MÆRSK POST

1/2003

Cover: ELSE MÆRSK at the terminal in Antifer, France.

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Maersk Sealand's present organisation has served our customers well. The latest recognition is the "Company of the Year" award by Containerisation International's editorial team.

But the trading environment and our customers' needs continue to develop – and so must we. Many initiatives have been implemented, adding to our service offerings for ocean as well as inland activities.

IT-based solutions have been one area seeing significant developments: EDI and internet products such as booking, track and trace, shipping instructions and bills of lading on maersksealand.com are commonly and increasingly used, simplifying processes and providing error-free exchange of information at the same time.

In parallel we have been focussing on creating the best organisational structure to support the future strategy of the container business. A global set-up in fifteen areas and a number of new, shared service centres, together with the Centre in Copenhagen will:

- Secure a structure that will enable continued profitable growth.

- Allow more time for country tops and other senior management to concentrate on and interact with customers.

- Make us more cost effective.

It is, however, also in the future our employees in the container business and their continued commitment to delivering second-to-none services that will make the ultimate difference in making Maersk Sealand the preferred carrier.

We must all work hard to fulfil this ambition also in 2003.

Jess Søderberg

Left to right: Frederik Smidth, Jørgen Jensen, Gregers Kudsk, Tage Bundgaard, Jørn P. Madsen, Mærsk Mc-Kinney Møller, Ole Vissing Christensen, Vice-Chairman of the board Michael Pram Rasmussen and Peter Holst.

Visit to MÆRSK INNOVATOR

On 8 and 9 January 2003 Danish, Norwegian and British journalists were invited to visit the world's largest jack-up drilling rig MÆRSK INNOVATOR in Stavanger. Jess Søderberg was present on the first day of the visit when a presentation of Maersk Contractors' activities and the technical specifications and capacity of the rig was given. The next day the programme included a tour of the rig, where the journalists had the opportunity to ask questions.

On 13 January 2003 Mærsk Mc-Kinney Møller visited MÆRSK INNOVATOR. Mr Møller was accompanied by Vice-Chairman of the board of Dampskibsselskabet af 1912, Aktieselskab Michael Pram Rasmussen. They were given a tour of the rig and also had the opportunity to visit Maersk Contractors' office in Stavanger before returning to Copenhagen.

Maersk Tankers & Trampers

Growth through Increased Pool Cooperation

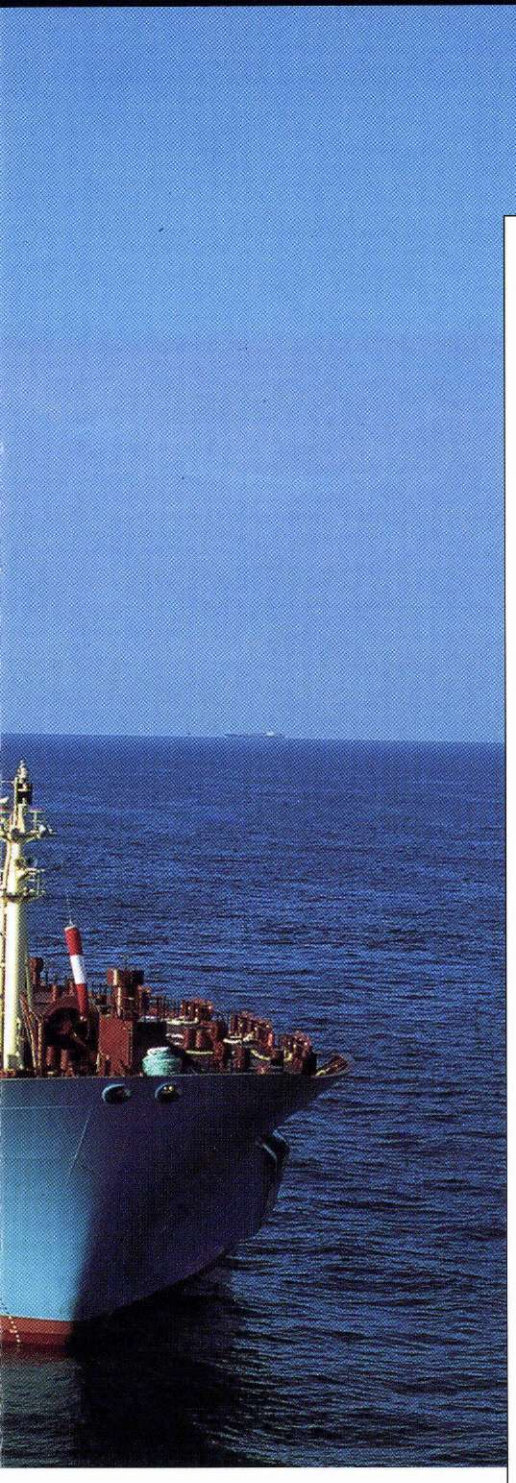
Kristian Lohmann

Maersk Tankers & Trampers, the name comprising three previously separate departments; Maersk Tankers, Maersk Gas Carriers and Maersk Bulk, which were joined in the autumn of 2001, is in an expansive phase. Many newbuildings and an increasingly ramified cooperation with other tanker owners help to consolidate the position of A.P. Møller in the tanker trade.

Pool Cooperation

Since 1999, for the employment of tonnage, Maersk Tankers & Trampers has concentrated on participation in pools with other owners and operators whose tonnage matches and complements that of A.P. Møller and meets the same quality and safety requirements. The partners share marketing and operations, have a common external profile and often operate under a common but more neutral name. Participation in a pool optimises personal and historical customer relations as well as relations among partners. At the same time, the total supply of controlled tonnage is increased. It is therefore possible to bid for large volume contracts where the number of vessels or the frequency of loading is too large for one shipowner to handle. Furthermore, it is possible in the marketing to emphasise the flexibility offered by the pool, as there will always be tonnage available when the customer wishes to lift cargo. Obviously, the aim of such flexibility is to optimise the fleet to achieve a better result than the market.

All vessels employed on the spot market in Maersk Tankers & Trampers are placed in pools. A small number of vessels are employed separately for specific operations. The large VLCC crude oil tankers participate in Tankers International. Of product tankers the smaller vessels are placed in Handytankers and the large coated aframax in the LR2 pool. Finally, the gas fleet is employed in two pools, the Semi-ref pool and the Mid-size pool.



A pool cooperation typically unites vessels of a similar size; but speed, consumption and specific equipment usually vary. As the vessels earn freight to a common pool, the distribution of the economic result must be adjusted to the earning power of the individual vessel. This is done by means of a pool point system. An index-100 vessel is selected and the various performance parameters, e.g. cargo intake and speed, are appraised. The other vessels are then given individual points. The share of the overall result for vessels placed in the pool is allocated to the participating owners on a monthly basis. Everybody benefits from the increased

Tankers International

VLCC – 300,000 DWT
Crude oil

Commercial manager:
Tankers International LLC, London
(all partners)

Number of vessels: 42
Of which Maersk Tankers: 12
Average age: 5 years

Pool partners:
A.P. Møller
Euronav (Belgium)
Reederei NORD,
Klaus E. Oldendorff (Cyprus)
OSG (USA)

Handytankers

Handysize – 35,000 DWT
Product tanker

Commercial manager:
Handytankers K/S, Copenhagen
(Maersk Tankers & Trampers)

Number of vessels: 38
Of which Maersk Tankers: 10
Average age: 2 years

Pool partners:
A.P. Møller
d'Amico (Monaco)
Seaarland Shipping (Austria)
Motia di Navigazione (Italy)

The LR2 Pool

Coated Aframax – 110,000 DWT
Product tanker

Commercial manager:
LR2 Management A/S, Copenhagen
(APM 50%/Torm 50%)

Number of vessels: 12
Of which Maersk Tankers: 4
Average age: 4 years

Pool partners:
A.P. Møller
Dampskibsselskabet TORM A/S
Reederei NORD,
Klaus E. Oldendorff (Cyprus)
Primorsk Shipping (Russia)

The Semi-ref Pool

15-20,000 m^3
Semi-ref LPG (gas)

Commercial manager:
Maersk Tankers & Trampers

Number of vessels: 44
Of which Maersk Tankers: 9
Average age: 15.5 years

Pool partners:
A.P. Møller
Bergesen (Norway)
Solvang (Norway)
Zodiac (England)
Schulte Group (Germany)
Martime (Germany)
Seatankers (Norway)
Latvian Shipping (Latvia)
Exmar (Belgium)

The Mid-size Pool

35,000 m^3
Fully-ref LPG (gas)

Commercial manager:
Exmar

Number of vessels: 23
Of which Maersk Tankers: 4
Average age: 13 years

Pool partners:
A.P. Møller
Bergesen (Norway)
Solvang (Norway)
Bibby Line (England)
Exmar (Belgium)

Maersk Tankers & Trampers, continued

market knowledge, the earning power of the vessels, a relatively larger weight in the total tonnage supply on the market and a common contract coverage, and everybody has to contribute when rates decline. The point system ensures that no one is treated unfairly and all earn the equivalent to the earning power placed in the pool.

Administration

Recognition in the market and acceptance among the customers of a common service are essential to the success of a pool. Therefore, both the people in the front line – charterers and operators – and those doing all the underlying administrative work, are important for the pool to be viewed as a real market player. A pool can be administered by one of the partners as commercial manager or by a management company established especially for this purpose. The first example is typical if one partner is much larger than the others and has more competencies, including a thorough knowledge of the spot market. On the other hand, if the partners are more equal in size and access to the market, it may be appropriate to establish a company with staff from several of the partners.

Maersk Tankers & Trampers attaches great importance to its participation in pools where mentality and market understanding – besides a good match between the vessels – go well with A.P. Møller's view of how the markets are best served. So far it has been possible to develop pools where individual strengths are emphasised and united, to the advantage of the participants and not least the customers. Maersk Tankers & Trampers will continue to contribute to further development and strengthening of the pools in which we participate – whether as an ordinary member, or if the pool is administered commercially and operationally on Esplanaden.

Continued growth

The shipping company took delivery of the first five tankers in 1928 – 75 years ago. Today, the attention of Maersk Tankers & Trampers, apart from the fleet of car carriers, focuses solely on the tanker trade in the three main sectors: large crude oil tankers (VLCC) of 300,000 DWT, handysize and coated aframax (LR2) product tankers of 35,000 DWT and 110,000 DWT respectively and semi-ref and fully-ref gas carriers of 15,000 to 20,000 m^3 and 35,000 m^3 respectively for liquid petrochemical gases and chemicals. Today, Maersk Tankers & Trampers operates a total of 50 vessels, 40 of which are tankers. Common to the three tank segments is a global market characterised by great sensitivity, fluctuating freight rates, increasing focus on quality tonnage and demands for environmentally-friendly transport. Accidents in recent years have made the need for modern tonnage with double hull more topical, and today Maersk Tankers & Trampers only owns modern double-hulled tank tonnage.

Magnum Graduation

Morten J. Lund

MAGNUM, APM Terminals' two-year Management and Leadership Programme, which was launched in 2000, is intended for experienced industry professionals and geared towards developing exceptionally effective business management skills. The goal is achieved through a comprehensive curriculum including management, leadership, productivity, finance, and other container terminal business aspects, as well as real, on-the-job terminal training. An integrated and very important part of the programme is the mentoring system, where senior managers from the A.P. Moller Group make themselves available for coaching and support.

On 4 December 2002 the 15 members of MAGNUM Team I graduated at a ceremony held at the A.P. Møller headquarters in Copenhagen. Tommy Thomsen congratulated the graduates on a job well done, and outlined the many important and exciting tasks ahead, before handing out the diplomas.

The MAGNUM team, mentors, programme sponsors, and lecturers unanimously selected Steffen Faurby, Terminal Manager Baltimore, as the Graduate of the Year based on personal as well as academic qualities and achievements. At the ceremony Steven Jansen, now national Operations Manager in South Africa, spoke on behalf of the graduates, touching upon the personal and professional development that MAGNUM has prompted and promoted.

To further support the continued growth of APM Terminals, 70 skilled and able people from 25 countries are presently enrolled in the MAGNUM Programme, with a new team beginning in May 2003.

For further information about the programme, please contact APM Terminals or visit www.apmterminals.com

MAGNUM Team 1.

The Opera Project

Although Denmark's new national opera will not be inaugurated until the beginning of 2005, the monumental building already stands full size, and the bare concrete is stimulating the expectations of the many opera and ballet fans in Denmark.

On the initiative of Mærsk Mc-Kinney Møller as Chairman, the A.P. Møller and Chastine Mc-Kinney Møller Foundation has donated this world-class Opera House to the Danish State.

The Project takes shape

Only a few years ago the Danish Navy was largely the sole resident on Holmen, a large sea-side area in the port of Copenhagen. But following the relocation of the Navy's activities to Frederikshavn and Korsør in the 1990s, the then vacated parts of Holmen were sold to various private interests.

This also applied to the Dock Island, located in the Inner Harbour of Copenhagen opposite the royal castle, Amalienborg, and Amaliehaven, a public park also donated by the same A.P. Møller Foundation. The Dock Island was acquired by the Foundation and provides for the Opera House a prominent location at the eastern end of the axis from C.F. Tietgen's church Frederikskirken – also known as the Marble Church – through Amalienborg and Amaliehaven.

The Foundation's announcement in August 2000 of its donation of an Opera House was very positively received by the public. Henning Larsen, the Danish architect, who has carried out major well-reputed projects in Denmark and abroad – including several for the Foundation – was chosen as architect for the project, and the very same autumn the Danish government accepted the gift. Extensive collaboration then commenced with the Ministry of Culture, the Municipality of Copenhagen, the Royal Theatre and several others.

Construction starts

One year later – in November 2001

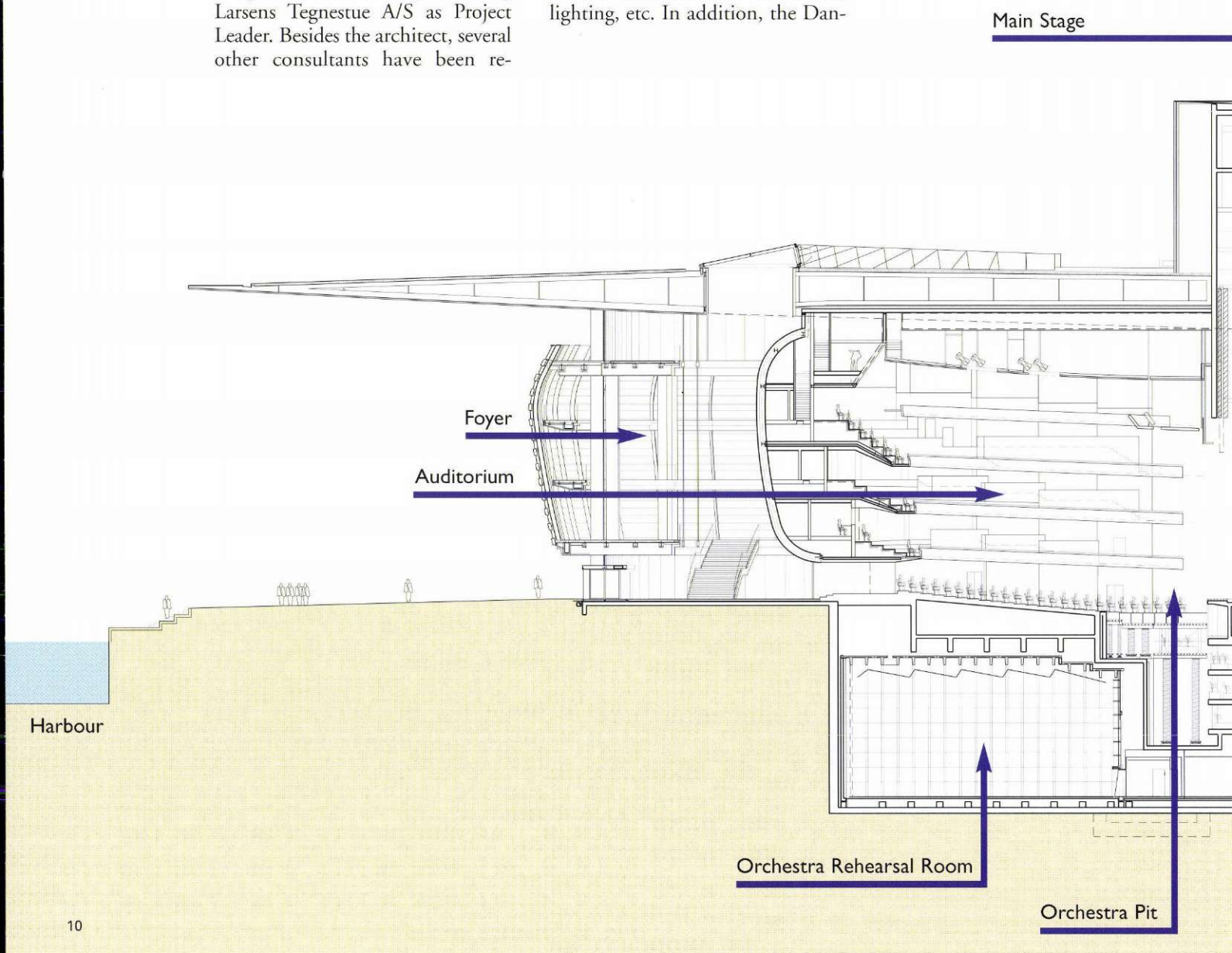
Fact box

Size of building	About 41,000 m², of which about 12,000 m² are below ground
Length of building	125 m
Width of building	90 m
Length of roof	158 m
Height of building	
- to top of roof	24 m
- to top of fly tower	38 m
Number of floors	14
- above ground	9
- below ground	5
Number of rooms	About 1,000
Builder	The A.P. Møller and Chastine Mc-Kinney Møller Foundation
Design team:	
Architect	Henning Larsens Tegnestue A/S
Managing contractor	E. Pihl & Søn A.S.
Engineer	Rambøll A/S
Theatre technology	Theatre Planning and Technology Ltd.
Acoustics	Ove Arup & Partners International Ltd.

The Opera Project, continued

– the actual construction began. The planning is in the hands of a design team headed by Henning Larsens Tegnestue A/S as Project Leader. Besides the architect, several other consultants have been retained to work on the project, from consulting engineers to specialists in acoustics, theatre installations, lighting, etc. In addition, the Danish artist Per Arnoldi, well-known for his work as color consultant in the new Parliament House in Berlin and other important assignments, acts as personal adviser to Mærsk Mc-Kinney Møller.

The Foundation's own project organisation, headed by Shipowner Ib Kruse and Senior Vice President Bo Wildfang, is responsible for the overall management of the project including contact with authorities, etc. and maintains close contact with the Royal Theatre, which will be in charge of the operation of the Opera House.



As with all major construction activities in Denmark, the Opera project has attracted great public interest. A number of positive responses have been reflected in the media. In keeping with tradition, however, there has also been criticism including regrettably various incorrect allegations, e.g. which artist should provide the art work within the Opera House and what the name of the Opera House will be. These issues are yet to be decided.

Many aspects have to be coordinated, but thanks to close co-operation with the authorities as well as good efforts by all parties involved, the schedule for handing over the Opera House on 1 October 2004 to the Ministry of Culture/the Royal Theatre is on course.

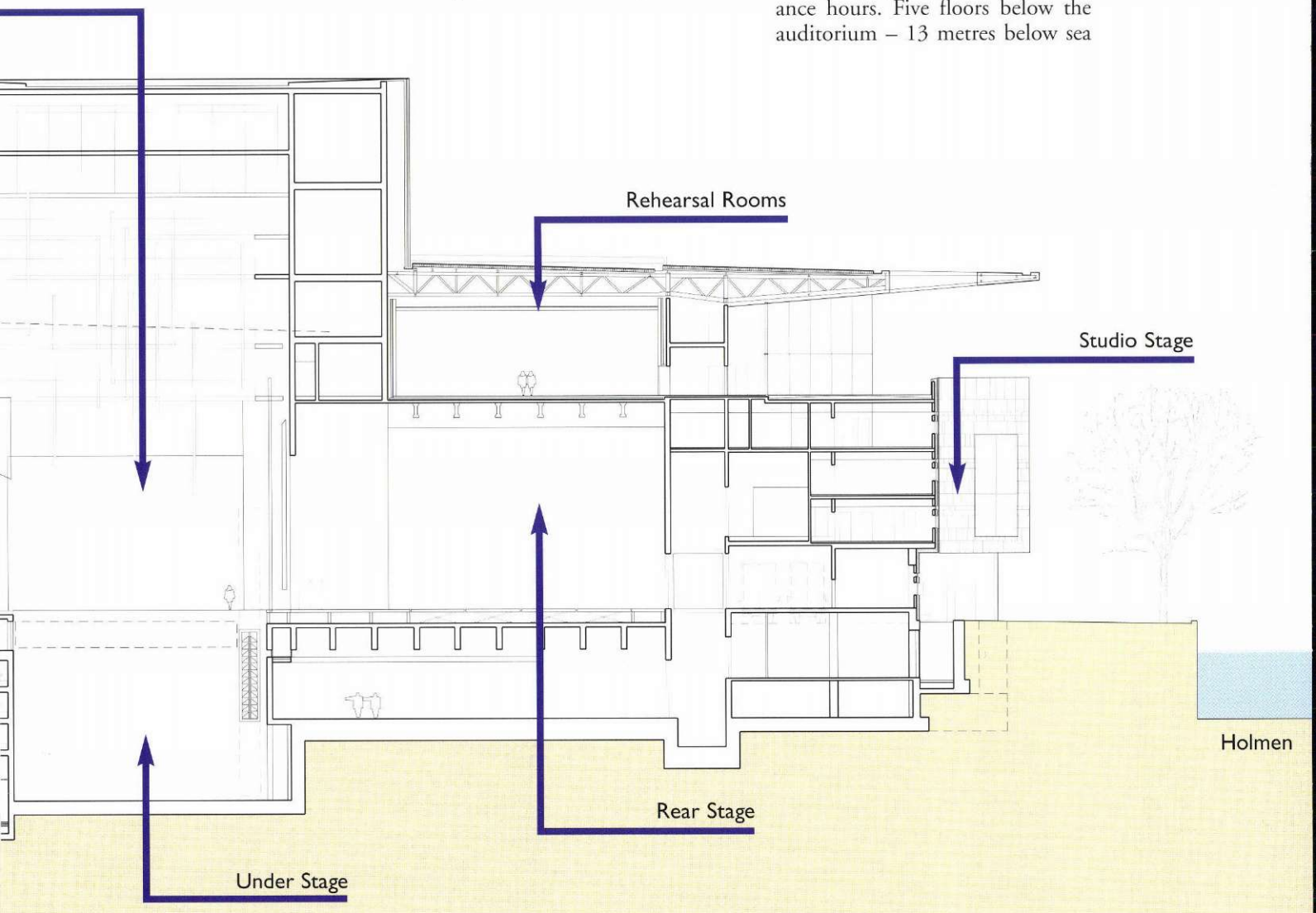
As previously mentioned, the Opera House can already be seen in full scale, with parts of the large "floating" roof as a very elegant distinctive mark for the building and in time hopefully for the capital of Denmark as well.

The design of the Opera House

When the building is complete, the public will enter the Opera House from the westerly plaza under the elegant "floating" roof opposite Amaliehaven. From all floor levels in the large foyer there will be a unique view of the city and the harbour. The foyer is characterised by its double curved facade, which can be admired from the city.

The heart of the Opera House is the main stage, with a back stage and four side stages, and the auditorium seating about 1,400 people, in the stalls and three dress circles. The orchestra pit is flexible and can accommodate up to 110 musicians. The floors of the main stage and the other five stages are built in modules on wheels (stage wagons) that can be moved mechanically from one stage to another, easing change of full settings on the main stage, enabling the Opera House to run a number of different opera and ballet performances each week.

The Opera House will also be a very lively place outside performance hours. Five floors below the auditorium – 13 metres below sea



The Opera Project, continued

A distinctive feature of the Opera House will be the large "floating" roof with its characteristic 32-metre long projection over the curved five-storey foyer. Opposite the quay there will be a 35-metre wide plaza in front of the Opera House. From the plaza revolving doors give easy entrance to the foyer, from where there is access to the stalls and three dress circles of the auditorium.

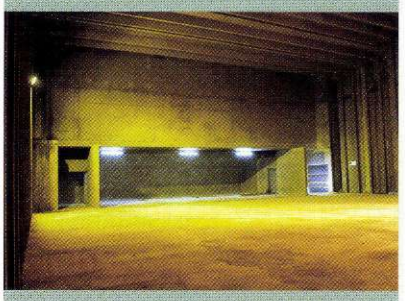
level – there is a large rehearsal room for the Royal Orchestra. In the building above the back and side stages, the opera and ballet each have two large rehearsal rooms, the opera choir one, and there will also be a number of minor rehearsal rooms for musicians and opera singers.

The ballet facilities include a purpose-built floor, stowed under the stage floor, which will be raised mechanically for ballet performances. The side wings contain dressing rooms for the opera and ballet artists and musicians, offices and workshops, and the basement contains storage rooms for stage settings, etc. A studio theatre with the entrance facing Holmen seats about 200 people.

There will be a café in the foyer, and on the fifth floor – with an outdoor terrace – banquet facilities for about 200 people. In addition there will be a number of rooms for private functions. The design of the Opera House also provides for people in wheelchairs or with impaired vision or hearing to fully enjoy a visit to the opera or ballet.

World-class opera

The design of the auditorium is particularly demanding. Vision, sound and seating comfort must be perfect for the audience to experience fully world-class opera and ballet performances. To so ensure, the Foundation has allied itself with internationally recognised experts in the field of theatre technology and acoustics.



The Orchestra Rehearsal Room is located 12 metres below sea level and the auditorium. The room, which measures 21 x 20 x 10 metres, accommodates 110 musicians and the opera choir.

Mærsk Container Industri AS is first with New Technology

Heidi Schmidt Hansen and Henrik Steen Hansen

After several years of examining alternative foam blowing technologies, Mærsk Container Industri AS (MCI), in conjunction with research institutes and the polyurethane industry, is currently the only reefer container manufacturer that has presented a new environmentally-friendly foam blowing technology to the market. A batch of reefer containers blown by using the new technology was produced in the third quarter of 2002 for Maersk Sealand.

New technology

Manufacturing of insulation foam requires a so-called blowing agent – the insulation gas. The function of the blowing agent is to end up in the foam cells as a gas. The blowing agent currently used by the reefer container manufacturing industry for this process is a hydrochloroflourocarbon (HCFC), a substance referred to as HCFC 141b. It contains chlorine, which has a detrimental effect on the earth's ozone layer (a so-called Ozone Depleting Potential (ODP) larger than 0) and must be phased out in accordance with the Montreal Protocol. MCI found that of the substances with an ODP of 0, a hydrocarbon called cyclopentane showed the most promising results. This new process is called SuPoTec (Sustainable Polyurethane Technology), for which patents are pending. The new technology will allow MCI to switch away from HCFC 141b well in advance of its official phase out date in Europe at the end of 2003.

Environmental impact

In addition to the Montreal Protocol, the Kyoto Protocol sets binding targets for the reduction of emissions of greenhouse gases and CO_2 to reduce global warming. The move away from HCFC 141b to SuPoTec will result in a Global Warming Potential (GWP) reduction for the atmosphere equivalent to 19.5 tonnes of CO_2 per 40 ft. high cube container, which corresponds to burning 6.5 tonnes of fuel or consuming 39,000 kWh of energy. The plant in Tinglev, Denmark currently manufactures approximately 10,000 containers per year, which will mean a total GWP reduction in CO_2 of 195,000 tonnes annually.

Important factors

In a reefer container, as in a domestic refrigerator, it is important to achieve a minimal heat-flow through the insulation from the outside to the inside of the container. For the owners and users of reefer containers, the properties of the foam, such as heat leakage, ageing, adhesion and durability are of major importance. Poor performance results in loss of cold air from the reefer through the walls and increased maintenance and repair both lead to additional costs and, in the worst case, damage to the reefer cargo. Research shows that, at the in-service temperatures reefer containers operate under, the SuPoTec-blown container provides insulation equal to that of an HCFC 141b and other properties are equal to or better than HCFC 141b.

APM Mail

A.P. Møller changes to a new, modern, standard e-mail system

Peter Koenders

On 1 April 1983 the Maersk Communication System (MCS) was launched. At that time and in the years that followed MCS was a very advanced and efficient global business communication system. However, during recent years it has been more and more difficult to keep up with the rapidly changing technology and evolving functionality in global and personal communication. That is why a steering committee, chaired by Jess Søderberg, decided that MCS be replaced by a standard e-mail system, APM Mail, based on Microsoft Outlook & Exchange.

This means that all users in A.P. Møller will be relocated from MCS to APM Mail. For that purpose the APM Mail Project has been initiated to coordinate and help both regionally and locally. The project was launched in May 2002, and so far 1,400 users have changed from MCS to APM Mail. It is envisaged that the roll-out of APM Mail throughout the whole organisation will be complete by the end of the third quarter of 2003.

Approach

As the change will be a major step for those who have been using MCS for years, we have tried to make the transition to APM Mail as smooth and easy as possible. This led to the inclusion of some important functions not normally available in Outlook, e.g. reference numbers and backward and forward search on reference number.

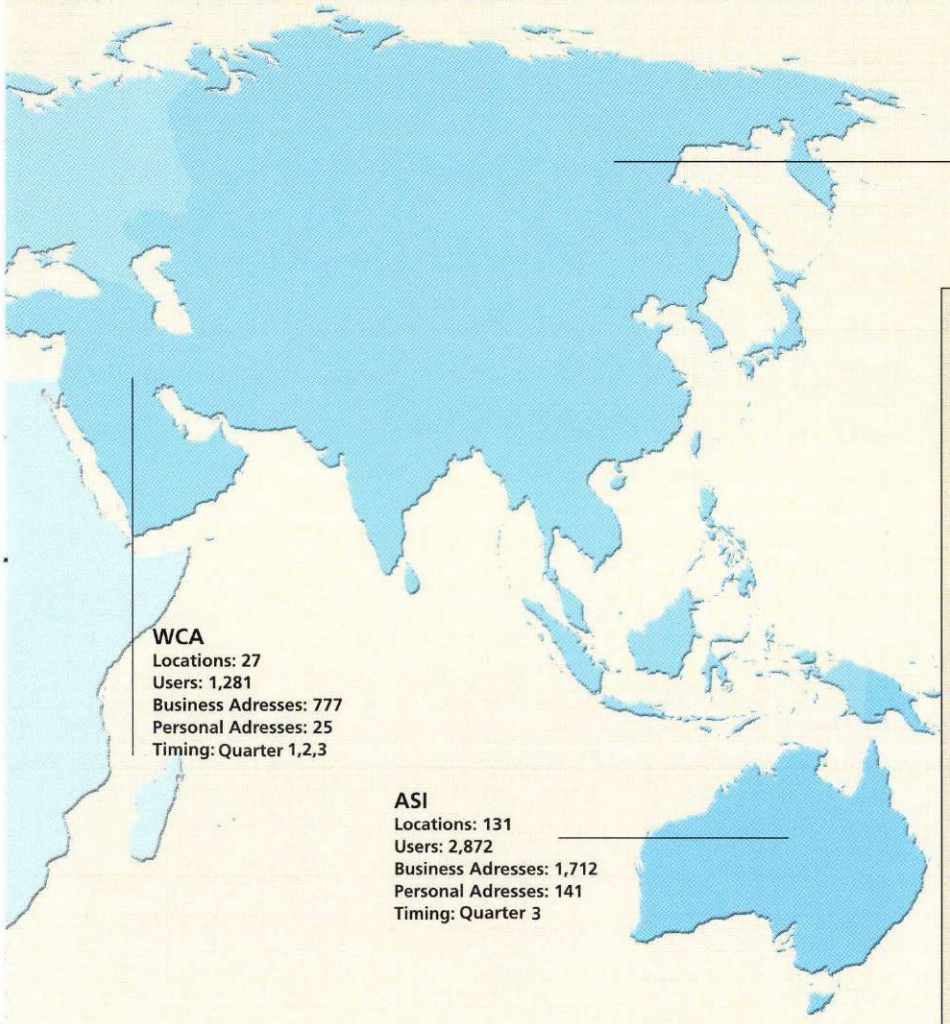
A comprehensive training programme has been created for people with different levels of proficiency, including five eLearning courses available on the Maersk Learning Centre. (@maersk, Human Resources, Education & Training)

Security

A modern and widely used mail system is more vulnerable to virus attacks than MCS. Every effort has been made to eliminate this risk, and security at all levels has been added in compliance with Group IT Security rules and guidelines, obviously with a minimum of desturbance of normal routine.

A good start

Initial feedback from users on the use of APM Mail is generally positive. The APM Mail project team, however, will stay alert and help everywhere it can to ensure a smooth transition to a stable and reliable communications system.



GC
Locations: 27
Users: 2,465
Business Adresses: 1,706
Personal Adresses: 14
Timing: Quarter 1

WCA
Locations: 27
Users: 1,281
Business Adresses: 777
Personal Adresses: 25
Timing: Quarter 1,2,3

ASI
Locations: 131
Users: 2,872
Business Adresses: 1,712
Personal Adresses: 141
Timing: Quarter 3

Advantages of APM Mail

- Ties in smoothly with @maersk (Who is Who).
- Easy to learn for new employees (standard Windows, graphical user interface, drag & drop, intuitive, easy to use).
- Supports A.P. Møller's business policies like Business (group) Addresses.
- Additional functionality like Calendar and Task Management.
- Shared folders (shared information across the group).
- Microsoft Outlook is a standard mail system with evolving functionality. It is the global market leader (over 200 million business users) in e-mail systems, providing new functionality automatically in the form of upgrades.
- Read your e-mail anywhere and anytime you want. With the new e-mail system you can access your mail through the standard network, through the Internet or download your mail to your laptop and work "off-line" in planes, trains, home, etc.
- Easier handling of attachments (just double click to open, include a file with just two clicks).
- Easy integration with modern communication tools and devices (PDAs, smartphones, pocket PCs, etc.).
- Cost-saving.

A good and reliable communications system is essential!

The following figures show how important the e-mail system is for us

- Number of e-mails exchanged: Approx. 12 million per month
- Number of locations: Approx. 500
- Number of users: Approx. 18,000
- Number of business addresses: Approx. 11,000

Three New G-Class Container Vessels

Three panamax container vessels built for the A.P. Møller fleet at Hyundai Heavy Industries in Korea have been named.

On 22 November 2002 at Hyundai Heavy Industries Mrs Cathrine Karcher, wife of Mr Xavier Karcher, Chairman of the National Council of Engineers and Scientists of France, honoured the owner by naming Hull No. 1411 MAERSK GIRONDE. The vessel will be registered in Port Aux Francais in France. It is the first vessel in the A.P. Møller Fleet to fly the Tricolore and thereby strengthen A.P. Møller's presence in France. MAERSK GIRONDE will be commanded by Captain Gerard Thomas, with Geoffrey Eales as Chief Engineer.

Also on 22 November 2002 at Hyundai Heavy Industries Mrs Gilly Baker, wife of Mr John Baker CBE, Deputy Chairman of The Royal & Sun Alliance Insurance plc and non-executive Director of The Maersk Company Limited, UK, named Hull No. 1412 MAERSK GAIRLOCH. The vessel will be registered in London under the management of The Maersk Company Limited, UK and will be commanded by Captain Bent Jakobsen, with Stephen Jackson as Chief Engineer.

On 6 December 2002 at Thamesport, Isle of Grain, Kent, Mrs Virginia Corbett, wife of Mr Gerald Corbett, Chairman of the Woolworths Group plc, named Hull No. 1410 MAERSK GATESHEAD. The vessel will be commanded by Captain Andrew Groom, with Philip East as Chief Engineer. MAERSK GATESHEAD will also be registered in London under the management of The Maersk Company Limited, UK. The Maersk Company Limited's owned or managed fleet now comprises 50 vessels, 43 of which fly the British flag.

From the naming of MAERSK GIRONDE the sponsor Mrs Cathrine Karcher surrounded by (from the left) Knud Pontoppidan, Captain Philippe Berge, Captain Gerard Thomas, Xavier Karcher, Chairman of the National Council of Engineers and Scientists of France, Chief Engineer Geoffrey Eales, Anders Nielsen, Jørn Steen Nielsen and J.B. Song, Senior Executive Vice President of Hyundai Heavy Industries.

From the naming of MAERSK GAIRLOCH the sponsor Mrs Gilly Baker surrounded by (from the left) Captain Bent Jakobsen, Anders Nielsen, John Baker, CBE, Deputy Chairman of The Royal & Sun Alliance Insurance plc and non-executive Director of The Maersk Company Limited, UK, Knud Pontoppidan and Chief Engineer Stephen Jackson.

MAERSK GIRONDE, MAERSK GAIRLOCH and MAERSK GATESHEAD each have a container capacity of about 4,300 TEU, including more than 500 FEU reefer capacity. They each have an overall length of 292 metres, a beam of 32.25 metres, a maximum summer draught of 13.52 metres and a service speed of some 24 knots, generated by a ten cylinder MAN B&W main engine, developing an output of 58,600 BHP.

Each of the container vessels is of a class built with extra capacity for up to 10 trainee officers in addition to the vessel's normal complement. The vessels are provided with specialised on-board training facilities, including the provision of a dedicated Cadet Training Officer, who will supervise the progress and training of Maersk officer trainees.

Surrounded by the crew of MAERSK GATESHEAD are seen (from the left) Grethe Hassing, Michael F. Hassing, Sponsor Virginia Corbett, Captain Andrew Groom, Hee Ock Suh and Young Kil Suh, Managing Director, Hyundai Heavy Industries.

New Vessel named at Volkswerft Stralsund

On 7 February 2003 a new Anchorhandling tug construction support vessel (AHTS) for A.P. Møller, was named at Volkswerft Stralsund GmbH in Germany. Mrs Ineke van den Berg, wife of Mr Ron van den Berg, SPDC Managing Director, Shell, Nigeria named newbuilding no. 442 MÆRSK ACHIEVER.

MÆRSK ACHIEVER has 23,500 BHP and a bollard pull of 280 tonnes. The vessel is registered in Svendborg, Denmark and will be commanded by Captain Charlis Torben Hansen with Jørgen Klæsøe Kofoed as Chief Engineer.

After sea trial MÆRSK ACHIEVER will be delivered to A.P. Møller ultimo February and enter service for Maersk Supply Service's Fleet, which now comprises 59 vessels and another three newbuildings on order.

From left to right: Tage Bundgaard, Chief Engineer Jørgen Klæsøe Kofoed, Captain Charlis Torben Hansen, Sponsor Ineke van den Berg, Ron van den Berg, SPDC Managing Director, Shell, Nigeria and Wolfgang Stammer, Volkswerft Stralsund GmbH.

Mærsk Data Strenghthens its Profile

Marie-Louise Arnfast

Mærsk Data now concentrates its business expertise on six specific industries: transport, food & agriculture, the public sector, defence, organisations and industry & service. Five companies have been reorganised into six new business units, each aimed at one of the above industries, so Mærsk Data can demonstrate that the company has a wide range of expertise.

"Most people probably know that Mærsk Data has expertise within IT for the transport and logistics industries. Fewer people, however, know that we in the Mærsk Data Group – through the parent company and LEC and others – have delivered quite a few successful solutions to the public sector", Steen H. Knudsen, CEO says.

Increased business competence

Mærsk Data's business competence has increased considerably during recent years, e.g. by acquiring companies like LEC, Infocom and KD-data. With these investments, Mærsk Data gained major new customers within the food industry, agriculture, the labour movement and the public sector.

"We have become a considerable supplier to these sectors and that should be reflected in the way we organise ourselves and are mentioned by name. Now, we concentrate our efforts in the various companies on six business areas of which we have a thorough knowledge to achieve synergy and critical mass. At the same time, we give the units a name which signals that they belong to the Mærsk Data Group and that they are aimed at a specific industry", Steen H. Knudsen explains.

The business units are supplemented by a common corporate function that includes economy, purchase, legal, human resources, information and marketing, building administration and internal IT and security.

All units will use "Mærsk Data" as a common denominator, followed by Transport, Food & Agro, Public, Defence, Organisator or Industries, as the case may be. The units will have a common, graphic profile to support their affiliation to Mærsk Data.

International expansion

Restructuring and a change of name are also part of Mærsk Data's new strategy to become a more prominent player on the international market.

"We would like to do more business abroad. And here the Mærsk name is better known than the name the companies have had up to now. Today, we have wholly or partly owned subsidiaries in the USA, Japan, India, China, England and Sweden, and we expect to extend our level of activity in these countries – as well as in other countries", Steen H. Knudsen says.

A.P. Møller is still our largest customer

Mærsk Data Transport will be the largest business unit. With more than 700 employees, mainly delivering solutions to Maersk Sealand, Maersk Logistics and Maersk Air, the business unit becomes a heavyweight in the new organisation. At the same time, Mærsk Data's companies in the USA, Asia, India and China deliver solutions within the transport and logistics sector, including A.P. Møller companies.

"We must be capable of offering everything the customer needs when it comes to IT. And we must assume total responsibility for these solutions – from development over operation to phasing out of systems. For many years we have endeavoured to gather teams to take on the responsibility throughout the entire project for a specific customer area. We wish to make this even more clear in the future", Bo Scheibye, Director of Maersk Data Transport, says.

Maersk Rails through Europe

Ruud Bijkerk

Maersk Sealand is a 50% shareholder in European Rail Shuttle (ERS), founded in 1994. The company successfully operates 178 weekly shuttle trains in Europe to and from the Ports of Rotterdam, Bremerhaven, Hamburg and Koper and major industrial regions in Belgium, France, Germany, Italy, Poland, Hungary, and the Czech and Slovak republics. The enormous growth in rail traffic, offering customers a low-cost alternative, is viewed by the industry as one of the success stories in transporting cargo by more environmentally friendly modes of transport.

Due to the increasing cost of hiring locomotives and railcars from State Railways, it was decided to establish an independent railway company. The first steps were taken in the year 2000 by acquiring a share in the private railway company BoxXpress.de, followed in 2002 by establishing ERS Railways b.v. Five GM diesel electric Class 66 locomotives plus the necessary number of railcars were obtained. The newly formed railway company began operating two locomotives in October 2002 on a shuttle service to Germersheim in Germany. The remaining three locomotives have been operational since January 2003 on the Neuss and Mainz shuttles. The continued growth reached a record in 2002 with over 300,000 TEUs moved by rail, and ERS expects to increase the number of shuttles further, improving cost effectiveness and reliability of rail transport to the hinterland.

The first official departure of the "Blue Catapult" from Rotterdam to Germersheim.

ERS shuttles currently running through Europe.

APM Terminals in Romania

Hari Raghavachari

APM Terminals launched its first operation in Eastern Europe in Constanta South Port – Agigea Free Zone in February 2002, through its fully owned subsidiary APM Terminals Romania SRL. The port of Constanta, one of the largest in Eastern Europe, is located on the western edge of the Black Sea.

In December 2002 APM Terminals Romania moved into new office and yard facilities, covering an area of 27,000 m². The new facility serves as headquarters, as a storage and planning area for loaded import containers, reefer containers and empty units, and as a railhead. It has a workshop for maintenance and repair of all equipment used in the terminal and has 70 reefer plug points. The new office also houses the Constanta branch of Maersk Romania SRL, the terminal's largest customer, as well as some of Romania's large customs house brokers and a detachment of the Romanian Customs Authority. The terminal capacity is about 40,000 TEU.

The terminal has recently implemented a new Terminal Operating System (TOS) called RBS-TOPS, to automate all aspects of container related operations. This system is designed for small and medium-sized terminals and Constanta is APM Terminal's first user.

Philippine Awards

Jerome de los Angeles

The A.P. Moller Group was awarded the International Employer Award by the Department of Labor and Employment in Manila on 21 November 2002 and the following day, The President of the Philippines Mrs Gloria Macapagal Arroyo conferred the Presidential Award of Distinction on the Group.

President Gloria Macapagal Arroyo presenting the award to Ib Fruergaard.

The International Employer Award is an honour bestowed upon companies with an exemplary employment record as well as an indelible reputation within the shipping community. The Presidential Award of Distinction is awarded to shipping companies in recognition of achievements within the maritime community and exemplary efforts to promote staff welfare.

These awards were in accordance with the presidential proclamation declaring 2002 the "Year of the Overseas Employment Providers". The First International Employer Award is a project established by the government to acknowledge major contributions made by reputed foreign employers to the country's overseas employment programme.

Ib Fruergaard, A.P. Moller Singapore Pte Ltd, received the two awards on behalf of the A.P. Moller Group at ceremonies held at the Manila Peninsula and Malacanang Palace respectively.

Advertisement for Shipping Journals

The editor has received the following notice from author and historian Christian Tortzen:

"In the 1950s, '60s and '70s scores of shipping journals were published on Danish ships – some of them for a long time, others for short periods. They tell us a lot about life on board. Have some of these shipping journals been preserved? Do you have any? May we borrow them for the use of our account of the history of the Danish Seamen's Union?"

The request is hereby passed on.

L-Class in Uruguay

Michael K. Kristiansen

Friday 13 December 2002 was no ordinary day in the history of the Port of Montevideo. LAUST MÆRSK was the very first L-type and the largest container vessel ever to call at the port. The preparations for the call included shifting operations in the container terminal, dredging port and channel down to 10.5 metres, installing 350 additional reefer plugs and streamlining the information flow between Maersk Sealand and the terminal.

From left to right: José A. Aguerre, President of the National Port Authority, Captain Søren S. Maagaard, Claus Garbers, Michael Kristiansen, Jorge Fernández Baubeta, President Jorge Batlle and Torsten Hartmann.

The event did not go unnoticed. Set back from the pier, with a clear view of the operation, Maersk Uruguay held a reception attended by some 200 people, among them Mr Jorge Batlle, President of Uruguay, local authorities and most of our key clients in Uruguay. The President was presented with a Danish design crystal bowl from Holmegaard and invited to tour the vessel. This was followed by several other tours with clients. The event was covered by four TV channels and five newspapers, giving both Maersk Sealand and the local organisation very good exposure.

Jess Søderberg visits Malaysia

Prime Minister, Dr Mahathir Mohamad and Jess Søderberg.

Loo Sook Yee

On 10 and 11 December 2002 Jess Søderberg paid a visit to Malaysia. He was received by Malaysian Prime Minister Dr Mahathir Mohamad at Putrajaya, where the government administrative centre is located. Dr Mahathir Mohamad is the longest serving head of state in South East Asia with 21 years as Prime Minister. The same afternoon Mr Søderberg attended a luncheon hosted by Transport Minister Dr Ling Liong Sik.

During his visit to Malaysia, Jess Søderberg presided over the opening of new offices for Maersk Sealand and Safmarine in Subang. The ceremony included traditional "kompang" music players, ribbon cutting and unveiling of a commemorative plaque.

The itinerary further included visits to the three major ports in Malaysia: Tanjung Pelepas, Westport and Northport, as well as a tour of IKEA's Asian Distribution Centre facility in Shah Alam, run by Maersk Logistics, the largest single user distribution facility in Asia. A dinner was held with prominent leaders from the local business community, including Danish Ambassador Lasse Reimann. A customer function followed the next afternoon, where Mr Søderberg had the opportunity to meet key customers.

Personalia

Esplanaden

40 Years Anniversary
Martin Holroyd
11 May 2003

Retiring
Henning Hvenegaard
31 December 2002

Retiring
Elsbeth Riken
31 May 2003

Organisations Abroad

40 Years Anniversary
Delbert L. Coonce Jr.
Maersk Inc.
11 March 2003

25 Years Anniversary
Byeong Doo Jeon
Maersk Korea
7 December 2002

25 Years Anniversary
Gerry Sroga
Maersk Inc.
23 January 2003

25 Years Anniversary
Jae Won Kang
Maersk Korea
6 February 2003

25 Years Anniversary
Cynthia M. Bene
Maersk Inc.
27 February 2003

25 Years Anniversary
Robert J. Mark
Maersk Inc.
27 February 2003

25 Years Anniversary
Schwann Grimes
Maersk Inc.
1 March 2003

25 Years Anniversary
Saundra Werrick
Maersk Inc.
6 March 2003

25 Years Anniversary
Jeffrey Chong
A.P. Moller
Singapore
1 April 2003

25 Years Anniversary
Masami Horiuchi
Maersk K.K.
1 April 2003

25 Years Anniversary
Toshimi Ishimaru
Maersk K.K.
1 April 2003

25 Years Anniversary
Takuya Kashida
Maersk K.K.
1 April 2003

25 Years Anniversary
Oda Masaru
Maersk K.K.
1 April 2003

25 Years Anniversary
Keiichi Minagawa
Maersk K.K.
1 April 2003

25 Years Anniversary
Tomonori Sugita
Maersk K.K.
1 April 2003

25 Years Anniversary
Toshiki Aihara
Maersk K.K.
11 April 2003

25 Years Anniversary
Paul Tan
Maersk Singapore
2 May 2003

25 Years Anniversary
Clinden Hsieh
Maersk Taiwan
10 May 2003

Maersk Contractors

25 Years Anniversary
Kenneth Hawkins
Maersk Inc.
16 May 2003

25 Years Anniversary
Johnny Chao
Maersk Taiwan
22 May 2003

25 Years Anniversary
Tan Eng Soon
Maersk Singapore
22 May 2003

25 Years Anniversary
David Tan
Maersk Singapore
22 May 2003

25 Years Anniversary
Kim Riisom
Gadegaard
Maersk Brasil
1 June 2003

Retiring
Georges Caulier
Maersk Benelux
31 December 2002

25 Years Anniversary
Per Brand Egeland
Driller
19 March 2003

The Fleet

40 Years Aniversary
Frode R. Nielsen
Captain
15 May 2003

40 Years Anniversary
Knud Møller
Captain
31 May 2003

40 Years Anniversary
Li Yuk Ching
Chief Steward
14 June 2003

40 Years Anniversary
Steen N. Ottosen
Captain
15 June 2003

25 Years Anniversary
Erling Christiansen
Captain
6 April 2003

25 Years Anniversary
Ernst Krebs
Electrical
Superintendent
21 April 2003

25 Years Anniversary
Lars Bundgaard
Christiansen
Chief Engineer
20 May 2003

Retiring
Aage Christensen
Captain
31 January 2003

Retiring
Tage Jensen
Captain
11 February 2003

Retiring
Jørgen Blum
Chief Engineer
31 March 2003

Retiring
Helge Daugaard
Captain
31 March 2003

Retiring
Ole B. Arnoldi
Electrical
Superintendent
30 April 2003

Retiring
Frode R. Nielsen
Captain
31 May 2003

The yard

40 Years Anniversary
Niels Overvad
4 April 2003

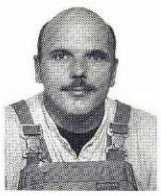
40 Years Anniversary
Hans Ove Nibe
23 May 2003

25 Years Anniversary
Finn Laursen
21 March 2003

25 Years Anniversary
Niels Andersen
28 March 2003

25 Years Anniversary
Jens Ole Tranekjer
28 March 2003

25 Years Anniversary
Erik Lennard Nielsen
11 April 2003



25 Years Anniversary
Jan Mikael Nielsen
11 April 2003

25 Years Anniversary
Peter Østergaard
Jørgensen
9 May 2003

25 Years Anniversary
Poul Jacobsen
23 May 2003

25 Years Anniversary
Jørgen Jørgensen
23 May 2003

Mærsk Olie og Gas

25 Years Anniversary
Poul Nielsen
1 April 2003

25 Years Anniversary
Marius Ulrich
Dybvad
Roustabout
15 April 2003

Em. Z. Svitzer

25 Years Anniversary
John Møller
Chief Engineer
1 February 2003

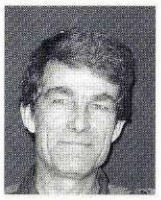
25 Years Anniversary
Hans Christian
Schou Nielsen
Ship's Assistant
1 April 2003

25 Years Anniversary
Niels Jørgen Borch
Jensen
Branch Manager
12 April 2003

DISA

40 Years Anniversary
Hans Herman
Olander Jensen
DISA Industries
7 March 2003

25 Years Anniversary
Keld Ib Hansen
DISA Industries
13 March 2003



25 Years Anniversary
René Fredskov
Howalt
DISA Industries
16 March 2003

Roulunds Fabriker

25 Years Anniversary
Preben John
Madsen
25 April 2003

25 Years Anniversary
Poul Frederik Bruun
8 May 2003

25 Years Anniversary
Jim Frandsen
29 May 2003

25 Years Anniversary
Ole S. Hansen
6 June 2003

Thor Jørgensen

25 Years Anniversary
Erling Dall Jensen
1 January 2003

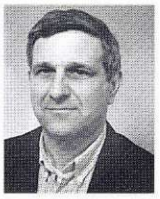
Maersk Air

25 Years Anniversary
Anders Larsen
Manager Line
Stations
7 June 2003

Norfolkline

40 Years Anniversary
Frans van Gelderen
1 April 2003

25 Years Anniversary
Derek Sloan
1 March 2003



25 Years Anniversary
Peter Breddels
1 April 2003

25 Years Anniversary
Jan Groen
1 April 2003

Obituary

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

Karl Kristian Jensen
Mærsk Olie og Gas
24 October 2002

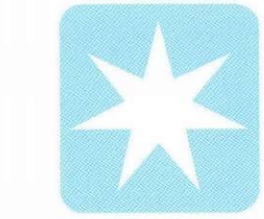
Raymond Lim
Maersk Logistics
Singapore
27 October 2002

Gert Garbov
Maersk Contractors
4 November 2002

Bendy John Hansen
The Yard
23 November 2002

Luiz Carlos de
Almeida
Maersk Brasil
17 December 2002

Christopher Miller
Maersk Contractors
29 January 2003


MÆRSK