



MÆRSK
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At a conference for the Group's Purchasing Managers in the autumn of 2003 Mr Møller said: "Great demands are made on purchasers to co-operate, co-ordinate and together reap the benefits that a company of our size is entitled to – and good practice warrants. You do not have to be a genius to understand that we will gain from co-ordinating the total value of our purchases".

In recent years there seems to have been a change of attitude towards purchasing. Suppliers are no longer considered opponents, but partners, and long-term business relations are built with expectations and demands for a high standard.

Group Procurement Co-ordination (GPC) was established in 2001 with the purpose of organising and gathering the many different purchasing activities within the A.P. Møller - Maersk Group with thousands of suppliers all over the world.

Focus has shifted from price per unit to a more holistic approach to purchasing. GPC's aim is to limit expenses relating to purchase of goods and services and their operating costs, and not least to improve quality. In the same way GPC's educational initiatives aim at an elevated professional approach to purchasing within the whole Group.

Knowledge sharing and an exchange of best practices are core elements in GPC's work. The idea is simple, but it requires that we all take part in the effort.

Jess Søderberg

Visit of Deputy Prime Minister Bendt Bendtsen to USA

Tom Boyd

In January 2004 Danish Deputy Prime Minister Bendt Bendtsen, Minister for Economic and Business Affairs, and a Danish delegation visited the United States to meet with US Government leaders in Washington DC and to learn more about Maersk Inc.'s North American business activities. The delegation consisted of Michael Dithmer, Permanent Secretary for the Ministry of Economic and Business Affairs, Jens Bødtker-Hansen, Head of Division, Peter Arnfeldt Petersen, Chief Press Secretary and Knud Pontoppidan, A.P. Møller - Maersk.

In Washington DC the Minister attended President George W. Bush's State of the Union address held in the nation's capital. Further meetings were held with congressional leaders and federal government officials.

In Madison, New Jersey, Kim Fejfer briefed the delegation about the North American operations network, business performance and focus on safety. John Reinhart pre-

sented Maersk Line Limited's business activities and important future role.

A formal luncheon with special guests was held at APM Terminals'

Port Elizabeth, New Jersey container terminal and featured executive presentations, a tour of a new gantry crane and a helicopter tour of the Port complex and Manhattan skyline.



Deputy Prime Minister Bendt Bendtsen, Minister for Economic and Business Affairs and Kim Fejfer, Maersk Inc.



Trans Siberian Express Service

In 2003 container traffic volumes moving via rail in Russia increased by 70 % compared with 2002, and this strong growth is expected to continue. Transit times are very fast, and the service is secure and reliable all year round, irrespective of the weather conditions.

■ The huge scale of the land-mass which today is Russia and the lack of port access mean that intermodalism will continue to dominate containerised transport in the region, particularly to inland cities within Russia and Central Asian republics. The Trans Siberian Express Service (TSES), owned by the A.P. Moller - Maersk Group, offers high quality and competitively priced railway and intermodal transport solutions across the territory of the former Soviet Union.

TSES was established in 1991 as a joint venture between the Ministry of Russian Railways (MPS) and Sea-

Land Service Inc. and was acquired by A.P. Møller in 2000. The early relationship with MPS was crucial for TSES' access to the rail network. Acting as a forwarder, TSES buys transport codes from MPS and distributes them to its customers. Today, TSES operates from seven offices strategically located across the territory of the former Soviet Union and works with a network of over 150 agents at key stations. TSES works closely with the famous Trans Siberian Railway (TSR).

Trans Siberian Railway

The TSR is one of the greatest railways on earth. It runs through

seven time zones, covering a distance of 10,000 kilometres. Construction of the railway started on 19 May 1891. The future heir to the Russian Throne, Cesarvitch Nikolay Alexandrovitch, took part in the laying of the first stone and commemorative silver plate in Vladivostock. At the peak of construction 90,000 workers, mainly convicts and soldiers, were working on the TSR. Construction was finally completed with a direct rail link in place between St. Petersburg, Moscow and Vladivostock in October 1916. During the First World War and the subsequent civil war many cars, locomotives



and bridges were destroyed. However, after the civil war reconstruction immediately recommenced and in March 1925 the route was reopened and has never been interrupted since.

Reefer Block Trains

Although forwarding remains an integral part of TSES' business, the company has developed further and invested in reefer compatible fitting rail platforms. In this niche market the platforms are operated as dedicated reefer block trains from the Baltic ports into Central Asia.

Reefer block trains to Central Asia cover a distance of over 5,000 kilometres. TSES is one of three companies that are able to provide accurate tracking information to customers. Daily updates can be provided, giving customers the location of their container within the territory of the former Soviet Union. Currently, TSES is developing visual tracing over the Internet, which will be available during 2004. This will truly enable TSES to further upgrade the services offered.

Trucking

TSES also runs a fleet of trucks through the subsidiary IKT, offer-

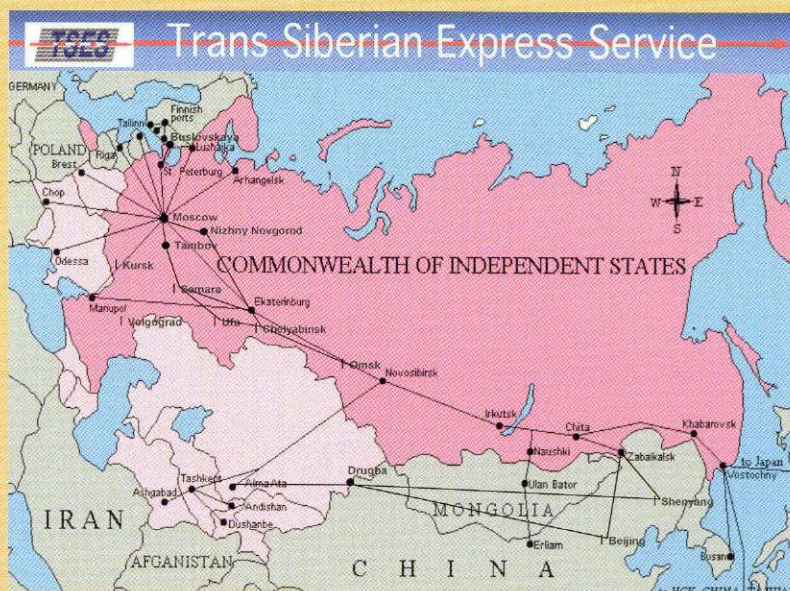
ing trucking services predominantly from St. Petersburg and Finland to Moscow and other strategic locations in Russia. The high quality equipment operated has been supplemented by the recent installation of a satellite tracing system in each truck. Besides reducing insurance premiums, the equipment enables TSES to locate the exact position of the entire fleet, leading to savings in fuel consumption and mobile telephone bills and ultim-

ately improved planning and truck utilisation.

Further geographical and product expansion are planned for both TSES rail transport and IKT trucking services.

Further information on TSES can be obtained from
www.tses.ru

Trans Siberian Express Service's main rail routes.



The Container Past and Present

During the past 150 years sea transport has undergone many changes, the introduction of the container in 1956 being one of the most significant.

ADRIAN MÆRSK at the Panama Canal during its maiden voyage in 1975.



■ Prior to introduction of the container, cargo handling was very troublesome. In principle, it had not changed since the invention of the hook: loading and unloading took several days, called for many crew, and the risk of accidents and waste was great. The ships often spent more time in port than at sea which of course did not increase earnings. Throughout the years cargo handling was facilitated by use of various aids. Rope for tying timber cargoes, sacks for coffee beans, large boxes for securing several small boxes of goods and pallets for stacking and transporting sacks and boxes. Boxes similar to containers were used for combined rail and horse drawn transport (today known as intermodal transport) in England as early as 1792.

However, use of containers as such did not begin until 1956. Sea-Land's founder Malcolm McLean had owned a transport company since the 1930s and was often behind the wheel of one of his own trucks. He had the idea of rationalising the workflow by loading the truck trailer onto the ship. Malcolm McLean and his employees succeeded in developing the necessary three tools: the container, a chassis for road transport and ships made specially for transport of containers. 26 April 1956 marked the beginning of the container era. On this date the ship IDEAL X departed from Newark to Houston with a cargo of 58 containers, among other things.

The original American containers were adapted for the American mar-

Loading of a container onboard IDEAL X in 1956.



ket. The industry soon realised that an international agreement on the external dimensions of containers was essential for their suitability as cargo, and truck trailers were designed accordingly. Since then, many container types and sizes have been developed, most of them on the basis of ISO standards. In 1999 A.P. Møller took over Sea-Land's container activities. Maersk Line changed name to Maersk Sealand, which now offers a variety of container types developed for special purposes.

When the container, as we know it today, had been developed, it was the ship's turn. A traditional ship was unfit for efficient transport of containers. Experiments included "roll-on/roll-off", where containers are rolled on board, but it soon turned out that "lift-on/lift-off", where the container is lifted by the ship's own equipment or a crane on the quay, was the most efficient method. On board ship successful experiments were carried out with cells in which the container could be guided into place and secured during navigation at the same time. A.P. Møller - Maersk's first series of container ships, the A series, delivered in 1975-76, had a capacity of 1,250 TEU, whereas A.P. Møller - Maersk's largest container ships so far have a capacity of approximately 6,600 TEU.

The port facilities were also changed. Brief and efficient port stays were and are one of the major assets of the container trade. Terminals specially adapted for the purpose are required with, among other things, container cranes, container storage areas, warehouses for transshipment of cargo, office facilities and workshop for maintenance and repair of containers and equipment. Sections of an existing terminal were often leased for the exclusive use of A.P. Møller - Maersk's ships. The first terminal built for Maersk Line's container ships alone was Pier 51 at Port Newark, New Jersey. ADRIAN MÆRSK departed from the terminal on 5 September 1975 as the first of the new container ships.

Today, Maersk Sealand operates many different types of special containers e.g.:

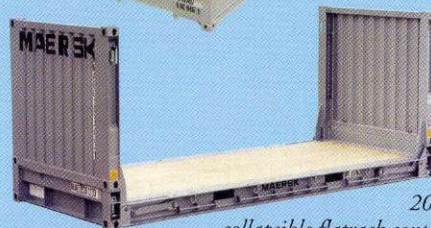
- 20-foot containers
- 40-foot containers
- 45-foot containers
- Ordinary reefer containers capable of cooling down to -29°C.
- Special Super Freezer reefer containers capable of cooling down to -60°C.
- Controlled Atmosphere containers where the oxygen content inside the container can be controlled out of consideration for the ripening of fruits.
- Power packs - diesel generators that deliver electricity to reefer containers in case of lack of power capacity.
- Ancillary tank containers for storage of diesel oil or alternative transport of chemicals, fish oil or the like.
- Flat racks that are basically a flat steel structure with a wooden surface with corner columns so that the container can be handled like an ordinary container. Used for goods that do not fit into an ordinary container.
- Special high vent containers used for transport of e.g. onions requiring many air changes.



40-foot open top container



40-foot integral reefer container, Mark III



20-foot collapsible flatrack container



20-foot dry container

OLIVIA MÆRSK



Sponsor Luiza Maria Carneiro de Carvalho Leitao with, from left: Captain Kristian Mikkelsen, Vagn Lehd Møller, A.P. Møller - Maersk, Maira Strutz as little "Elisa" in traditional Pommeranian costume, Wolfgang Stammer, Volkswerft Stralsund GmbH, Chief Engineer Jan Benjamin Lucassen, José Júlio Cardoso de Lucena, Chief Executive Officer of SEARA Alimentos S.A.

A new container vessel for A.P. Møller - Maersk was named on 14 November 2003 at Volkswerft Stralsund GmbH in Germany. Luiza Maria Carneiro de Carvalho Leitao, wife of José Júlio Cardoso de Lucena, Chief Executive Officer of the Brazilian company SEARA Alimentos S.A., named the newbuilding OLIVIA MÆRSK.

The new vessel is the last in a series of three, with a container capacity of 3,020 TEU (800 FEU Reefer total), a length of 237 metres and a beam of 32.2 metres. OLIVIA MÆRSK is equipped with a seven-cylinder Wärtsilä main engine, which develops 40,040 kW at 102 rpm, and fully loaded the vessel reaches a speed of approximately 24.4 knots.

The homeport of OLIVIA MÆRSK is Faaborg, Denmark with Kristian Mikkelsen as Captain and Jan B. Lucassen as Chief Engineer.

Transportigo – A Trip Around the World

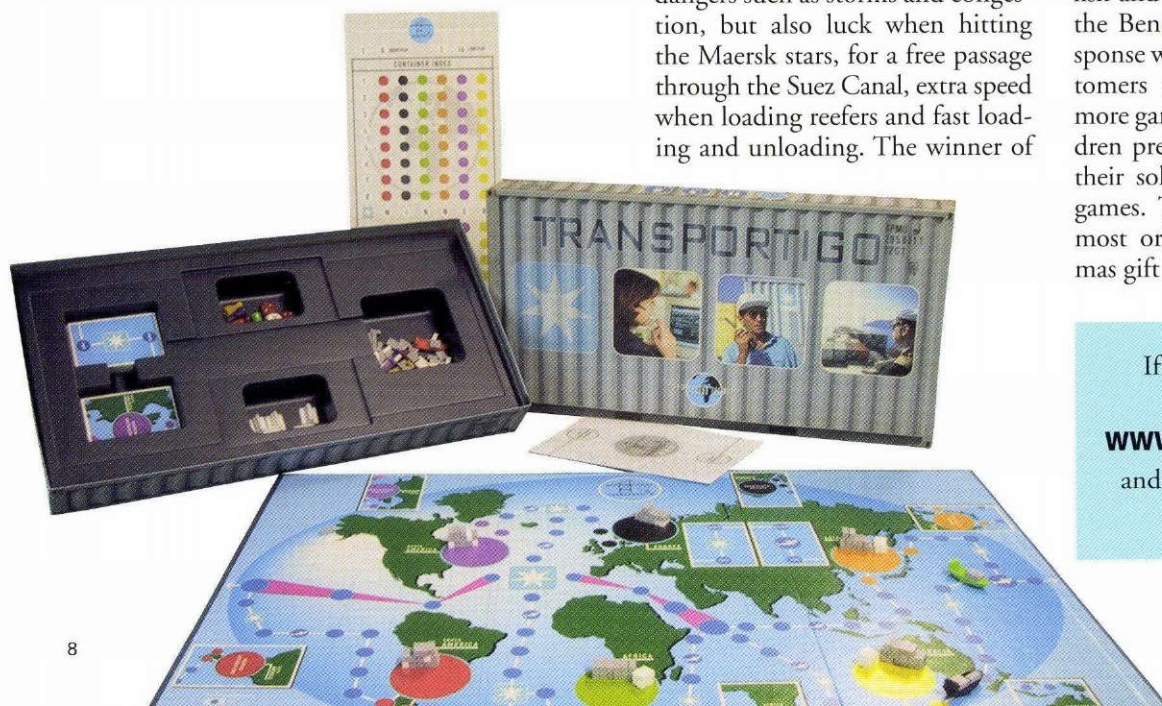
Ruud Bijkerk

Transportigo is the name of an exclusive Maersk board game given to customers and employees in Belgium and the Netherlands as part of the Christmas parcel 2003. It started last year, when an idea based on a world map was

worked out in three months. Each player is the captain of a container vessel sailing the seven seas. During the trip around the world the players receive instructions to ship containers from one continent to another. During the voyages they encounter dangers such as storms and congestion, but also luck when hitting the Maersk stars, for a free passage through the Suez Canal, extra speed when loading reefers and fast loading and unloading. The winner of

the game is the first player to ship 16,000 containers on the index.

It was developed by the combined efforts of Maersk Sealand, APM Terminals and Maersk Logistics. The 2,500 games produced in English and Dutch were distributed in the Benelux countries and the response was very positive. Some customers asked if they could buy more games and said that their children preferred this family game to their solitary video and computer games. They found the game the most original and unique Christmas gift received in years.



If interested in further details, please visit
www.transportigo.com
 and become the captain of your own ship

New Internet Portal from Mærsk Data

On 10 December 2003 the new official Internet-based health portal, sundhed.dk, was launched by Danish Health Minister Lars Løkke Rasmussen, among others. The aim of the new portal is to improve quality in the health sector.

Nana Baile

The portal was developed by Mærsk Data's health IT company ACURE in cooperation with Novo Nordisk IT, PLS Rambøll and DMdata.

Sundhed.dk provides direct access to the health service for the individual citizen as well as employees in the health sector. The portal gathers knowledge and data from the entire Danish health service in one place: from pharmacies, hospitals, GPs, specialists, home care and laboratories. In addition, the portal contains a wealth of information about diseases, health and care – knowledge provided by a number of Danish health authorities, such as the National Board of Health and the Danish Medicines Agency.

If, for instance, a man collapses in the street and is taken to hospital unconscious, sundhed.dk will provide vital information. From his medical card the hospital staff can see that he does not live in the town, so they do not have access to his medical records. Even so, they soon find out that he was recently hospitalised with diabetes in another town and treat him accordingly.

A Central Role

At the opening of sundhed.dk Minister for the Interior and Health Lars Løkke Rasmussen emphasised that the portal will play a central role in fulfilling the national IT strategy for the health service: "In addition to the present functions on sundhed.dk, a number of more complex and data heavy projects will be added in the future when new functions are introduced, and

the portal will become increasingly useful for both citizens and professionals. Sundhed.dk will allow direct access to the health service."

A General View

In the long run the portal will be the infrastructure that enables all IT systems in the health sector to "communicate". Patient records will be available electronically so that a doctor in one town can access a patient's records even if he or she lives in another town. Health staff may also enter the Personal Electronic Medicine Profile (PEM), also developed by ACURE, and get a general view of an individual patient's medicine consumption. All in all, solutions that will save valuable time and provide a general view of the individual patient to ensure fast, safe and targeted treatment and care – resulting in improved quality.

Self-Service

At the same time, citizens are offered a better possibility of self-care by seeking information about health and diseases via the portal. Furthermore, the portal contains a list of all Danish doctors, and, depending on the individual doctor, it is often possible to make an appointment for a check-up via the portal. In the long run digital self-service will make it possible for a patient to sit at home and access his own medical records by means of a personal, digital certificate with which you can only – and with a high level of security – access your own information.

Behind the joint public health portal are the Association of County

Councils in Denmark, the Ministry of the Interior and Health, Copenhagen Hospital Corporation, the City of Copenhagen, the Borough of Frederiksberg and the Danish Pharmaceutical Association.

At the opening of the health portal: Lars Løkke Rasmussen, Minister for the Interior and Health, Kristian Ebbensgaard, Chairman of the Association of County Councils in Denmark and Chairman of the portal and Lars Engberg, Chairman of Copenhagen Hospital Corporation.





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Danish Training Ships

The Danish training ships GEORG STAGE and DANMARK follow proud shipping traditions which still exist in the modern shipping education now offered on board. Trainees are recruited, among other things to the officers' education in A.P. Moller - Maersk. This article describes the background to the training ships and today's education on board and will be followed up in the next issue of Mærsk Post with an article on the A.P. Moller - Maersk officers' education.



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In the old days it was relatively easy to become a seaman. You signed on as a ship's boy or cabin boy (perhaps not always voluntarily) and did what you were told. Some were seasick and home-

sick, and many received their share of blows. You gathered experience so you could advance to a higher rank and maybe one day receive a command and ranking as "Master next God". Systematic training of officers took place mainly in the navy, which provided the conditions. Consequently naval training ships were – and are – quite common in many countries all over the world. In the 19th century there were also civilian, private initiatives addressing organised recruitment of well educated seamen and officers to the merchant fleet everywhere in Europe, e.g. the still active

Swedish Abraham Rydberg Institution, founded in 1846. In Norway, cities established their own training ship institutions, for example the bark CHRISTIANIA in 1877 in the city of the same name. In the Netherlands they began in about 1850, in Germany not until 1900, but with an institution which in its prime had three very large square rigged vessels at its disposal.

The First GEORG STAGE

In Denmark the start of civilian maritime education is linked inseparably with the name GEORG STAGE. Shipowner Frederik Stage, board



member in Foreningen Søfartens Fremme (of 1844) (the institution for promotion of shipping), was a shareholder in Em. Z. Svitzer's salvage company and involved in a number of other firms and shipping companies. His only son, Georg, died in 1880 of tuberculosis. In his memory he founded the institution Georg Stages Minde (in memory of Georg Stage) to benefit "young people wishing to be sailors", and donated a well equipped three-masted full-rigged ship on which "the first training in practical shipping on board a training ship especially adapted for the purpose could take place", as it appears from the Institution's charter. The first GEORG STAGE of 1882 and the navy's practice brig ØRNEN were very alike. The appearance of the ships and the activity on board both reflected the navy's training concept. This was hardly surprising, as the officers came from the navy until the First World War.

At the beginning of the 20th century shipping was characterised by the transition from sails to steam,

but service on a sailing ship was still regarded as an indispensable condition for a good maritime education. It became increasingly difficult to find employment on sailing ships, so training ships were an obvious solution. GEORG STAGE, which had room for 80 boys a year, could no longer manage the task alone. To meet the need for service on sailing ships and provide an alternative to employment in the large English and Finnish sailing-ship fleets, a number of promoters succeeded in having a four-masted cargo-carrying bark called VIKING built. The project had a difficult time, not least financially, and never quite achieved the desired success.

The Building of DANMARK

The East Asiatic Company chose to go its own way and built the five-masted bark KØBENHAVN. Much more than economy was involved in this. The national pride in one of the largest sailing ships of that time was emphasised by the fact that Danish King Christian X and Queen Alexandrine themselves

visited the ship when it was presented to the public in 1921. KØBENHAVN sailed successfully for many years until disaster hit in 1929 when the ship disappeared with all 60 souls on board, without leaving a trace. The loss was a hard blow to shipping and to the whole population of Denmark. The resulting acute lack of training places for trainee officers led to the construction of the state training ship DANMARK in 1933. At that time GEORG STAGE was getting on in years after half a century and almost 4,000 trainees. The institution Georg Stages Minde decided to build a new ship which was slightly bigger and more modern, but maintained a traditional appearance and style on board. The construction of GEORG STAGE was finished in 1934.

The Size of the Training Ships

Denmark's two full-rigged training ships, the white DANMARK and the "new", black GEORG STAGE, have thus navigated side by side for 70 years. GEORG STAGE is a three-masted full-rigged ship with a gross



© Itafoto

Danish Training Ships, continued

tonnage of 281. The ship is 54 metres long and 8 metres wide. Mast height is 31 metres and there are 20 sails with an area of 800 m². Today, the crew consists of 10 permanent members and 63 trainees per cruise. DANMARK is also a three-masted full-rigged ship, with a gross tonnage of 737. The total length of the ship is 77 metres, the width 10 metres and the height from waterline to masthead 39.6 metres. DANMARK has 26 sails with an overall area of 1,632 m². The ship has a capacity of 80 trainees per cruise and a permanent crew of 13.

The Education

Previously, the trainees worked mainly with subjects like manoeuvring, rigging, sail-making, navigation and signalling as well as



© Itafoto

climbing the rigging; going aloft, bending and unbending a sail, etc. Today, the basic course provides deckhand training and the first semester of officers' training with a view to further training in the merchant fleet and possibly further

shipping education. GEORG STAGE also teaches trainee cooks who obtain credits for the ship's cook qualification as well as basic deckhand training. The main emphasis of the education is on subjects such as occupational safety, maritime safety, fire-fighting and SMS (Safety Management System), which are all minimum requirements for seamen today. Furthermore, the trainees are taught engine theory, orientation, maritime legislation, interpretation of drawings, navigation, ship's technique and English as well as practical subjects such as seamanship, maintenance and cleaning, workshop practice and watch duty. The training is thus organised to test the trainee's theoretical knowledge on board.

What has not changed throughout the ages, and often comes as a great surprise to the trainees, is that they learn a lot about themselves. They get to know their own strengths and limitations, they learn to take themselves less seriously and not least they learn to co-operate.



APM Terminals' stand at the Pan African Port Conference.



Minister John Begheni Ndeh with Michel Donner, APM Terminals, Cameroon.

APM Terminals Moves Ahead in Africa

Michel Donner and Laurids Ughig

APM Terminals has geared up its efforts in Africa with projects in South Africa, Angola and Cameroon, and several employees from the A.P. Moller - Maersk Group in Africa have joined the MAGNET and MAGNUM training programmes.

In December 2003 APM Terminals in Cameroon participated in the 3rd Pan African Port Conference (PAPC) and exhibition in Douala. The event was organised by the Pan African Association for Port Co-operation and the Port Autonome

de Douala and attracted more than 150 delegates.

On the occasion of the official opening on 9 December, John Begheni Ndeh, Minister of Transport, Cameroon, paid a visit to the APM Terminals' stand. The Minister was very interested in the specific roles and activities of APM Terminals in Africa and elsewhere.

The month of December also saw the SOGESTER Consortium with APM Terminals and partner Gestão de Fundos being selected to oper-

ate and manage the new container terminal in Luanda, Angola, under a 20-year concession.

Under the agreement SOGESTER will assume responsibility for operations and container terminal developments as well as stringent maintenance and repair programmes and human resource development. The terminal has a 550 metre berth and a 150,000 m² container yard, and expansion plans for the facility will increase the annual throughput capacity to about 300,000 TEU.



Netto Stores be Placed in

Increasing turnover and the opening of new stores have meant that Netto A/S has felt the need to extend its warehouse and administration facilities for the fourth time in the chain's 23-year history. From March 2003 distribution was transferred to the newly built mechanical warehouse at the Transport Centre north of Køge and the administration building was put into service in September 2003.

The new Netto distribution centre of 52,000 m² including the admin-

istration building, will rank among the most advanced in Europe and has been a constructional challenge due to its large dimensions. The fully automatic warehouse consists of three terminals: a dry food terminal of 24,000 m², a fresh food terminal of 14,000 m² and one for returned goods of 5,200 m².

As Netto wants to carry as fresh products as possible in the stores, the individual store has no products in stock other than those on the shelves. With as little contact as possible, the

products are sent by the most direct route to the stores and customers. Orders from the individual stores are generated automatically during the night, based on sales. The data is transferred to the computer system and the 32 fully automatic cranes in the warehouse then place the goods in a sorting facility able to sort orders to 56 stores at the same time. When the pallet is finished, it is packed and wrapped in film, ready to be loaded and delivered to the store. Packing of the so-called spot goods still requires manual labour.



in Denmark to Mechanical Hands

The high level of automation means improved use of space, precision and reliability. At the same time, the layout of Netto's new warehouse for convenience goods also makes demands on suppliers with regard to packaging, delivery, pallet quality and labelling of pallets.

Safety and Infrastructure

The detached administration building includes modern teaching facilities and its white marble stones and smooth-cast white concrete form a sharp contrast with the phys-

ically larger warehouse. A footbridge connects the administration building to the warehouse so employees can move freely between the departments without disturbing the heavy lorry traffic. At certain times up to 100 lorries an hour are expected to pass through the area.

The siting of the buildings makes allowance for a good flow in the stream of lorries. The approach of lorries that come to unload is thus separated from Netto's own lorries

on their way out with fresh goods to the stores. Access to the warehouse area requires special permission for all lorries but Netto's, and before exit all cars pass through a manned gate where freight bills are checked and loaded lorries sealed.

The new central warehouse is to service all 352 Netto stores in Denmark, whereas the chain's stores in Sweden, Germany, England and Poland are serviced by local warehouses.



Maersk takes a Giant Leap Upward in the Philippines



From left: Ricardo Romulo, Kim Sørensen, Mar Roxas, Secretary of Trade and Industry and Thomas Ørting Jørgensen.



Traditional blessing of the new offices.



The new reception desk.



From left: Thomas Ørting Jørgensen, Mar Roxas, Secretary of Trade and Industry and Ricardo Romulo.

On 1 October 2003 the A.P. Møller - Maersk Group in the Philippines inaugurated a new corporate head office on the 51st floor of the PBCOM Tower, strategically located in the central business district in Makati, Metro Manila.

It was a nostalgic move 72 years after Maersk started its operations in the Philippines in 1931 as an agency under Compania General de Tabacos de Filipinas (Tabacalera). Indeed a giant leap upward from the historical, two-storey Tabacalera building in Ermita, Manila to the tallest building in the Archipelago.

The Inauguration

The traditional ribbon was cut jointly by Mar Roxas, Secretary of Trade and Industry of the Philippines, Attorney Ricardo Romulo, Director of Maersk-Filipinas and Honorary Consul General of Denmark and Thomas Ørting Jørgensen, A.P. Møller - Maersk. The ribbon cutting was followed by a reception for more than 200 guests, customers, suppliers and employees.

In his speech, Mar Roxas mentioned that A.P. Møller - Maersk employs more than 1,500 Filipino seafarers and especially noted the

continued focus on training and education. Likewise, he mentioned the positive impact of the employment of Filipinos by the Shared Service Center.

Before the office was officially opened, a priest gave a traditional blessing of the premises, and staff were introduced to the new workplace and the Makati City scenery.

Maersk-Filipinas' History

The first presence of Maersk in the Philippines was on 6 March 1926, when m.s. CHASTINE MAERSK arrived at Manila from Newcastle, Australia to offload 7,323 tons of coal. On 20 April 1931 an agency agreement was made between Maersk Line and Compania de Tabacos de Filipinas (Tabacalera), which laid the foundation for later growth of our liner business.

Owing to the continued growth, it was decided to form an independent company to handle the Maersk activities in the Philippines. This Company became Maersk-Tabacalera Shipping Agency (Filipinas) Inc. in 1981 and was renamed Maersk-Filipinas Inc. in 1992. It was a joint venture between A.P. Møller and Compania de Filipinas until late 1997, when A.P. Møller took full control of the company.

Mercantile-Filipinas Inc. – later known as Maersk Logistics – was incorporated in 1986 and has experienced significant growth since its inception. In recent years the growth has accelerated with the acquisitions of Sea-Land Logistics and DSL in 1999 and 2001, respectively.

Maersk-Filipinas Crewing was established in 1983 with the task of hiring Filipino seafarers. Over the last 20 years Maersk Crewing has grown significantly and is now in charge of the 1,500 Filipino seamen being deployed on board Maersk vessels.

The Group Today

Today, the A.P. Moller - Maersk Group has eight offices in the Philippines and more than 325 employees. With the new office, the Group has come far closer to its customers who are mostly situated in Makati, and with the new surroundings, the working environment has a high international standard.

Maersk-Filipinas new office is situated on the 51st floor of the PBCOM Tower, the tallest building in the Philippines.



Seafood & Fisheries Expo in Korea



Kevin Y. M. Kwon

■ From 27 to 30 November 2003 Maersk Korea Ltd. participated in the first Busan International Seafood & Fisheries Expo, with the purpose of enhancing public awareness of Maersk Sealand and meeting potential as well as established customers.

A total of 698 exhibitors participated in the Expo, including 70 from foreign countries. The Expo also included various events aimed at stimulating potential markets for fisheries' products and related business sectors in the rapidly growing Asian markets.

The Maersk Sealand stand was prominently designed to promote the shipping company and many customers responded very positively. Maersk Korea Ltd. will also be close to customers this year at the 2004 Expo.

Asia Fruit Congress 2003 in Mumbai

Munmun Sinha and Nalini Sorensen

■ Maersk Sealand participated in the Asia Fruit Congress 2003 held at the Taj Mahal Hotel in Mumbai from 7 to 9 November 2003. This annual event is considered Asia's only conference and networking event for key decision-makers in the international fresh fruit and vegetable business and was first organised by Asiafruit Magazine in 1998. A total of 215 delegates from approximately 24 countries attended the 2003 conference which included presentations on infrastructure, merchandising, import and export as well as visits to two local produce markets.

The key message of the congress was that India's fresh produce industry is set for huge growth. A number of speakers saw investment in infrastructure to aid the pace of growth as an essential success criterion for India. Among them was Tom Knudsen, Maersk India Pvt. Limited, who gave a presentation



The Maersk team at the Asia Fruit Congress 2003

entitled "Key Challenges in Logistics and Infrastructure in India: The Carrier's Perspective".

Maersk Sealand was well represented at the conference, which was an excellent opportunity to interact with delegates from the global

reefer industry. Maersk India briefed the delegates about the scope of its BPO (Business Process Outsourcing) operations in India and took them on a guided tour to the state-of-the-art Shared Service Center at Powai, Mumbai.

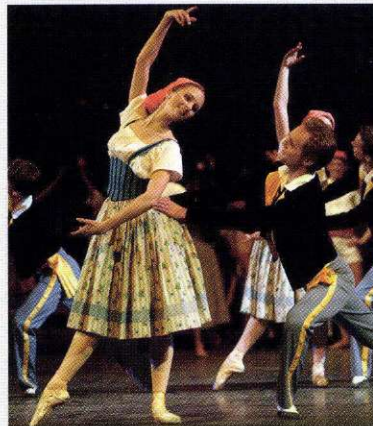
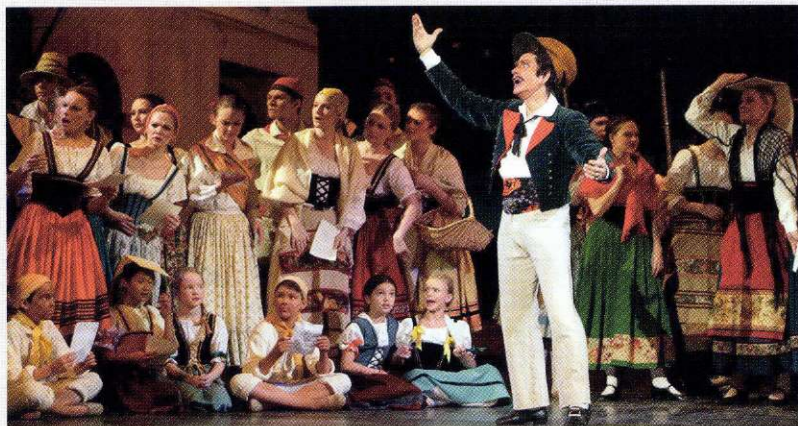
A New Home

Marc Fritzsche

■ After a long and lonely period Maersk Deutschland's large model of REGINA MÆRSK has found a new home. We were pleased to part with Maersk's largest model in Germany to Professor Peter Tamm, owner of the world's largest collection of ship's models and other items associated with the world of ships. Professor Tamm's collection includes more than 40,000 ship's models of all sizes (ten mm to six metres); about 50,000 blueprints of ships, among them the oldest known; several uniforms; thousands of paintings; dishes, etc. During the coming months his collection will move to a new location close to Maersk's office, with an exhibition space of approximately 11,000 m², where REGINA MÆRSK will have a place of honour as one of the largest models.



Left to right: the stern of the ship's model of REGINA MÆRSK, Axel Tütken, Maersk Deutschland and Professor Peter Tamm.



Ballet performers display their graceful dance.

Royal Danish Ballet performs at Kennedy Center

Tom Boyd

■ In January 2004 the Royal Danish Ballet journeyed from Copenhagen to Washington DC to present a special performance of the famous ballet master August Bournonville's "Napoli" and "La Sylphide".

The tour was made possible by financial support from the A.P. Møller and Chastine Mc-Kinney Møller Foundation and Maersk Inc. Transport and logistics were

handled by Maersk Sealand, Maersk Logistics and APM Terminals.

The event was part of Danish cultural activities throughout the month of January in Washington DC, which included an exhibition of Danish 19th Century artist Christoffer Wilhelm Eckersberg's work at the National Gallery, a Danish film festival and seven performances by the Royal Danish

Ballet. At the opening night of the Royal Danish Ballet, Maersk Inc. held a reception inside the Kennedy Center for over 100 invited guests, with Her Royal Highness Princess Alexandra of Denmark as guest of honour. Dignitaries Stuart Bernstein, USA Ambassador to Denmark, and Ulrik Federspiel, Danish Ambassador to the United States, and key customers also attended the event.

Joint E-Commerce Event

Nahla Abdel Aziz

■ On 23 October 2003 Microsoft Egypt and Maersk Egypt jointly held an e-commerce event under the title "Unleash the Power of Technology" at Microsoft's premises in the new Smart Village in Cairo.

The event was a creative idea for two companies, each notable in its own field, i.e. software development and worldwide shipping, to join forces to show that IT and e-commerce will hold the key answers to many of the challenges facing international commerce today and in the future.

The event aimed at promoting and enhancing e-commerce awareness and the new trends in IT infra-



structure among Maersk Sealand customers and included presentations by guest speaker Mohamed Fakhry from Bel Egypt and top executives of both companies.

From left: Rene Overgaard, Maersk Egypt, Ehab Abdel Aziz, Microsoft Small, Medium Solutions and Partner Manager, Nabla Abdel Aziz, Maersk Egypt, Omar Shamsie, Maersk Egypt and Ehab Mostafa, Microsoft Marketing Manager.

Sports Tournament in Germany

Marc Fritzsche

■ In 2003 the annual Maersk Deutschland sports tournament took place in Hamburg. Maersk

Deutschland arranged the usual badminton and squash tournament in the Autumn and, for the first



time, an indoor football tournament. Each team had its own football shirts and melodic team names such as Weserkrabben (Wesercrabs), South Side Stars (from Bavaria) or Gurke19 (Cucumber19). The Weserkrabben beat the M.I.S.E. trainees 3-1 in the final. After the award ceremony a big party was held with approximately 150 participants from all over Germany. We will all meet again in 2004 in Bremerhaven.

All participants from the sports tournament in Germany.

Maersk Logistics and the Far Hills Steeplechase

Kara Heinrich

■ In October 2003 more than 50,000 spectators converged on the rolling hills of Moorland Farms in Far Hills, New Jersey for the state's biggest social event of the autumn season. Competing against a backdrop of autumn splendour, the Far Hills Race Steeplechase, now in its

83rd year running, features some of the finest steeplechasers in the world and is a venue for race enthusiasts, organisations and corporations to convene and celebrate the day's events.

Maersk Logistics hosted a client outing in a corporate tent space.



The event is an excellent opportunity for the organisation to act in the local community as well as invite clients to participate and enjoy a day of racing and celebration. Many clients attended the event, forming new friendships and business connections.

Bikes in a Box

Kaj Pedersen

■ The Nimbus motorcycle was produced in Denmark between 1934 and 1959 and has become a collectors' item among motorcyclists worldwide over the past 20-25 years. In June 2003 a group of 13 Danish/American Nimbus enthusiasts from the Midwest Nimbus Club packed up one sidecar and nine solo bikes to join the 30th annual Nimbus rally in Nakskov, Denmark. The motorcycles were

transported the 9,600 kilometres in a Maersk Sealand container.

Altogether, 300 of these antique bikes participated in the rally. Worldwide, almost half of all the Nimbus motorcycles built are still in existence, testifying to the durability of these old bikes as well as their owners' love of maintaining them.



Maersk Sealand strengthens Contract and Tender Management

Søren Castbak

■ Maersk Sealand's key clients make more and more use of tenders as a means of rate negotiation. The ability to meet the tender and contract quality needs of our clients consistently is becoming a competitive differentiator and consequently an integral part of our quest to provide the best client proposition.

CTM (Contract and Tender Management) is a new term that describes the "end-to-end" process from client tenders and negotiation to filing of client contracts with authorities and in our rating systems. Getting this process right has

a major impact on customer satisfaction and our system data quality.

From 14 to 17 January 2004, a CTM implementation taskforce gathered newly assigned Contract Managers for a CTM kick-off training programme hosted by the Shared Service Centre in San José, Costa Rica. Contract Managers and the Shared Service Centre were equipped with the knowledge, standard operating procedures and system skills to ensure that the new improved CTM procedures and tools are fully understood and implemented by Maersk Sealand by 1 March.

The Costa Rica Service Centre plays a key role in supporting Contract Managers during the tender response period, helping to gather and format critical information required by the client, and in the drafting and filing of key client contracts.

A team building event took place following the three-day training programme in which the group learned about relying on others with trust in order to accomplish the maximum as a team. The event took place in the rain forests of Costa Rica – a perfect background for a challenging event.



The CTM team proudly shows the flag seized from the enemy in the rain forest. From left: Nura Solomon, John Burwell, Julio Torres, Jonas Malmström, Andrea Charves, Søren Castbak, Andrew Hutton, Andrew Cummin, Thabani Dlamani, Elena Kartseva, Robert Oberle, Jon Exley, Luca Borgnino and Walter Van Keulen.



Personalalia

The Yard



40 Years Anniversary
Wolfgang Franz Emil Stammer
5 March 2004



40 Years Anniversary
Preben Petersen
19 March 2004



40 Years Anniversary
Jens Jørgen Rasmussen
26 March 2004



40 Years Anniversary
Norman Lunde Hansen
2 April 2004



40 Years Anniversary
Helge B. Jensen
23 April 2004



40 Years Anniversary
Mogens Mikkelsen
14 May 2004



40 Years Anniversary
Benny Age Petersen
14 May 2004



40 Years Anniversary
Jørgen Andersen
18 June 2004



25 Years Anniversary
Bent Erling Nielsen
12 March 2004



25 Years Anniversary
Kjeld Filso Petersen
12 March 2004



25 Years Anniversary
Aksel Asken Hansen
2 April 2004



25 Years Anniversary
Hans Theil Hansen
30 April 2004



25 Years Anniversary
Knud A. Hunderup
30 April 2004



25 Years Anniversary
Peder Edmund Thomsen
18 June 2004

Maersk Air



25 Years Anniversary
Preben Lisby
Manager
20 March 2004



25 Years Anniversary
Per Sonne
A/C Mechanic
27 March 2004



25 Years Anniversary
Torben Vilhelm Madsen
Traffic Supervisor
1 April 2004



25 Years Anniversary
Annelise Markussen
Secretary
1 June 2004



25 Years Anniversary
Janne Borregaard
Nielsen
Cabin Chief
7 June 2004



25 Years Anniversary
Gunhild Lauridsen
Cabin Chief
15 June 2004



25 Years Anniversary
Inga Svenningsen
Cabin Chief
15 June 2004

Maersk Contractors



25 Years Anniversary
Ole Vestergaard
9 April 2004



25 Years Anniversary
Erik Arendt
25 April 2004



25 Years Anniversary
Søren Fløe Knudsen
25 April 2004



Retiring
Henry Philip
17 February 2004



25 Years Anniversary
Rolf Bernhard Lauridsen
1 April 2004



25 Years Anniversary
Karsten Sogaard Jensen
1 June 2004



Retiring
Bent Georg Steiness-Jensen
11 April 2004

Mærsk Olie og Gas

Roulunds



40 Years Anniversary
Kaj A. Hansen
9 March 2004



25 Years Anniversary
Patrick J. Grimes
16 March 2004



25 Years Anniversary
Mogens Nielsen
26 March 2004



25 Years Anniversary
Jimmy Vilshart
5 April 2004



25 Years Anniversary
Ruddy Vilshart
23 April 2004



25 Years Anniversary
Lis Nielsen
15 May 2004

Esplanaden



40 Years Anniversary
Jens-Olaf Madsen
19 May 2004



25 Years Anniversary
Ole Larsen
1 April 2004



25 Years Anniversary
Knud Lindhardt
25 April 2004



25 Years Anniversary
Hanne Holroyd
14 May 2004



25 Years Anniversary
Sven-Åke Møllerstedt
18 June 2004



Retiring
Jørn Poulsen
31 March 2004

Obituary

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

Kathy Smith
BTT Columbus
5 October 2003

Jan Francois Knudsen
Ship's Assistant
Ex. MÆRSK LOGGER
14 November 2003

Poul L. J. Hansen
Chief Engineer
29 November 2003

Uwe Schlemminger
Volkswert Stralsund
16 December 2003

Pauli Kylborg
The Yard
30 December 2003

Preben John Madsen
Roulunds
31 December 2003

Ole Roger Larsen
Chief Officer
Ex. LEDA MÆRSK
5 January 2004

John L. Sawyer
BTT, Norfolk
30 January 2004

Poul Anker Jensen
Gas Engineer
Ex. HENRIETTE MÆRSK
5 February 2004

Organisations Abroad



40 Years Anniversary
Helge J. T. Edholm
Maersk Taiwan
29 January 2004



40 Years Anniversary
Karen Hannon
Maersk Inc., USA
18 May 2004



25 Years Anniversary
Robert Capaldo
Maersk Inc., USA
5 March 2004



25 Years Anniversary
James B. Southard
Maersk Inc., USA
12 March 2004



25 Years Anniversary
Frenk Moen
Maersk Intermodal Europe
13 March 2004



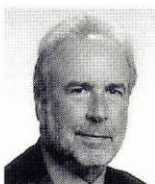
25 Years Anniversary
Axel Østergaard Knudsen
Maersk Singapore
1 April 2004



25 Years Anniversary
R.J. Chao
Maersk Taiwan
12 April 2004



25 Years Anniversary
Kathy Long
Maersk Inc., USA
13 June 2004



25 Years Anniversary
Gregory Bakalich
Maersk Inc., USA
20 June 2004



Retiring
Eileen Khaw
Maersk Malaysia
20 March 2004



Retiring
Niels Lillelund
Jørgensen
Maersk Latvija
31 March 2004



Retiring
Erik Nielsen
Maersk Italia
31 March 2004

The Fleet



40 Years Anniversary
Erling E. Zachø
Chief Engineer
25 March 2004



40 Years Anniversary
Knud Gravesen
Chief Steward
25 March 2004



40 Years Anniversary
Lasse Samso
Bokmand
Chief Engineer
26 May 2004



25 Years Anniversary
Otto Torsvik
Ship's Assistant
3 April 2004



25 Years Anniversary
Peder Andreas Madsen
Chief Officer
17 April 2004



25 Years Anniversary
Hans Jørgen Skov
Chief Engineer
24 April 2004



25 Years Anniversary
Ole Jul Rasmussen
Captain
9 June 2004



25 Years Anniversary
Per Bergman Rasmussen
First Engineer
23 June 2004



Retiring
Johannes B. Petz
Captain
18 April 2004



Retiring
Morten Heldager
Captain
31 May 2004

Norfolkline



25 Years Anniversary
Hans J. M. Laros
26 March 2004



25 Years Anniversary
Coby J. H. Ponk
8 June 2004

Em. Z. Svitzer



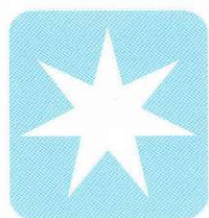
25 Years Anniversary
Ole M. Kristiansen
Captain
1 March 2004



25 Years Anniversary
Egun Kyhnau
Ship's Assistant
3 April 2004



25 Years Anniversary
Jens Eggert
Captain
4 May 2004



MAERSK