development of employees.

The Ferry Division

On the Scheveningen, Holland – Felixstowe, United Kingdom route today Norfolkline operates four Ro-Ro vessels providing four daily departures from both ports. MAERSK EXPORTER, MAERSK IMPORTER, MAERSK FLANDERS and MAERSK ANGLIA are identical sister vessels each with a capacity of 118 unaccompanied and twelve driver-accompanied trailers. The introduction of additional tonnage has enabled the carryings on this route to be doubled from 110,000 trailers in 1996 to 222,000 in 2002.

Norfolkline commenced a new ferry route between Dover, United Kingdom and Dunkerque, France in March 2000. The route offers ten daily departures from each port aboard three vessels, all built in 2000 as drive-through vessels. Two

of them have been converted to double-deck drive-through, with bow and stern access on main and top deck, to ensure a speedy turnaround in the ports.

This service is particularly attractive for driver-accompanied freight, which can be pre-booked on scheduled departures, and the driver facilities on board are excellent. The experience as both a ferry operator and an international road haulier has been combined to provide a service designed specifically for the freight market.

In addition to the driver-accompanied trucks, the vessels also carry passenger cars. This service is very comfortable and cost effective, and the Channel crossing of two hours is a pleasant experience for families who want to visit the continent or Britain over the weekend.

In cooperation with DFDS Tor Line Norfolkline offers six weekly departures in both directions between the United Kingdom and Denmark from the port of Immingham to Esbjerg and four weekly departures in both directions from the port of Harwich to Esbjerg.

The Container Division

This division currently operates six vessels on two direct container routes, sailing between Waterford and Rotterdam and between Drogheda and Rotterdam.

In January and March 2003 Norfolkline Containers put time-chartered

newbuildings MAERSK WATERFORD and MAERSK WESTLAND into service on the route between Rotterdam and Waterford. These vessels each have a capacity of 630 TEU and a speed of 19 knots. Both vessels are specifically designed for 45ft pallet wide containers.

The Dry Cargo Division

Norfolkline is a complete door-to-door transport service provider for both full and part-loads and for warehouse and logistics services to customers throughout Europe, especially for UK – Sweden and UK – Denmark/Benelux/Germany.

A wide variety of dry goods ranging from steel, paper, chemicals and furniture to car components and consumer electronics are transported efficiently in the 2,000 pieces of transport equipment that include 13.6 meter curtain siders, tilts, MEGAs and lightweight trailers. The Equipment fleet has an average age of three years.

Logistical segment solutions are offered for the furniture and paper trades and include transport and warehouse facilities.

The Reefer Division

Norfolkline Reefer Division operates in nine European countries and provides temperature-controlled transport with modern, multi-temperature trailers.

The division is consolidating and distributing products through a network of warehouses and distribution



Norfolkline, continued



centres, focusing on niche markets where attention to detail and customer care are paramount. The activities include transport of fish from Scotland to the rest of the UK and, via a platform in France, to continental Europe.

From a distribution centre in Belfast harbour, Norfolkline is a road transport operator in Ireland, providing

services to all the major retailers in Northern Ireland. To complement this there are supply chain contracts with a number of manufacturers in the food and non-food sectors.

Intermodal Division

Norfolkline offers intermodal transport solutions between northern and southern Europe, operating daily shuttle trains and a fleet of 7.45/7.82

soft-sided swap bodies, containers and reefer swap bodies. The two main rail hubs are Norfolkline's own rail terminal in Luino, 100 kilometres north of Milan, and Taulov in Denmark. Daily shuttle trains between Taulov and Malmö/Helsingborg ensure a fast and efficient connection to the Swedish and Norwegian markets.

Virtual Meetings on the Net

Anna Burchardt

Since the launch of WebEx Meeting Center in September 2002 the system has proved its strength in being reliable and user-friendly, and the interest shown by new users is growing steadily from month to month.

The Advantages

The advantages of using WebEx can be boiled down to one word: time. Time otherwise spent on travel and setup of a meeting room and equipment. The advantages of a traditional meeting are still kept, e.g. person-to-person communication and the sharing of documents and presentations. By using WebEx, employees can keep in touch easily with customers and co-operate with colleagues throughout the organisation.

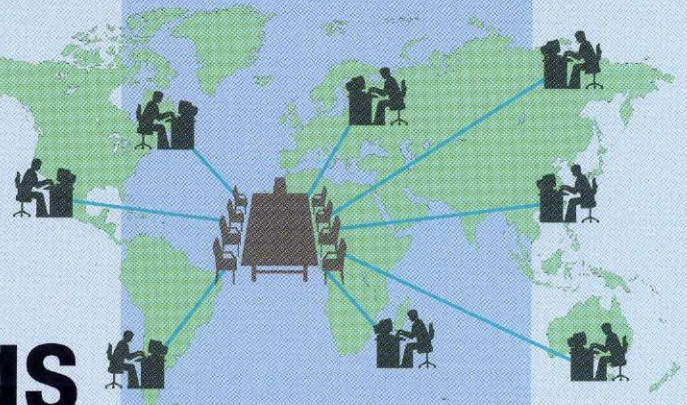
In a virtual meeting in WebEx Meeting Center the participants talk with each other on the phone as in a telephone conference. At the same time, they all see the same meeting window in their browser. The presenter can share an entire desktop with the participants, including presentations, documents, applications or web browser. In addition, control of an application can be granted to the participants. Furthermore, a whiteboard can be set up in the meeting window to conduct a brainstorm. All that the presenter wishes to share with the participants will be shown in the meeting window.

The Vision

Initially, four entities joined the WebEx platform, namely Maersk Sealand, Maersk Logistics, APM Terminals and various departments at Esplanaden. Lately Safmarine and Maersk Data Transport have also decided to join WebEx. 1 July WebEx was extended creating not only a Meeting Center but also a Training Center in a single integrated website, making it easy for users to access both virtual meetings and training sessions. The Training Center is an extension of the WebEx functionality making it possible for instructors to conduct virtual classroom training with participants in different locations around the world.

On the Internet and @maersk

WebEx Meeting Center can be accessed directly from <http://apmoller.webex.com>. As long as the user's computer is connected to the Internet, a virtual meeting can be set up at any location, e.g. the office, at home or at customers' or partners' locations. The Meeting Center can also be used for sales meetings etc. as it is also possible to invite people outside the organisation. WebEx Meeting Center can also be accessed from @maersk, from a direct link under Global Links: WebEx (online meetings). Here is useful information about how to use the Meeting Center and short on-line training sessions that lead the user through the various features of the Center.



Features in WebEx Meeting Center:

- Presenters can share their entire desktop including presentations, documents and applications.
- Presenters can share their web browser.
- Presenters can allow anyone in a meeting to remotely control shared applications.
- Presenters can allow anyone in a meeting to annotate shared presentations, documents and whiteboard using a variety of marking tools.
- Anyone in a meeting can send text chat to other attendees, with public and private chat options.
- Presenters can solicit group or individual feedback from attendees.
- Integrated telephony and Voice Over Internet Phone enabled.
- Real-time recording of on-line meetings for later playback enabled.
- Video conferencing enabled.
- No software installation required. All functionality occurs automatically within a browser.

Company of the Year Award

■ Maersk Sealand has been elected Company of the Year 2002 by the magazine *Containerisation International*. On 28 March 2003 Editorial Director Jane R.C. Boyes was in

Copenhagen to present the award. In the editorial in the December 2002 issue of the magazine Ms Boyes writes of the award "We were particularly impressed by the carrier's

relentless growth, regular launch of new services, continued advance on the IT front, further development of intermodal services and efforts to present a more human face."

Jane R. C. Boyes, Containerisation International, presenting the award to Jess Søderberg, Knud E. Stubkjær and Tommy Thomsen.



At the opening ceremony Loyola de Palacio, European Commission Vice President and responsible for maritime affairs, was among the speakers. Here seen with Knud Pontoppidan, A.P. Møller.

ECSA Exhibition

■ From 17 to 20 February 2003 the European Community Shipowners' Association (ECSA) held an exhibition in the European Parliament under the theme "European Shipping – a key vehicle for European Trade". ECSA's aim is to promote the interests of European shipping so that the industry can best serve European and international trade and commerce in a competitive free enterprise environment to the benefit of shippers and consumers. A.P. Møller's ship's model of CORNELIUS MÆRSK was on display during the exhibition.

Depot Opening in Namibia

Ralf J. Hänel

■ On 31 January 2003 Southern Africa Transport Investments, a fully owned subsidiary of A.P. Møller, hosted the grand opening of its newly constructed S.A.T.I. container depot in the Port of Walvis Bay.

Dr Moses Amweelo, Minister of Transport, officiated at the opening and 150 guests attended the event, including Bernhard Esau, Deputy Minister of Trade and Industry, and a number of other representatives of the Namibian Government, regional and local authorities. The ceremony included traditional Namibian music and dance, ribbon cutting and unveiling of a commemorative plaque and was followed by a buffet dinner. The event

was well-covered in the national media.

The on-dock container depot comprises an area of 13,000 m², including a specialised facility for pre-trip inspection and repair of refrigerated containers. The facility is expected to increase considerably availability and turnaround of reefer containers in Namibia to the benefit of the country's large fish and meat exporting industries.

Since 1997, A.P. Møller has been represented in Namibia by Maersk Namibia (Pty) Ltd., which today hosts dedicated local offices of Maersk Sealand, Safmarine and Maersk Logistics.



Minister of Transport, Dr Moses Amweelo, cutting the ribbon to officially open the S.A.T.I. Depot. Behind him, Bernhard Esau, Deputy Minister of Trade & Industry and (left) Jack Brown, Deputy Mayor of Walvis Bay. Far left Ralf J. Hänel, A.P. Møller.

Maersk Air Aircraft in Disguise

Poul Henning Hededam

■ In connection with the introduction of the new Jaguar XJ model, Maersk Air leased a Boeing 737-500 aircraft to Jaguar exclusively, from 27 January to 7 March 2003.

Jaguar requested that the aircraft be repainted and that the space between the seats in the cabin be changed. The first demand was easily satisfied, as a Boeing 737-500 aircraft had not yet been painted in the blue colours after its return from a lease abroad. Maersk Air's name and logo were replaced with those of Jaguar. The changes in the cabin took a little longer. When the space between seats is changed, the Passenger Service Unit (PSU) under the luggage rack, which contains the oxygen masks, lights and air nozzles, must also be moved in accordance with authority requirements as to how far from the passenger the oxygen mask can be placed. Moreover, the emergency lighting in the floor must be changed correspondingly. A new carpet was fitted and 99 new seats were mounted with Jaguar's own headrest cover. The service on board the aircraft was agreed in



detail before the flights, including menus printed with Jaguar's own logo.

With 25 flights from various destinations in Europe, the aircraft has carried distributors and sales representatives from all over the world to Gibraltar Airport where more than 40 new Jaguar XJs with personal chauffeurs picked up the guests at the staircase. The guests were driven to Sotogrande in Spain where the

technical presentation of the car took place. After two days of trial runs and presentation the guests returned to Gibraltar Airport, and the cars were prepared for new guests.

Maersk Air has carried out many similar projects for other car manufacturers over the past 7-8 years, but it is the first time that the flights have been made with the customer's logo and identity on the aircraft.

Cadets of the Year



■ On 3 March 2003 the three Cadets of the Year were honoured at a ceremony at Esplanaden. They are Euan Beynon, deck cadet from The Maersk Company, London; Gaurav Singh Dhinsa, deck cadet from A.P. Møller, Singapore and Rene Muldvad Madsen, dual cadet from A.P. Møller. These cadets have been selected for their unusually good performance, talent and professionalism and they each received a watch with an inscription.

*From the left:
Rene Muldvad Madsen, Euan Beynon,
Gaurav Singh Dhinsa and Ole Høg*

Fruit Logistica Berlin

Line Degner

■ From 16-18 January 2003 one of the largest fruit exhibitions in the world, Fruit Logistica, took place in Berlin, Germany. Maersk Sealand participated in this annual trade fair for the fourth consecutive year, together with 850 exhibitors from 45 countries.

Fruit Logistica is recognised as the optimum meeting place for all parties involved in the fresh produce industry, including growers, packers and

exporters, as well as logistics and marketing service providers.

Maersk Sealand was again this year the only carrier present at Fruit Logistica and with participants from Denmark, South Africa, Germany, the Netherlands, Belgium, Brazil and Argentina extensive new business opportunities were created along with the many customer contacts established at the fair.

The Maersk Sealand stand at the fair.



Innovation

Kara Heinrich

■ In the February 2003 issue of Supply Chain Technology News (SCTN), Maersk Logistics is named as one of the best third party logistics providers for application of technology in logistics services. The results were determined from a recent study conducted by SCTN and the consulting service firm ARC Advisory Group. Among the providers named, Maersk Logistics is noted for the web-enabled tracking tool M*Power application that allows clients to follow their products through each step of the supply chain.

Best Global Shipping Line

Brian Noe Kristensen

■ At the Asian Freight & Supply Chain Awards (AFSCA) ceremony held in Singapore on 19 March 2003, Maersk Sealand won the Best Global Shipping Line award for the 10th year running, as well as specific trade awards for Best Shipping Line in the Asia-Europe (won for the last 16 years) and Intra Asia trades.

The AFSCA awards were known as the Asia Freight Industry Awards (AFIA) for the last 16 years, but were expanded this year to include new categories for the supply chain sector.

The awards are granted to the best service providers in 34 different industry-categories for excellence in their field. The selection was made by polling the more than 13,000 readers of Cargoneews Asia.



From the left: Søren Graversen, Jesper Præstengaard and Søren Nielsen.

Maersk India's New Container Terminal

Munmun Sinha and Stuart Lee Skovby De Abrew

■ On 2 February 2003 Mr Bendt Bendtsen, Deputy Prime Minister of Denmark, laid the foundation stone of a new container freight station at Dadri, Greater Noida, Uttar Pradesh near New Delhi. The container terminal is named Star Track Terminals Pvt. Ltd. and is a joint venture enterprise between Maersk India Pvt. Ltd. and Container Corporation of India Limited (CONCOR). CONCOR is a public sector undertaking of the Government of India under the administrative control of the Ministry of Railways. The joint venture is the first in India between a public sector undertaking and a foreign-owned company in the field of shipping.

During his visit to New Delhi Mr Bendtsen also met H.E. Jaswant Singh, Minister of Economic and Business Affairs, and H.E. Arun Shourie, Minister for Disinvestments.



From left to right: Hans-Ole Madsen, Maersk India Pvt. Ltd., Mr Bendt Bendtsen, Deputy Prime Minister of Denmark, Mr A.K. Kohli, Managing Director of CONCOR and Per Jørgensen, A.P. Møller.

APM Super Cup 2003



The atmosphere was great – also between competitors.

Kristian Knudsen

■ On Saturday 3 May 2003, the annual indoor soccer tournament APM Super Cup was launched in Copenhagen. The tournament, which has been arranged within the Maersk Sports Association since 1995, is the most extensive sports arrangement within the Group and involves participants from Esplanaden as well as affiliated companies in Denmark.

This year 86 teams participated and, along with the audience, all contributed to many exciting matches from first blow of the whistle. Despite serious competition the team

“Never Say Never” from Europe Line Management could withdraw victorious with the challenge cup after defeating the Svitser team “B1933”.

The tournament was followed by a dinner-party for the 632 participants. This event turned out to be an unforgettable day in every aspect, full of good sportsmanship and a desire to be second to none.

The organizers of the APM CUP 2003 would like to thank all for a memorable day. Hope to see you all next year.

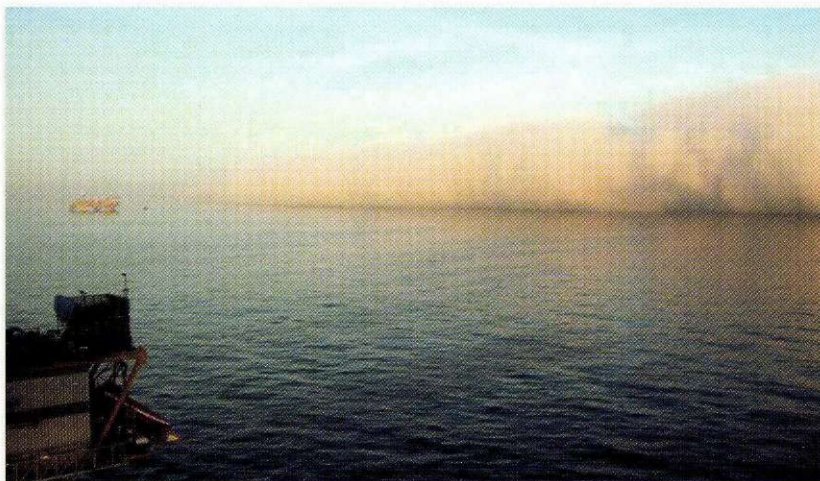
Award Winner

Tom Boyd

■ On 21 March 2003 the first Annual Supplier Recognition Awards were held by DuPont. Maersk Sealand received an award based on safety, service and quality. The award ceremony was held in Wilmington, Delaware and attended by over 500 people. DuPont is a science-based company involved in bio-tech engineering, making chemicals used in a wide range of products. The company has 79,000 employees.



From left to right: Mario Hegewald, Leader, Global Logistics, DuPont and John Campi, Vice President Global Sourcing and Logistics and Chief Procurement Officer, DuPont, handing the award to Tim Saling, Maersk Inc.



Fog Approaching

■ The picture was taken on 18 March 2003 from Mærsk Olie og Gas AS' Tyra East platform in the North Sea by Jimmi Larsen, who says that it was a fascinating view when the fog rolled in over the platform within 45 minutes.



Personalia

Esplanaden



40 Years Anniversary
Anders
Paludan-Müller
10 July 2003



40 Years Anniversary
Normann Andersen
1 August 2003



40 Years Anniversary
Dorrit Ebbe
1 August 2003



40 Years Anniversary
Finn Johansson
1 August 2003



40 Years Anniversary
Vagn Lehd Møller
1 August 2003



40 Years Anniversary
Thorkild Olesen
1 August 2003



40 Years Anniversary
Torben Pettersen
1 August 2003



40 Years Anniversary
Jørn Poulsen
1 August 2003



25 Years Anniversary
Veronica Jensen
1 July 2003



25 Years Anniversary
Lars Thue
Christensen
1 August 2003



25 Years Anniversary
Jørgen Harling
1 August 2003



25 Years Anniversary
Lotte Grønberg
Lundberg
1 August 2003



25 Years Anniversary
Thi My Linh Nguyen
1 August 2003



25 Years Anniversary
Tommy Thomsen
1 August 2003

The Yard



25 Years Anniversary
Thi Quy Nguyen
14 August 2003



Retiring
Arne Vie
30 June 2003



40 Years Anniversary
John Louis Møller
13 June 2003



40 Years Anniversary
Ivan Eskildsen
27 June 2003



40 Years Anniversary
Jørn Flemming
Jensen
8 August 2003



40 Years Anniversary
Knud Erik Petersen
8 August 2003



40 Years Anniversary
Johnny V. Voss
8 August 2003



40 Years Anniversary
Jørgen Johs Hansen
15 August 2003



40 Years Anniversary
Flemming Larsen
15 August 2003



40 Years Anniversary
Henry Blach Poulsen
29 August 2003



25 Years Anniversary
Angelo Damigella
20 June 2003



25 Years Anniversary
John Erfort
27 June 2003



25 Years Anniversary
Knud Mikkelsen
27 June 2003



25 Years Anniversary
Carsten Brusgaard
Jeppesen
8 August 2003

Mærsk Olie og Gas



25 Years Anniversary
John Egede
Jørgensen
8 August 2003



25 Years Anniversary
Kim Nielsen
22 August 2003



25 Years Anniversary
John Hedeager
Christensen
19 September 2003



25 Years Anniversary
Kjær Siggaaard
Jensen
19 September 2003



25 Years Anniversary
Charlotte Nørgaard
9 August 2003



25 Years Anniversary
Svend Thorn
15 June 2003



25 Years Anniversary
Peter Falco
9 August 2003

Mærsk Data

Norfolkline



Personalia

Organisations Abroad



25 Years Anniversary
Frans Soeten
Maersk Benelux
2 May 2003



25 Years Anniversary
Trudi Koch
Maersk Benelux
1 June 2003



25 Years Anniversary
Kwong Ping Ho
Maersk Logistics
Hong Kong
12 June 2003



25 Years Anniversary
Robert Young
Maersk Inc.
19 June 2003



25 Years Anniversary
Andrew Chinigo
Maersk Inc.
19 July 2003



25 Years Anniversary
Bent Andersen
Maersk Uganda
1 August 2003



25 Years Anniversary
Paul Erik Andersen
Maersk (China)
Shipping Co.
1 August 2003



25 Years Anniversary
Henning Carsten
Hansen
Maersk Singapore
1 August 2003



25 Years Anniversary
Jakob Hansen
Maersk Venezuela
1 August 2003



25 Years Anniversary
Henning Jacobsen
Maersk (China)
Shipping Co.
1 August 2003



25 Years Anniversary
Jesper Kjaedegaard
Maersk West and
Central Asia, Dubai
1 August 2003



25 Years Anniversary
Lene
Skole-Sørensen
The Maersk
Company, UK
1 August 2003



25 Years Anniversary
Alan A. McCalmont
Maersk Inc.
6 August 2003



25 Years Anniversary
M. G. Chang
Maersk Taiwan
15 August 2003



25 Years Anniversary
Jenny Cheng
Maersk Taiwan
15 August 2003



25 Years Anniversary
Marie Ramirez
Maersk Inc.
16 August 2003



25 Years Anniversary
Florence Leong
Maersk Logistics
Singapore
22 August 2003



25 Years Anniversary
Steve Cheng
Maersk Taiwan
1 September 2003



25 Years Anniversary
Takeo Mizoguchi
Maersk Japan
6 September 2003



25 Years Anniversary
Lulu Huang
Maersk Logistics
Taiwan
18 September 2003



Retiring
Tam Shui
Brigantine Services,
Hong Kong
18 August 2003

The Fleet



40 Years Anniversary
Henrik L. Solmer
Captain
9 August 2003



40 Years Anniversary
Jørgen Søndergaard
Jensen
Chief Steward
12 August 2003



40 Years Anniversary
Frede Arntoft
Chief Engineer
10 September 2003



25 Years Anniversary
Palle Kildebæk Raun
Chief Engineer
1 July 2003



25 Years Anniversary
Kim Ulf Hansen
Captain
25 July 2003



25 Years Anniversary
Jens Brandt Jensen
Captain
25 July 2003



25 Years Anniversary
Anders Johs.
Mikkelsen
Captain
25 July 2003

Maersk Contractors



25 Years Anniversary
Kurt Larsen
Chief Engineer
31 July 2003



25 Years Anniversary
Bjarne E.
Christensen
Ship's Assistant
7 September 2003



25 Years Anniversary
Hans Chr. Lagerquist
Ship's Assistant
19 September 2003



25 Years Anniversary
Peter Mortensen
Electrician
1 August 2003



25 Years Anniversary
Nigel Fenwick-Smith
Superintendent
7 September 2003



Retiring
John Erland Larsen
Motorman
30 April 2003



Retiring
Jeffrey Wilkinson
Rig Administrator
24 May 2003

Rosti



25 Years Anniversary
Jørgen Christian Jacobsson
17 March 2003



25 Years Anniversary
Ingelise Balleby
17 April 2003

Maersk Air

Roulunds Fabriker



25 Years Anniversary
Vagn Hansen
19 June 2003



25 Years Anniversary
Jytte Tørnvig
1 July 2003

Thor Jørgensen



25 Years Anniversary
Flemming Schmidt
1 April 2003



25 Years Anniversary
Irene Secher
1 June 2003

Obituary

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

Jørgen Johnsen
Ship's Assistant
ex. KIRSTEN
MÆRSK
16 January 2003

Laurids Thodsen
Mærsk Olie og Gas
15 February 2003

Hans Nikolaj Schmidt
Chief Engineer
ex. ELSE MÆRSK
17 February 2003

Thorben S. Lauridsen
Electrician
ex. MUNKEBO
MÆRSK
26 February 2003

Erik Løf Brudlykke
Chief Steward
ex. MARCHEN
MÆRSK
20 March 2003

Aaron O. Williams
Maersk Inc.
24 May 2003

Vera G. Hammer
Universal Maritime
Services, USA
26 May 2003



25 Years Anniversary
Jørgen Engelbrechtsen
Aircraft Mechanic
1 July 2003



25 Years Anniversary
Søren Rasmussen
Aircraft Mechanic
1 July 2003



25 Years Anniversary
Jan Damgaard
Aircraft Mechanic
3 July 2003



25 Years Anniversary
Lars Larsen
Aircraft Mechanic
3 July 2003



25 Years Anniversary
Erhard Lentz
Maintenance Supervisor
10 July 2003



25 Years Anniversary
Søren Lund
Production Leader
1 August 2003



25 Years Anniversary
Steen Arnesen
Captain
15 August 2003



25 Years Anniversary
Niels Brinckmeyer
Captain
1 September 2003



25 Years Anniversary
Erik Christensen
Captain
1 September 2003



25 Years Anniversary
Ole Hansen
Aircraft Mechanic
1 September 2003



25 Years Anniversary
Michael Harris
Captain
1 September 2003



25 Years Anniversary
Hugo Clemmensen
Production Leader
11 September 2003

DISA



25 Years Anniversary
Kirsten Nielsen
Assistant
21 September 2003



25 Years Anniversary
Villas Karnik
DISA India
1 September 2003



25 Years Anniversary
Peter Knud Madsen
Chief Engineer
14 August 2003

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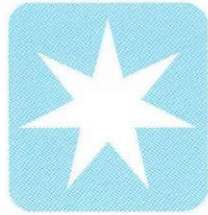
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