



**MÆRSK**  
POST 3/2004





Cover: ALBERT MÆRSK moored at Langelinie,  
Copenhagen, August 2004.

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agreement with the editor.

It was a great pleasure for A.P. Møller - Maersk to witness the warm welcome for the container vessel ALBERT MÆRSK from the Lindø Yard when she moored alongside the Langelinie Quay in August this year. The visit turned into quite a Copenhagen event, and it was a pleasure and honour to show ALBERT MÆRSK to our shareholders and the public, as well as to give schools and young potential employees a chance to become acquainted with the latest addition to the Maersk fleet.

Our container vessels seldom call at Copenhagen, so it was a unique opportunity for A.P. Møller - Maersk to show what Danish shipping stands for. ALBERT MÆRSK and her sister vessels, built by our own yard in Odense - the Lindø Yard - bear witness to the quality of Danish workmanship and design.

The media coverage of the event was also quite special - a weather forecast was even broadcast from the bridge, and it is a well-known fact that the weather is a significant fellow player and sometimes opponent at sea.

In short, an exciting week; more than 36,000 people visited the ALBERT MÆRSK, including 13,000 shareholders, 16,000 members of the public and 2,200 schoolchildren. A total of 57 cadets and many officials manned the exhibition and handed out 20,000 caps, 40,000 T-shirts and 20,000 bottles of water to a thirsty public.

We wish ALBERT MÆRSK godspeed!

Jess Søderberg





*Her Majesty Queen Margrethe surrounded by (from the left) Captain of the ABSALON Per Starklint, Mærsk Mc-Kinney Møller, John Skov Hansen, Odense Steel Shipyard, General Hans Jesper Helso, Chief of Defence and Rear Admiral Kristen Husted Winther, Head of the Naval Materiel Command.*

# Her Majesty Queen Margrethe Names Newbuilding at Odense Steel Shipyard

On 4 June 2004 Her Majesty Queen Margrethe named a flexible support vessel for the Danish Defence at Odense Steel Shipyard. The vessel received the name ABSALON.

With a length of 137.5 metres, a breadth of 19.5 metres and a draft of 6.3 metres, ABSALON is among

the largest naval ships built in the history of Scandinavia. The designation "flexible support vessel" is attributed to the fact that the vessel can be used as a military supply vessel, for mine laying and enforcement of sovereignty. In addition, it can be equipped for use as a military hospital ship and for relief operations.

ABSALON's particulars have been designed in cooperation between the Naval Materiel Command and Odense Steel Shipyard with a view to combining the Danish Defence's requirements for military capacity with the best of commercial shipbuilding. The latest technology has been utilised everywhere on the vessel.



# New Gas Pipeline in the North Sea

**On 19 July 2004 the first gas flowed through a new 100 km long and 26 inch thick gas pipeline connecting the Tyra Field with the Dutch platform F3-FB from where the gas is delivered to Den Helder in the Netherlands. Mærsk Olie og Gas AS was responsible for the design and installation of the pipeline and for its operation and maintenance.**

■ In 1979 the Partners in Dansk Undergrunds Consortium (DUC), A.P. Møller - Maersk, Shell and ChevronTexaco entered into the first agreements on delivery of natural gas from DUC's fields in the Danish sector of the North Sea. The agreements included delivery to DONG of a total of 55 billion m<sup>3</sup> of natural gas over 25 years, starting in 1984. The natural gas is delivered in DONG's pipeline from Tyra to Nybro, Denmark, from where the gas continues to markets in Denmark, Sweden and Germany. With additional gas sales agreements in 1990 and 1993, the quantities of natural gas were increased, and today up to 7.5 billion m<sup>3</sup> per year is delivered through the pipeline to Nybro.

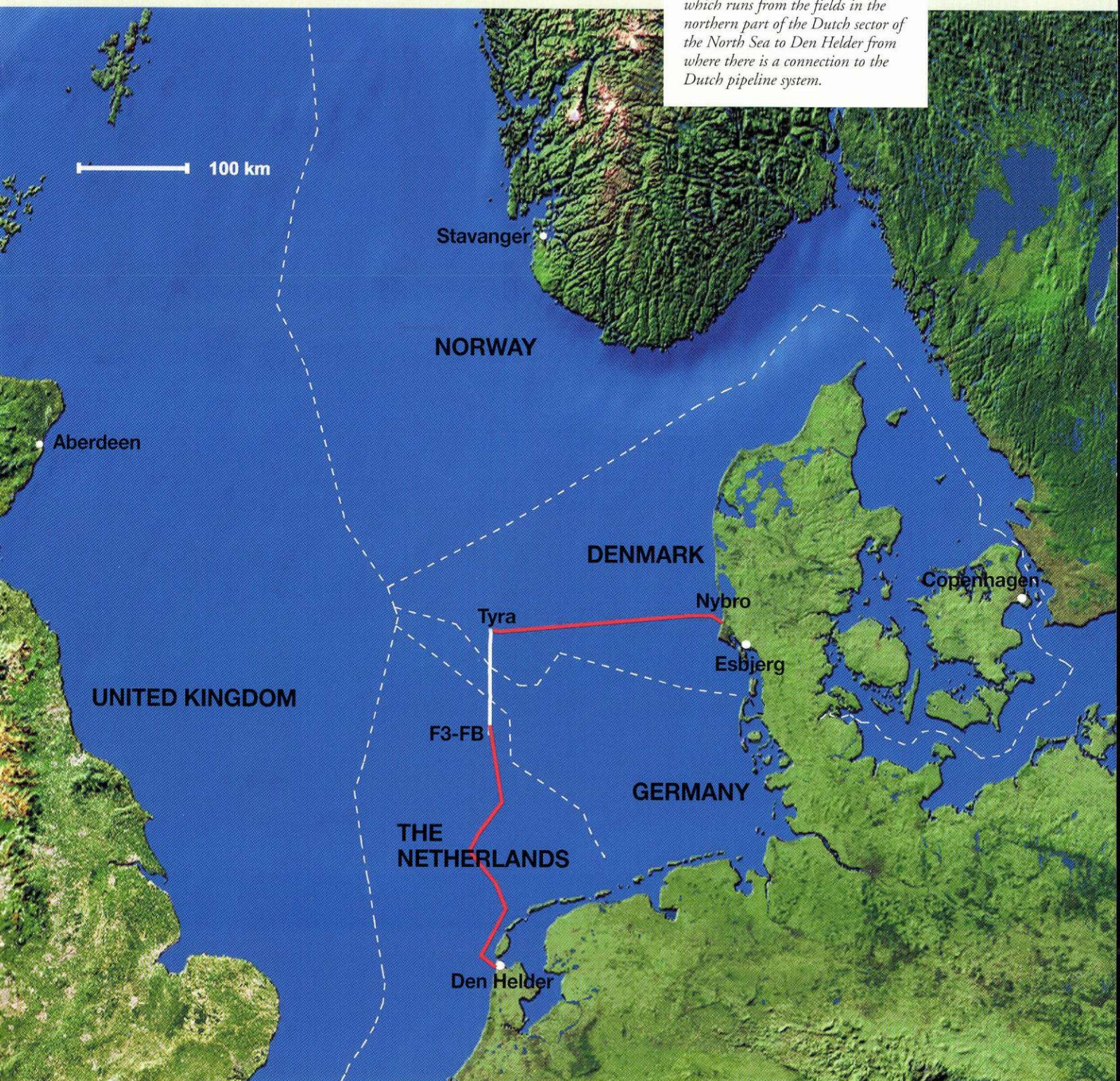
The new gas pipeline is owned by A.P. Møller - Maersk, Shell and ChevronTexaco with 19.5%, 23% and 7.5% respectively, and DONG owns the remaining 50%. The owners of the new Danish pipeline are entitled to transport gas in the pipeline in quantities corresponding to their interest. This means that they can elect to utilise their share of the transport capacity or sell it to a third party.

The new gas pipeline makes it possible to sell additional natural gas from DUC's fields in the North Sea and gives access to new markets. A.P. Møller - Maersk entered into an agreement in 2003 on the sale of natural gas to Norsk Hydro with delivery to Den Helder in the Netherlands. Delivery to DONG will continue in accordance with the existing agreements.





*The pipeline runs from the Tyra West A platform to the F3-FB platform, operated by Nederlandse Aardolie Maatschappij (NAM), Shell and ExxonMobil's jointly owned operator company in the Netherlands. The pipeline connects the Danish fields in the North Sea with the pipeline system NOGAT, which runs from the fields in the northern part of the Dutch sector of the North Sea to Den Helder from where there is a connection to the Dutch pipeline system.*







*The staff from Maersk Sealand's office in Muscat with the guests from Copenhagen.*

# **Mærsk Mc-Kinney Møller and Michael Pram Rasmussen Visited Oman from 24 to 26 May 2004**

■ Mr Møller and Mr Pram Rasmussen had the honour of being received in private audience by His Majesty Sultan Qaboos of Oman in his palace in Sohar. Also present were the adviser to His Majesty Dr Omar Zawawi and HE Mohammed Al Harthy, Minister of Transport and Communication.

A visit was paid to the Maersk Oman office in Muscat, where the gentlemen met with management and employees. A presentation was made by Poonam Data from Maersk

Sealand UAE, which highlighted the various activities undertaken in the country.

Mr Møller and Mr Pram Rasmussen also visited the terminal and office in Salalah in the southern region of Dhofar. The guests toured the port and met with port executives, and the current development plan and port operations were discussed. Port of Salalah, in which the A.P. Moller - Maersk Group has a 30% shareholding, was inaugurated only six years ago. Since then the port,

whose management team is headed by Managing Director Jack Helton, has expanded, and Maersk Sealand is expected to have a turnover of 1.8 million TEU in 2004.

During the visit to Dhofar the delegation visited HE Sheikh Mohammed Al Qutaibi, Minister of State and Governor, and a visit was also paid to the local Maersk Sealand office in Salalah to meet staff members and listen to a briefing on the company's operations.



# "Topping out" Ceremony at Esplanaden

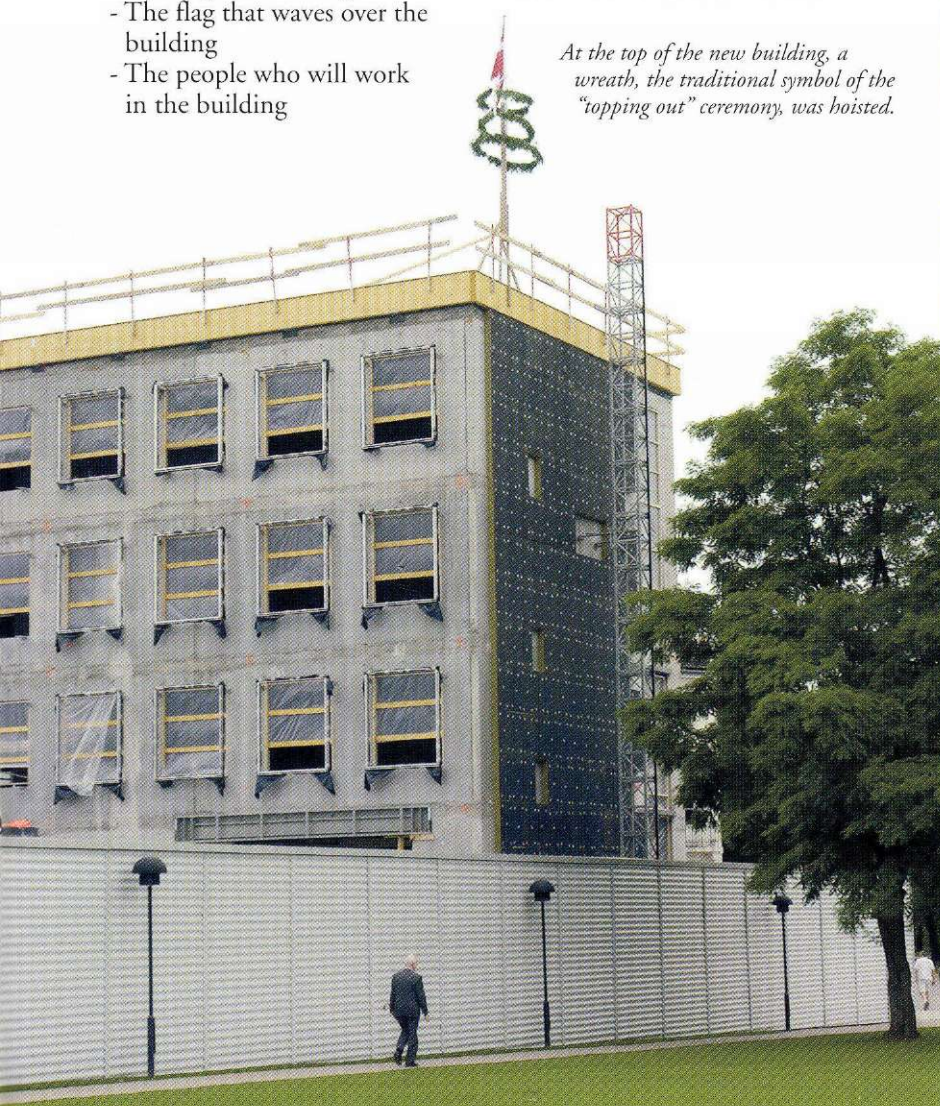
On 8 July 2004 the "topping out" ceremony for the new extension to A.P. Møller - Mærsk's head office was held. The extension provides many new facilities and the ability to hold functions and gather employees at one address.

Speeches were made by Jess Søderberg, Knud Vium Andersen, Regional Manager, Hoffmann A/S and Michael Christensen, Architect, Henning Larsens Tegnestue. Jess Søderberg called for the traditional three cheers for:

- The people whose work is creating the building
- The flag that waves over the building
- The people who will work in the building

A "topping out" ceremony is held when the walls of a new building are raised, the tier of beams laid and the roof rafters erected. The ceremony is for everybody who has participated in the construction and the progress of the work is celebrated. The tradition dates back to the 15<sup>th</sup> century when more people often took part in the building of a house than the household itself could rally. More ceremonies were typically held on the way, but the "topping out" ceremony has proved a tenacious tradition, which remains a permanent element on any construction site in Denmark.

*At the top of the new building, a wreath, the traditional symbol of the "topping out" ceremony, was hoisted.*



## **Builder: A.P. Møller - Mærsk A/S** **Main contractor: Hoffmann A/S**

Key figures for the main office  
(after the extension of the building):

Parking	340
Basement in two levels	
Guest parking	17
Rotunda	
MC parking	55
Bicycle parking	200
Large lecture room, seats	187
Cinemascope	
Small lecture room, seats	56
Cinemascope	
Corp. conference facilities	24
Gross floorage m <sup>2</sup> (office etc.)	33,000
Net office area m <sup>2</sup>	16,300
where there are room for "desks"	
Parking basement m <sup>2</sup>	18,000
Fitness centre	
Special sports floor and advanced equipment	
Fitness centre m <sup>2</sup> - changing rooms etc.	120
Fitness centre m <sup>2</sup> - spinning	50
Fitness centre m <sup>2</sup> - aerobics	100
Fitness centre m <sup>2</sup> - fitness	165
Workplaces	1.600







# ALBERT MÆRSK Presented in Copenhagen

**"Just wanted to thank you for a fantastic tour of ALBERT MÆRSK.  
I attach some photos that my father took. Who knows, maybe one day  
I'll be captain of ALBERT MÆRSK. Kind regards Mads, 9 years old".**

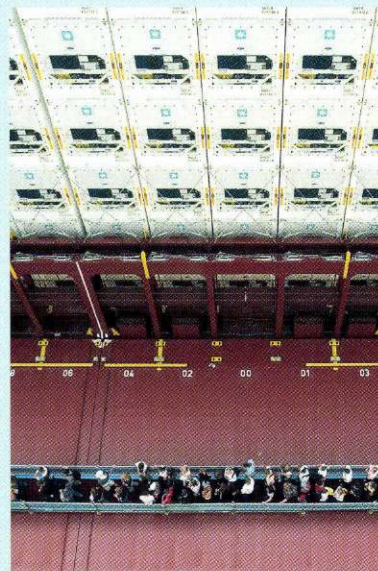
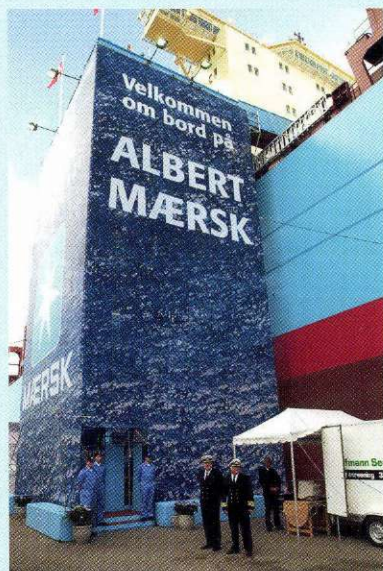
Happy e-mails from enthusiastic children and grownups have brightened A.P. Møller - Maersk's inboxes after an eventful week at Langelinie Quay, where the new container vessel ALBERT MÆRSK from Odense Steel Shipyard was moored from 28 August 2004 and for a little over a week welcomed her guests on board in a blue universe. Captain Peter Søgaard Nielsen and his crew gave the visitors a tour of the vessel and told them about work, spare time and training at sea, assisted by 60 hard-working trainees from SIMAC (Svendborg International Maritime Academy).

In the exhibition tents the visitors could learn more about the history of A.P. Møller - Maersk and the various business areas. Container activities were displayed separately. Details of education opportunities within the Group could be obtained from the employees on the stands for M.I.S.E., Finance and Ship's Officer Training.

On Monday evening A.P. Møller - Maersk employees and their families had the chance to visit the vessel. The next morning Prime Minister Anders Fogh Rasmussen and Minister for Economic and Business Affairs Bendt Bendtsen visited

ALBERT MÆRSK, marking the beginning of a busy week with visits from politicians, business connections, the press and others. At the end of the week came the huge crowd of interested and positive shareholders.

The vessel welcomed the public on board during the weekend of 4 and 5 September. There were caps for the children as well as T-shirts and bottled water, and brochures about ALBERT MÆRSK and the Lindø Yard were handed out. Roughly 16,000 people went on board that weekend and a total of 36,000 during the week.





## ALBERT MÆRSK Presented in Copenhagen, continued



### Royal Visits to ALBERT MÆRSK

During the week His Royal Highness Crown Prince Frederik and Her Royal Highness Crown Princess Mary Elizabeth as well as His Royal Highness Prince Joachim and Her Royal Highness Princess Alexandra visited ALBERT MÆRSK. They were given a tour of the vessel by Mærsk Mc-Kinney Møller, Jess Søderberg, Captain Peter Søgaard Nielsen and Chief Engineer Mogens Krog Larsen.





# Naming of ALBERT MÆRSK

Before being presented to the public at Langelinie, Copenhagen on 4 and 5 September 2004 ALBERT MÆRSK was named on 20 August by Gaier N. Palmisano, wife of Samuel J. Palmisano, Chairman, President and Chief Executive Officer of IBM, at Odense Steel Shipyard.

ALBERT MÆRSK has an overall length of 352 metres and a breadth of 43 metres. Besides good facilities for her normal crew of 15, ALBERT MÆRSK is equipped with an education centre for up to ten cadets enabling the vessel to function as a training ship.

ALBERT MÆRSK is registered in Copenhagen and will be commanded by Captain Peter Søgaard Nielsen with Mogens Krog Larsen as Chief Engineer.

With its 12-cylinder diesel engine from HSD-Wärtsilä Sulzer, which develops 63,000 kW at 100 revolu-



tions per minute – equivalent to 85,500 BHP – ALBERT MÆRSK will enter Maersk Sealand's worldwide liner service.

*The Sponsor of ALBERT MÆRSK Gaier N. Palmisano with Peter Søgaard Nielsen, Captain and Torben Anker Sørensen, Odense Staalskibsværft.*

# MAERSK RAMSEY

On 12 August 2004 Hull No. 350-4, a 35,000 DWT product tanker, was named MAERSK RAMSEY at Dalian Shipyard. The sponsor was Lady Rose, wife of Sir John Rose, Chief Executive of Rolls-Royce. The vessel will be registered in London under the ownership of The Maersk Company Limited, UK. It becomes the seventh R-Class product tanker in The Maersk Company Limited's fleet. MAERSK RAMSEY will be commanded by Captain Nigel Watkins, with Charles Johnson as Chief Engineer.

*From left to right: Sun Bo, President of the Dalian Shipyard Co., Ltd., Sponsor Lady Rose, Michael Hassing, The Maersk Company Ltd., Captain Nigel Watkins, Chief Engineer Charles Johnson and Lars Vang Christensen, The Maersk Company Ltd.*





# APM Terminals Keeps Busy

John F. Heenehan

## **New Terminal in Virginia, USA**

APM Terminals North America Inc. has broken ground for a container terminal at the strategic location of Portsmouth, Virginia. The expansive new terminal will serve as a major Mid-Atlantic platform and be capable of accommodating long-term growth. Construction is expected to be completed in 2007. The facility will feature 1,200 metres of deepwater berth space which is

four times the current amount. The present container terminal in Portsmouth is operating close to its capacity.

"This facility will create opportunities in global commerce for our customers while maintaining the highest standards in safety and security," says Thomas Thune Andersen, Maersk Inc. "Our vision is to create a port that will act as a catalyst for international business in the local

and regional economies by creating a new, broader long-term platform for business growth."

Many high-profile international companies have significant operations in the region and others are eyeing major distribution centres for the future. The amount of cargo through the area is expected to at least double by 2020, in part due to the area's attraction as a major distribution centre.



*An aerial view showing the current APM Terminal site and the site for the new, larger terminal at Portsmouth, Virginia.*



"The purchase of this property is part of our strategic development of the Mid-Atlantic market," says Tony Scioscia, APM Terminals North America. "The terminal offers a natural deepwater harbour of 15 metres, the ability to own and operate all activities – compared to most ports where we lease port space – a strategic location with a growing market, and strong, solid waterfront labor." The new common user container terminal will

be the first major privately developed container terminal in the United States. The project is being carried out with careful consideration for the environment and in close cooperation with local, state, and federal governmental and environmental agencies. It adds to A.P. Moller - Maersk's presence in Virginia, which includes the headquarters for Maersk Line, Limited and a Hudd Distribution facility in Chesapeake.



#### World record

APM Terminals has held several world records for container terminals productivity. The operation in Salalah, Oman was the first to break the 250 container moves per hour barrier, and now Tanjung Pelepas in Malaysia has set an amazing new record handling more than 340 container moves per hour. It is only fitting that the record was set during the handling of Maersk Sealand's vessel A.P. MØLLER.



#### New concession in Cameroon

In June, a consortium led by APM Terminals was selected to manage and operate Douala Container and Roll-on/Roll-off Terminal in Cameroon under a 15-year concession agreement. In 2003 the terminal handled about 160,000 TEU, 350,000 m<sup>2</sup> break-bulk and 35,000 vehicles.

#### ...and India

In August APM Terminals, with Indian partner Concor, signed a license agreement for the redevelopment of the existing bulk facility in Jawaharlal Nehru, India, to a modern world-class container terminal. The terminal is expected to be ready to operate in third quarter in 2006, and under the agreement, APM Terminals will operate and manage it for a period of 30 years.





# More Than Traditional Audit

**Group Internal Audit – known as GIA – is more than an audit tool for A.P. Møller - Maersk. Its activities are looking increasingly towards the future, not least through its central role in the Group-wide risk management process facilitating businesses' risk evaluations and risk mitigating actions, and providing the Audit Committee and the Board with an important overview of the most significant risks facing the Group.**

Ole Larsen

GIA has now been servicing the A.P. Møller - Maersk Group for more than six years. Established in direct continuation of a risk management review undertaken by KPMG in 1997, GIA's role has developed gradually and today, GIA's audit sphere stretches far beyond compliance checks and control methods.

## The Audits

GIA's risk based audits review not only accounting methods, but all core processes of the companies and profit centres, including those which cross organisational boundaries. The role is dual; providing assistance to business management, while at the same time providing assurance to the Audit Committee and the Board that management responsibilities are discharged effectively.

GIA is part of the organisation, but also independent of it, so the Group-wide internal auditors are well positioned to handle their challenging task of thinking critically about the organisation.

Although auditees may sometimes find GIA's audits less compliance oriented than expected, it is still in focus. Compliance may, however, have expanded beyond more traditional internal control standards and policies to also cover compliance with law, regulatory requirements and internal standards and policies.

## Organisation and Competencies

GIA's 12 staff are located on the 5<sup>th</sup> floor of the Head Office in Copenhagen, where activities are prioritised and managed in close cooperation with management and the Audit Committee, a sub-committee of the Board consisting primarily of external directors of A.P. Møller - Mærsk A/S, chaired by Lars Kann-Rasmussen, chairman of the large Danish conglomerate, Velux Windows.

GIA's organisation is divided into three competency areas: Shipping related, oil and gas related and industrial activities, each with an assigned director responsible for internal audit.

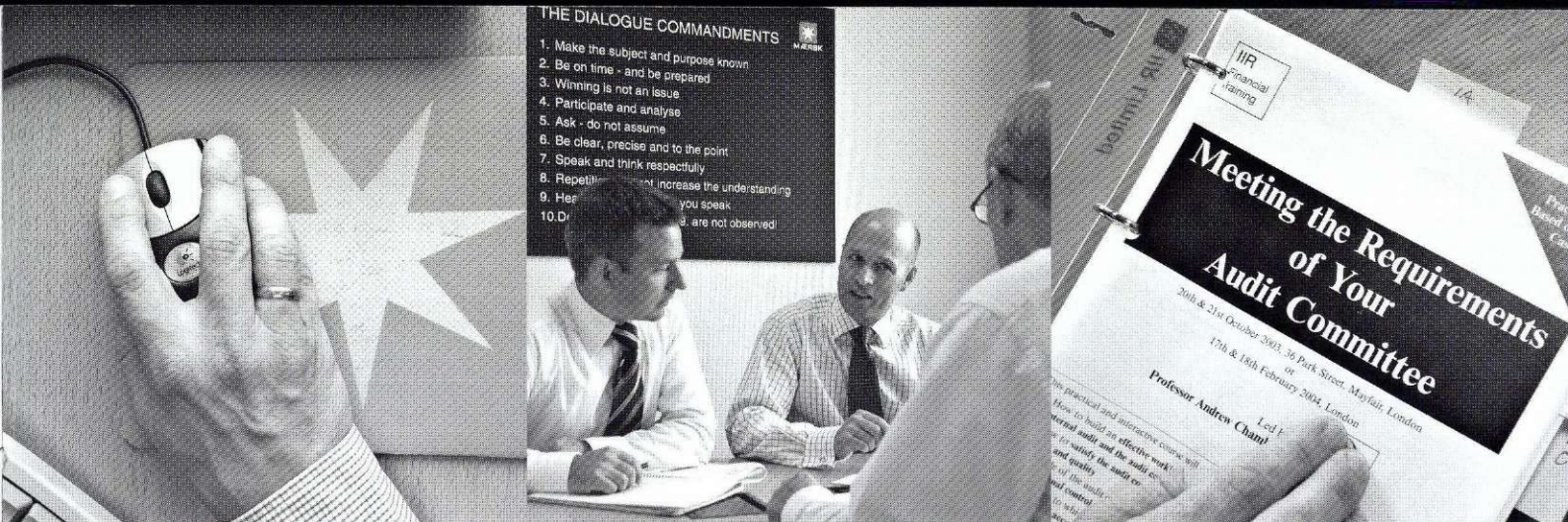
## Performing on the Global Arena

GIA's working domain covers the global A.P. Møller - Maersk activities, and the most immediate performance measure for the staff could be their number of annual working days outside the Esplanaden office. Jobs are performed by audit teams of three to four risk auditors with a lead auditor responsible for proper coordination and organisation of the job. Their product is the written reports in which their findings and recommendations are presented to business unit management for action and follow-up by GIA.

To continue to be acknowledged as value adding to the Group, GIA's achievements are measured on two main key performance indicators. The first: prompt and timely reporting, is fundamental for the other: ratio of implemented recommendations.

GIA has a presence on @maersk where more details about GIA are available.





- THE DIALOGUE COMMANDMENTS**
1. Make the subject and purpose known
  2. Be on time - and be prepared
  3. Winning is not an issue
  4. Participate and analyse
  5. Ask - do not assume
  6. Be clear, precise and to the point
  7. Speak and think respectfully
  8. Repetition does not increase the understanding
  9. Hear what you speak
  10. Do not assume what is not observed

## Audit Services

GIA's work is based on up-to-date international standards for internal auditing. GIA's focus on broader business aspects and its working methods are reflecting an international tendency to broaden the spectrum of internal audit activities to add value continuously to organisations by helping to improve operations. The most recent definition of internal audit as issued by The Institute of Internal Auditors reads:

"Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes."

GIA seeks constantly to live up to this definition through its four main products shaped to cover the Group.

### Planned Audits

About 70% of GIA's available time is spent on planned audits, agreed with the Board's Audit Committee once a year. The planned audits are summarised in comprehensive reports and the recommendations and follow-up action agreed with management.

### Ad hoc Reviews

GIA spends some 10% of its available time doing ad hoc audits, which may be requested by companies and profit centres, typically in connection with major projects or on GIA's own initiative, based on ongoing dialogue and an ear to the ground. The ad hoc reviews are usually concluded with short reports, or GIA's observations are simply worked into managements' own evaluations.

### Investigations

The Group has a clear policy to deal with and pursue all suspected and identified frauds. Thus frauds in A.P. Moller - Maersk are reported to and monitored by GIA, with whom solutions to deal with such incidents are also agreed. GIA provides assurance that facts have been adequately established and dealt with in the business units. Therefore, GIA has a significant role ensuring proper fraud awareness and control measures to address fraud throughout A.P. Moller - Maersk. To meet that end more than 1,000 business managers have attended one of GIA's Fraud Awareness seminars.

### Consultancy and Risk Management Facilitation

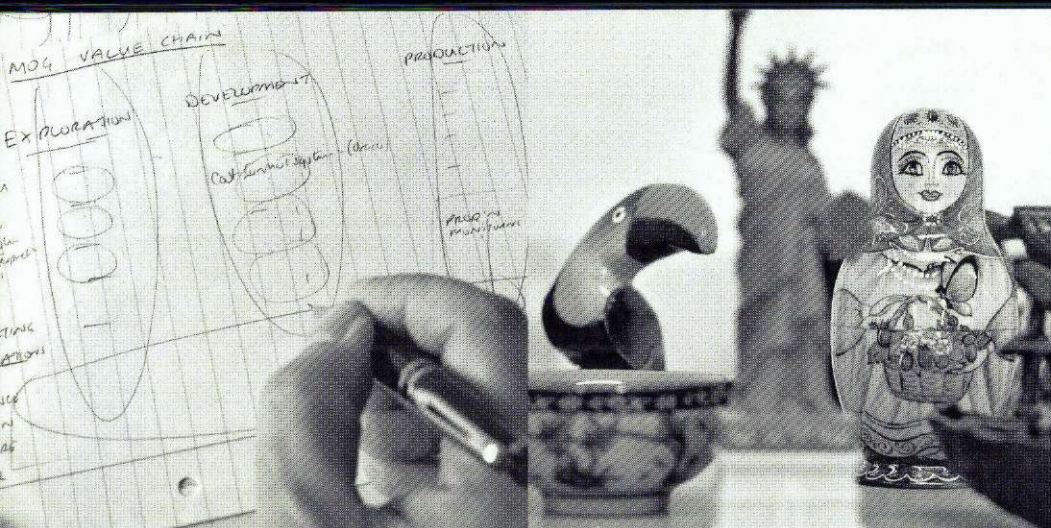
One major reason for establishing GIA was a desire to promote and develop risk management in the Group. Business units are responsible for managing their risks and

it was A.P. Moller - Maersk's wish, through GIA, to promote and develop a risk mentality where addressing risks is clearly integrated with running the business. By considering the risks of objectives and goals systematically, rather than only in the case of disaster, improved and faster decision making is envisaged.

Risk management in A.P. Moller - Maersk is still in the process of finding its form, method and place in the strategic and executing processes in business units. Directives are in place to ensure that management is focused on risks and takes them into account in current business as well as new projects. In its facilitating role GIA's focus is on applying risk management in a practical context to ensure that business goals and objectives are challenged, risks evaluated and goals adjusted where necessary, if the risk level is not acceptable or adequate mitigating measures are not in place. Seminars and workshops are provided on a frequent basis to assist with the risk process and ensure a structured and systematised approach.

GIA's work is deeply founded on risk management disciplines and business units' risk management process and the established risk assessments are fundamental to GIA's risk based audit planning.





## More Than Traditional Audit continued

### Key Values

To execute its dual responsibility – according to the charter given by the Board – GIA has defined a set of key values for its work:

#### Independence

Being recognised as fully independent and without formal attachment to business units is critically important for success. Observations and recommendations must demonstrate objectivity. To ensure this GIA's second key value is equally important.

#### Dialogue

All GIA's work is prioritised and based on an evaluation of risks facing the business units. As a bi-product to business units working with risk management in their strategic planning and execution, GIA benefits from the process through an ongoing dialogue sharing risk evaluations and assessments. To cover GIA's Group-wide scope a current dialogue with all business units is key. Similarly important in ensuring Group-wide audit coverage is GIA's coordination of audit work with external auditors and internal business audit functions.

#### Dynamics

Obviously the great majority of GIA's work must be done according to plans and priorities generated through risk dialogue with the many companies, profit centres and service units in the Group. GIA must, however, be able to react when business developments dictate a shift in risk assessments as well as when special projects demand reviews.

#### Professionalism

The width of GIA's scope demands a wide range of expertise. The inside business experience must blend with technical audit and interviewing skills, which must be recruited externally. GIA is seeking to maintain a 50/50 blend of external and internal expertise.



# “Live Help”

## – support for maersksealand.com

Mette Hermund Milman

Live Help is Maersk Sealand's on-line chat service for customers who do business on [www.maersksealand.com](http://www.maersksealand.com). If a customer needs technical assistance using the internet applications, or has a question, it is possible to click in and receive instant help on-line 24 hours a day six days a week.

The service was implemented in October 2001, primarily to differentiate Maersk Sealand's internet product offerings, generate new business and offer a faster alternative to the telephone, as well as to avoid the increasing website traffic draining resources in the existing organisation.

Live Help has been a tremendous success and has been widely recognised. The function effectively sup-

ports customer and employee knowledge about [maersksealand.com](http://maersksealand.com). This effect translates directly into an increased number of transactions, and the e-centres have significantly contributed to the high number of e-transactions.

The e-centre staff receive on average 250 chats per day from customers who require help, for example with registering on [maersksealand.com](http://maersksealand.com), looking up a freight rate or printing a web bill of lading.

E-centre presently consists of two independent departments placed within Houston Customer Resource Center and Mumbai Shared Service Centre, where 14 employees alternate in covering the opening hours. Live Help also includes a “language pilot” in Sao Paolo, Brazil, who spe-

cialises in internet chat service in Portuguese.

In line with development of new and enhanced internet services, the e-centres will be expanded gradually to include more than just technical assistance. They will respond to more service-related inquiries, e.g. rate requests. Furthermore, opening of several new e-centres is being planned. The purpose of the new centres will be back-up for peak periods and contingency as well as on-line support in additional languages.

In June and July, representatives from Centre Line Commercial visited both e-centres to discuss future strategy and establish new procedures and targets.



*Mumbai team. From the left: Joyson Lobo, Janice Fernandes, Navina Patki, Mathew Thomas, Sandhya Nair.*



*Houston Team. From the left top row: Kent Payne, Jenna Ross, Anne-Mette Jans (cenecom), Danielle Desouza, Fabio Di Virgilio (Brasilien), Mette Hermund Milman (cenecom). From the left sitting: Michael Jul Hansen, David Fondren, Erica Garcia.*





# MAERSK AIR

## – fly as you like

**In the spring of 2004 Maersk Air introduced a new strategy with greater freedom of choice for customers and many new exciting European destinations. The new initiatives have been well received by customers, and the past summer has been one of the busiest in the history of Maersk Air.**

In many ways the change in Maersk Air marked the end of the traditional concept of aviation. Since the Wright brothers made the first motorised flight in December 1903, this form of transport has been surrounded by excitement, fascination, luxury and adventure, which cost a lot of money. The entry of low fares airlines in the mid 1990s attracted many customers and changed the

industry. The effect was enhanced by the poor market trends which set in at the beginning of 2001, and the fatal events at the World Trade Centre in New York in the same year. Air traffic changed for ever.

### **New Initiatives**

Like most other airlines, Maersk Air was also hit by the changes in the industry, and new initiatives had to be taken. In the second half

**Maersk Air was established in 1969 and made its first flights in 1970.**

From offering domestic departures only, the company now transports passengers exclusively on international scheduled flights to and from Denmark, combined with charter flights for major Danish travel agencies.



of 2003 Maersk Air decided to launch a whole new flight concept. The project involved a thorough transformation of the company to a "low-fare" airline with a fleet of standard aircraft, new cabin layout, larger route network, lower fares, new reservation systems and enhanced service to customers.

### **Fly As You Like**

It was evident that customers wanted more flexibility; e.g. low fares, one-way tickets, more legroom and the possibility of changing their tickets without paying again for the journey. Maersk Air combined low fares with the positive benefits from the traditional airlines. This means that





Maersk Air's customers can now buy a standard ticket (called Small, comparable with the old economy ticket) and then choose the extra service they want, when they want it. The project was presented to Maersk Air's employees and the public on 4 February 2004. This marked the beginning of a new journey for Maersk Air, and the concept received the name "Fly as you like", with customers choosing for themselves and only paying for what they choose.

### Flexibility

Maersk Air's new strategy means that all tickets are flexible and can be changed to a new departure time, transferred to another person or cancelled up to three hours before scheduled departure in return for a small fixed fee. Another important element is the change of the cabin layout and legroom adjusted to the new seat categories, where the customer pays a fixed fee which increases according to the legroom. In addition, the customers can choose whether or what they want to eat during their flight, either on the Internet before departure or on

board. Finally, there are no restrictions on the ticket with regard to advance booking or minimum stay.

The concept, which has been tested since the end of March 2004, is a new way of providing flights, but Maersk Air will still offer security, good service, quality and not least punctuality. These qualities are a strong foundation and an important part of the new strategy.

Read more about Maersk Air  
and the new concept on:

**[www.maersk-air.dk](http://www.maersk-air.dk)**







*Sponsor Melodie Wessels surrounded by Wolfgang Stammer, Volkswerft Stralsund, James Robert Lycett, Chief Engineer, Matthys Johannes Wessels, Chairman of UTi Worldwide Inc., South Africa, Liza Maria Baumgart as "Little Eliza", William Adams Boddington, Captain, Karen B. Jakobsen and Lars Reno Jakobsen, Safmarine.*



*Sponsor Ann Boyd surrounded by Howard Boyd, Safmarine, Belgium, Mathys P. Greyvenstein, Captain, Karl Berndt as "Lütt Fiete", Knud E. Stubkjær, and Wolfgang Stammer, Volkswerft Stralsund GmbH.*

# Naming of Two New Vessels for Safmarine

The first of the new design container vessels in a series of three for Safmarine Container Lines N.V. from Volkswerft Stralsund GmbH in Germany was named on 8 May 2004. The spon-

sor of Newbuilding Hull No 449 was Ann Boyd, wife of Howard Boyd, now retired Chief Executive Officer, Safmarine, Belgium and the new vessel was named SAFMARINE CAMEROUN.

The homeport of SAFMARINE CAMEROUN is Antwerp, Belgium, and the vessel will be commanded by Captain Mathys P. Greyvenstein with David J. Du Plessis as Chief Engineer.

## The container vessels type VWS 2100 have the following main particulars:

Length:	195 metres
Breadth:	32 metres
Speed:	20 knots
Container capacity:	2,096 TEU
Main engine:	NSD 9RT-flex 60C, MCR 21,240 kW/114 rpm
Container cranes:	3 pcs. 42 SWL at 30.2 metres
Complement:	crew of 29 + 6 suez

The second of the new container vessels was named on 31 July 2004. Melodie Wessels, wife of Matthys Johannes Wessels, Chairman of UTi Worldwide Inc., South Africa named Newbuilding Hull No 450 SAFMARINE NIMBA.

The homeport of SAFMARINE NIMBA is Antwerp, Belgium, and the vessel will be commanded by Captain William Adams Boddington with James Robert Lycett as Chief Engineer.



# Pier 11, Brooklyn, New York

Henning Mørgen

The Mærsk star has been richly represented in New York throughout almost 90 years – LAURA MÆRSK was the first Mærsk vessel to call there on 13 May 1915. During the First World War A.P. Møller became seriously involved in the American freight market, and an increasing part of the Mærsk fleet was in the North American trade.

After the establishment of A.P. Møller's first liner service in 1928 there was a need for own port facilities. Since the 1930s Maersk Line (now Maersk Sealand) has cooperated with New York's port authorities (The Port Authority of New York and New Jersey) and leased various quays. The cooperation was extended in the late 1950s, and the result, Pier 11, was inaugurated in 1958 as the largest terminal so far in the New York area.

The picture shows a busy afternoon at Pier 11 in Brooklyn on 5 March 1959. Four Mærsk vessels were unloading, loading and clearing for further navigation.



At the front is seen HENNING MÆRSK, a tanker delivered to A.P. Møller in 1945. Throughout 1959 HENNING MÆRSK operated on a time charter to Shell Petroleum Co., London and transported various oil products all over the world.

LICA MÆRSK from 1956 was a liner in the "Suez trade" (or "Around the World trade"). This trade commenced as an experiment in 1946. A few vessels, which sailed the Panama trade (from the US East Coast to the Far East), returned to the USA via Thailand, Indonesia, Malaysia, Sri Lanka, South India and the Red Sea. This made it possible to introduce weekly departures from the American East Coast.

The third vessel from the right is NICOLINE MÆRSK, delivered in 1951. In 1959 NICOLINE MÆRSK entered A.P. Møller's original service from the US East Coast via the Panama Canal to the Far East and home.

The last vessel is also the most recent one, HANS MÆRSK delivered in 1958. HANS MÆRSK entered a third trade called the Japan-West Africa trade. This service ran via Hong Kong and Singapore with calls at South African ports on the way to some 10 ports on the west coast of Africa; between Matadi, Congo and Freetown in Sierra Leone. From Asia textiles and rubber were brought to South Africa. HANS MÆRSK is moored alongside the New York quay because at one time the return trip went via the USA and the Panama Canal, with, among other things, coffee from West Africa.

When the container vessels entered the Panama trade in 1975, Maersk Line moved its activities to Pier 51 in Newark, New Jersey. Today APM Terminals operate the container terminal in Port Elizabeth and thus carry on the A.P. Møller - Maersk Group's presence in New York's vast port areas.

## Facts on Pier 11

- Length of the pier: 625 metres
- Dimensions of the building: 548 x 45 metres = 24,660 m<sup>2</sup>
- 29 doors facing the pier and 27 doors facing land
- Cold storage room at each end of the building
- Compartment for particularly valuable cargo
- "Astronomical watch" ensured optimum illumination day and night
- Room for 144 trucks at the same time and thus minimal waiting time
- Later a railway track led to the warehouse



# Spective

Launched globally on 1 September 2004, Spective™ is Maersk Logistics' new generation supply chain visibility and reporting solution. Spective unites information from every part of the customer's supply chain, turning a collection of details into real strategic, tactical, and operational knowledge.

## A customer driven solution

Several years ago Maersk Logistics embarked on an ambitious project to re-design the future of supply chain visibility. The first step was to conduct a survey of our top 60 global clients to gain an in-depth understanding of their expectations, requirements, and "hot buttons". It became obvious that the existing concept of visibility (i.e. accessibility to the information needed to monitor and control the supply chain through one solution) would need to be completely re-engineered, then managed by an advanced solution based on state-of-the-art technology.

At the top of the list of customer needs were solution scalability, best-in-class integration, security, purchase order visibility and management, event management through alerting, data synchronisation, inventory views, advanced reporting, user-friendly and customizable platform, as well as collaboration and communication through a note facility (email, SMS or other). So this is exactly what Maersk Logistics set out to develop.

## In View, In Control

Spective integrates information from all parts of the supply chain to provide customers with an integrated overview of their operations. This holistic view of the daily processes helps customers to make critical management decisions, and as a result, improvements to their supply chain. This translates into faster turn-over from purchasing, e.g. the

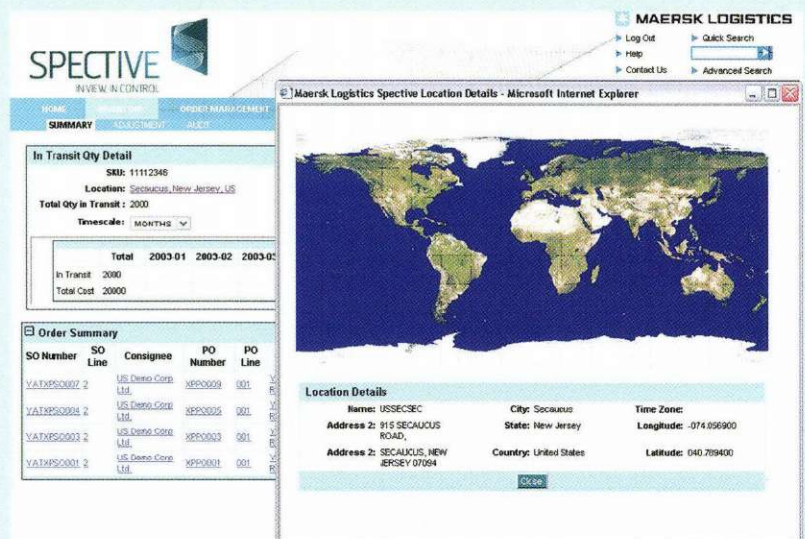
raw materials, to selling the final product and ultimately, increased shareholder value. Through Spective, Maersk Logistics' global supply chain management capabilities add value for the customer in the short and long term, by providing visibility and supply chain optimisation by:

- Improving the customers' service levels through increased product availability
- Reducing levels of product sold below margin
- Reducing levels of obsolete products
- Reducing order monitoring and administrative costs
- Reducing handling and storage costs
- Reducing inventory carrying costs

## Adding value to the customer's business

The Maersk Logistics sales method for Spective is based on a phased implementation that manages risks and delivers value to customers right from the early stages of the implementation process. Maersk Logistics work in close collaboration with the customer by deploying a skilled solution; delivery teams who have an in-depth understanding of the customer's business environment and their specific strategy and performance drivers. The solution that the team proposes is value-based and thus presents a new business model to the customer based on how well Maersk Logistics is doing – meaning that Maersk Logistics is remunerated according to the value created.

*Spective provides a new level of visibility*





# The first Spective customer

John Fedorchak

Rite Aid Corporation, the third largest retail drugstore in the United States has signed a five-year contract with Maersk Logistics. Rite Aid will use Maersk Logistics' import and export services supported by an advanced Spective solution. Rite Aid moves approximately 5,000 FEUs a year to the United States from Europe and Asia, predominantly from China.

The Spective solution for Rite Aid will provide visibility of all Rite Aid's products moving through the supply chain and will incorporate data feeds from all current service providers including ocean carriers, truckers, customs broker, banker, and quality control inspectors. The advanced Spective solution will allow Rite Aid to manage their supply chain better by providing alerts, comprehensive inventory views of products to distribution centres, key performance indicators, and performance reporting across all service providers.

Maersk Logistics' implementation process began in early July and focuses on improving Rite Aid's operational procedures and vendor/agent integration, and will be delivered through three phases:

## Phase I:

- Monitoring infrastructure set-up and security
- Setting up standard reporting
- Establishing purchase order visibility, track and trace
- Creating standard operating procedures
- Establishing a purchase order upload from Rite Aid



*Left to right standing: John Fedorchak, Maersk Logistics; Luther Coipel, Director Inbound Transportation, Rite Aid; Bill Hutchinson, Vice President Transportation, Rite Aid and Marc Levy, Maersk Logistics. Front row: Wilson Lester, Senior Vice President of Supply Chain, Rite Aid, and Frank Scappatori, Maersk Logistics.*

## Phase II:

- Advanced reporting
- A landed cost module
- A customs house broker interface
- Purchase order editing
- Management through alerting
- Expanded tracking, customs clearance and arrival at destination
- Implementation of purchase order revision message and container manifest message EDI (Electronic Data Interchange) transaction sets

## Phase III:

- Visibility of "pre-production" activities
- Inventory views to the distribution centres
- An interface with Rite Aid's quality inspection provider
- Trucking interfaces
- A banking interface





*The new vessels have propellers which can turn through 360 degrees.*





*Left to right: Viktoras Stulpinas, Baltija Shipbuilding Yard, Sponsor Kristina Brazauskiene, Algirdas Mykolas Brazauskas, Prime Minister of the Government of the Republic of Lithuania, Sergej Boiko, Baltija Shipbuilding Yard, Sponsor Claire Brown, Mat Brown, Manager Technical and Planning, ChevronTexaco, Juozas Abromaitis, Baltija Shipbuilding Yard, Sponsor Susanne Fournais and Claus Grube, Ambassador for the Permanent Representation of Denmark to the European Union.*

# Triple Namegiving at SvitzerWijsmuller

On 15 May 2004 Svitzer Wijsmuller named their three new tug boats from Baltija Shipbuilding Yard in Klaipeda.

SVITZER MARS was named by Kristina Brazauskiene, wife of Algirdas Mykolas Brazauskas, Prime Minister of the Government of the Republic of Lithuania. SVITZER MILFORD was named by Claire Brown, wife of Mat Brown, Manager Technical and Planning, ChevronTexaco. Lastly, SVITZER MJØLNER was named by Susanne Fournais, wife of Claus Grube, Ambassador for the Permanent Representation of Denmark to the European Union.

Being among the first tug boats in the world built with a double hull, these vessels represent the highest standard of safety within their field. Furthermore, they are all equipped with powerful fire fighting equipment.

The vessels are 30 metres long and 11.5 metres wide and have a service speed of 14 knots. They have two main engines of 1,800 kW, each driving an azimuthing propeller which can turn through 360 degrees. With their high manoeuvrability they are ideal for the harbour towage service offered by Svitzer-Wijsmuller around the world.

The plan is to station SVITZER MARS in Gothenburg, Sweden, SVITZER MILFORD in Milford Haven, United Kingdom and SVITZER MJØLNER in Fredericia, Denmark.

The delivery of these three vessels marks the beginning of an extensive newbuilding programme currently taking place at SvitzerWijsmuller. A total of six vessels were initially ordered at Baltija Shipbuilding Yard and an option for a further four vessels has already been declared. Currently, a total of 26 vessels are on order at shipyards around the world and SvitzerWijsmuller hold options for a further 15 vessels.



# Jess Soderberg Visits China



*Jess Soderberg was received in Zhongnanhai in Beijing by Executive Vice Premier Mr Huang Ju.*

■ On 16 June 2004 Jess Soderberg was received in Beijing, China by Executive Vice Premier Mr Huang Ju who spoke highly of the Group's activities and investments in China.

During the visit, meetings were also held with Liu Zhijun, Minister of

Railways and other senior officials from central Government. A visit was paid to the city of Dalian where Mayor Xia Deren hosted a dinner and meetings were held with customers and the management of Dalian Container Terminal, in which APM Terminals holds a minority share.

Another highlight of the visit was the signing of a Master Agreement between the Export – Import Bank of China and A.P. Moller Singapore Pte. for the financing of 11 vessels to be built at Chinese shipyards.



*Left to right: Karine Draai and Davy Hopkins, Alconsa, Carlos Lazarte Hoyle, President of BASC Peru and Victor Perez, Drug Enforcement Agency.*

## Best Security in Peru

Karine Draai

■ On 11 May 2004 Alconsa, the Maersk terminal in Peru was awarded the BASC (Business Anti-Smuggling Coalition) Certificate by the BASC Committee. BASC is a busi-

ness-led, customs-supported alliance created to combat the smuggling of contraband via commercial trade. Initiated in March 1996 it includes the US Bureau of Customs, Border Protection and the BASC auditors.

The BASC programme examines the entire supply chain management process of manufacturing and shipping merchandise from foreign countries to the United States, emphasising the creation of a more security-conscious environment at foreign terminal facilities to eliminate or reduce their vulnerability to smuggling.

As the leader in the reefer container market in Peru and one of the primary off dock operators, Alconsa set self-imposed business standards with the intention to significantly deter narcotics traffickers and terrorists. Alconsa sealed off the security chain in Peru by certifying BASC; complementing the measures already implemented by Maersk, namely C-TPAT and ISPS.





*The winning team from the Czech Republic.*

## Maersk Trophy 2004

Ruud Bijkerk

■ 15 May 2004 turned out to be a beautiful day for the Maersk Trophy 2004. More than 150 employees plus friends and fans from Mærsk's Central Europe region met for this event. A total of 27 football games were played in seven hours, with official referees, on two fields and a Ladies' Volleyball Tournament was held for the first time. The Rotterdam Pink Panthers and Hamburg Devils took second and third place,

behind the winning Logistics Ladies from Rotterdam.

Of the 10 Football teams that participated some turned out to be better on the karaoke stage that night than on the football field. The final for third position was won by the strong side of APM Terminals Rotterdam who beat the Rotterdam Dream Team. The Polish Warriors were one of the teams

who reached the final. They were very serious when they arrived on Friday and even had a full training session to check the football field. The second finalist with a strong group of supporters was the Maersk Czechs. After a 14 hour drive from Prague they proved to have no problems with jetlag or hot weather and won 2-0.

We should like to thank all the teams for their participation and sportsmanship. We all agreed that we have to make this a tradition and we shall keep you posted on this.

## Wireless Technology to Track Gensets

John F. Heenehan

■ Gensets, short for generator sets, offer portable power to reefer containers during intermodal transit. As Maersk Sealand's reefer business increases, so does the demand for gensets. Additionally, information about how each reefer container is operating during transit is vital to providing error-free service delivery. Maersk Equipment Service Co. (MESC) is testing wireless tracking technology on its fleet of gensets.

The wireless technology is similar to Global Positioning System (GPS). However, it also offers unique features such as reefer monitoring. The test is being conducted under

the North America Global Positioning Genset Project. "Maersk Sealand likes the concept because the devices offer a value-added service for asset-handling while protecting the valuable cargo of our customers" says Ernie Durando, MESC.

MESC will evaluate the test units and determine this autumn whether to commit to installing the wireless devices on all of its gensets.



*A genset being attached to a reefer container.*



# Maersk Ship Featured in Stamp Collection



Marina Taouxi

MAERSK GANNET is featured in a set of stamps issued by Ascension Island Post Office as part of a collection of stamps showing merchant shipping.

For over 25 years The Maersk Company Ltd has provided support to

the UK Armed Forces by providing fuel tankers to supply the garrisons on the Falkland and Ascension Islands. A Maersk storage tanker was moored off Ascension Island for over 20 years and our vessel became a notable part of the island and a familiar landmark. Maersk

tankers were even assigned their own BFPO (British Forces Post Office) number.

MAERSK ASCENSION was the first storage tanker to arrive at the island in August 1983 and remained there for 17 years. When the passenger vessel RMS St. Helena broke down, MAERSK ASCENSION took on a different role and was used briefly to transport passengers between the islands. A ship model of MAERSK ASCENSION is still on display in the Falkland Islands Museum and the vessel was also portrayed on a stamp in 1997. MAERSK GANNET replaced MAERSK ASCENSION in 2000. MAERSK GANNET left the island at the end of 2002 when sold to new owners.

Keen philatelists can obtain the collection of Ascension Island Merchant Ships stamps from the end of October, online from:

[www.postoffice.gov.ac](http://www.postoffice.gov.ac)

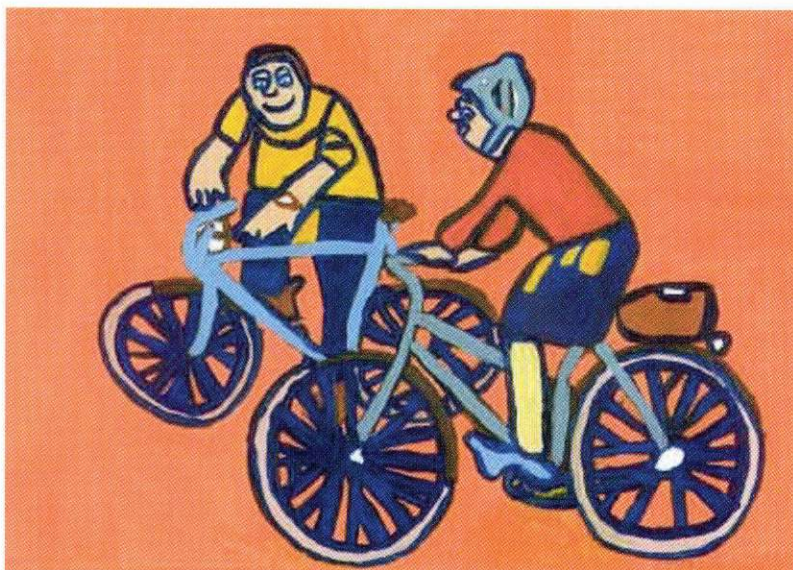
or

[www.sovereignstamps.co.uk](http://www.sovereignstamps.co.uk)

## The Sprint

In April and May 2004 the Municipality of Copenhagen initiated the competition "The Sprint" between seven large companies in Copenhagen. The Sprint is about making as many employees as possible ride their bikes between home and workplace to do something for their health. The competition ran parallel with the national campaign "We bike to Work", arranged by the Danish Cyclists Federation, which has been an annual event since 1997.

A total of 119 employees from A.P. Moller - Maersk's head office took up the challenge and biked a total of 19,356 km, roughly the distance between the North and South Poles. For this impressive achievement A.P. Moller - Maersk won the category "Most Kilometres Biked".



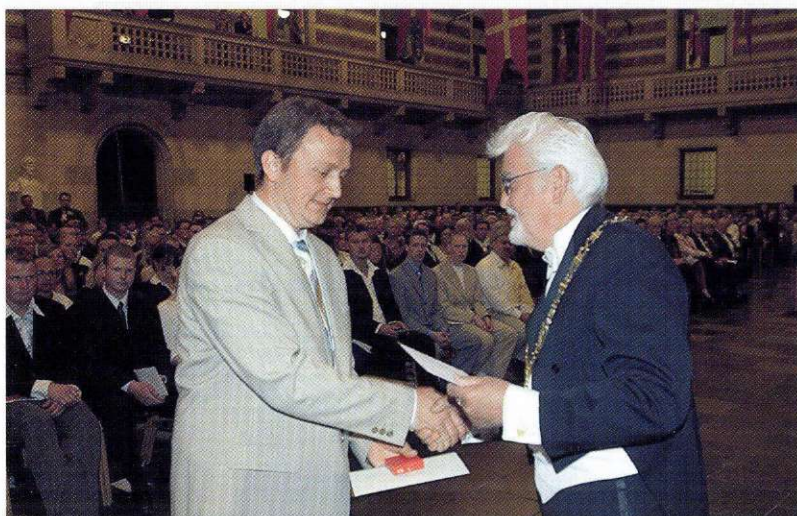
*The logo from the competition "The Sprint".*

Many employees in Copenhagen bike to and/or from work – some of them live 48 kilometres from the job – and some employees who do not normally bike pulled out their

bikes and began pedalling. Several from this group now bike daily and some of them have even replaced their bikes with a better model.



# Medals for DISA Apprentices



*Sven Langemark, Guild Master and Engraver, presents the Association of the Education of Apprentices in Trade and Industry's grant of DKK 7,500 to Lars Tørnblad.*

■ On 25 May 2004 the annual presentation of medals for test pieces took place at Copenhagen City Hall. This year 82 bronze and silver medals were presented to craftsmen from 18 different trades. It has been a tradition for many years that one or more craftsmen from DISA Industries A/S are among the medalists and this year was no exception,

as four newly qualified industrial technicians received medals.

Lars Tørnblad and Anders Brunov Johansen received silver medals as well as grants of DKK 7,500 and 10,000 respectively. Ulrik Blumensaat Sørensen and Peter Lejcht Henriksen received bronze medals and the former a grant of DKK 7,500.

Her Majesty Queen Margrethe and His Royal Highness Prince Henrik attended the festive presentation of medals and congratulated all the craftsmen.

The event is arranged by the Trade Guild in Copenhagen in cooperation with Copenhagen Technical College and first took place in 1924. The presentation of medals has attracted royal attention since 1927, when the then Crown Prince Frederik attended the event for the first time.

DISA has attracted attention as a good apprenticeship in other contexts too, as the company was awarded the prize "Apprenticeship of the Year" in 2001 by the Metal Industries' Technical College in Ballerup, among other things in recognition of:

- Special initiatives for apprentices
- Good social and work-related conditions
- Respect for the individual apprentice
- Challenging jobs for apprentices

## Maersk Sealand and Maersk Logistics Honoured by Wal-Mart

John E. Heenehan

■ Wal-Mart, Maersk Inc.'s largest customer, has named Maersk Sealand the Ocean Carrier of the Year and honoured Maersk Logistics as the Origin Cargo Manager of the Year, both for 2003.

Maersk Sealand has won this award for five of the last seven years, and Maersk Logistics earned its honour for the fourth successive year.

Last year, Maersk Sealand moved more than three times the volume for Wal-Mart than the nearest ocean carrier's volume. At the same time, Maersk Logistics handled about 90% of Wal-Mart's ocean carrier manager business.







## Personalia

### Esplanaden



**Retiring**  
Jørn Dragsted  
30 November 2004

### Organisations Abroad



**40 Years Anniversary**  
Andrew Christopher Behrendt  
Reparaciones Maritimas Españolas (REMESA) 7 July 2004



**25 Years Anniversary**  
Goh Kee  
Maersk Singapore  
1 August 2004



**25 Years Anniversary**  
Karen Yeoh  
Maersk Malaysia  
1 October 2004



**Retiring**  
Leo Stanislaus Gomes  
Maersk India  
31 July 2004



**Retiring**  
Ramsay Fernandes  
Maersk India  
30 September 2004



**25 Years Anniversary**  
Svend Augsburg  
8 October 2004

### Mærsk Olie og Gas



**25 Years Anniversary**  
Hans Nyholm-Larsen  
1 October 2004



**25 Years Anniversary**  
Willy Bruun  
1 December 2004



**25 Years Anniversary**  
Jørn Nielsen  
1 December 2004



**Retiring**  
Annelise Fischer  
6 November 2004

### The Yard



**40 Years Anniversary**  
Svend Ove Lüders  
3 December 2004



**40 Years Anniversary**  
David Smith  
3 December 2004



**25 Years Anniversary**  
Mogens Birger Pedersen Jepsen  
3 December 2004

### Maersk Contractors



**25 Years Anniversary**  
Lars Bjørn Andersen  
1 October 2004



**25 Years Anniversary**  
Christopher Morton  
8 October 2004



**25 Years Anniversary**  
Christian Sørensen  
1 November 2004



**25 Years Anniversary**  
Finn Juel Rosner  
1 December 2004



**Retiring**  
Hans Dorph  
23 November 2004



**25 Years Anniversary**  
Frank Kaisen  
1 September 2004



**25 Years Anniversary**  
Inge Mørck  
1 October 2004

### Maersk Logistics



## The Fleet



**40 Years Anniversary**  
Søren Peter  
Messmann  
Captain  
11 October 2004



**40 Years Anniversary**  
Lars Christensen  
Captain  
12 October 2004



**25 Years Anniversary**  
John Borge  
Andreasen  
Chief Engineer  
25 October 2004



**25 Years Anniversary**  
Poul Richard Hansen  
Captain  
28 October 2004



**25 Years Anniversary**  
Tommy Kümler  
Captain  
1 November 2004



**25 Years Anniversary**  
Flemming Høglund  
Hansen  
Gas Engineer  
20 November 2004

## Obituary

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

Russ Hart  
DISA Goff Inc.  
26 May 2004

Ab Plugge  
Norfolkline  
11 June 2004

Bent Holmann  
Jørgensen  
The Yard  
26 June 2004

Bo Christer Nybråten  
Ship's Assistant  
ex. SØFIE MÆRSK  
27 June 2004

James Lunan  
ex. MAERSK EXETER  
28 June 2004

David Haynes  
Maersk Contractors,  
Canada  
11 July 2004

Jesper Rasmussen  
Gas Engineer  
ex. JANE MÆRSK  
17 July 2004

Knud Løvring  
Maersk Contractors  
20 July 2004

## Em. Z. Svitzer



**25 Years Anniversary**  
Niels J. Düring-Olsen  
Captain  
26 November 2004



**25 Years Anniversary**  
Henning J. Wiinholt  
Hansen  
Ship's Assistant  
7 December 2004



**Retiring**  
Ole Jensen  
Captain  
16 October 2004



**25 Years Anniversary**  
Willem Lammes  
27 August 2004



**25 Years Anniversary**  
Bart Schol  
10 November 2004



**25 Years Anniversary**  
Eric Vilijn  
3 December 2004

## Safmarine



**25 Years Anniversary**  
Lillian Sol  
13 November 2004



**Retiring**  
Howard Boyd  
30 June 2004



**25 Years Anniversary**  
Wim Van den Berg  
3 December 2004

## Norfolkline



**25 Years Anniversary**  
Heinz-Hubert  
Heiringhoff  
15 November 2004

## DISA



**Retiring**  
Gert Kragelund  
30 September 2004

## Danbor





**MÆRSK**