

# MAERSK POST

2/2004





*Cover: The first sailing period of the A.P. Møller - Maersk cadets takes place on board one of the training vessels where the officers are responsible for the training.*

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28 April 2004 was an exceptional day, when the first Annual General Meeting of A.P. Møller - Mærsk A/S was held in a festive atmosphere in Svendborg, where it all began 100 years ago. The day was also special because Michael Pram Rasmussen made his first statement as the new Chairman, after 42 years of statements by Mærsk Mc-Kinney Møller. Many of the present 30,000 shareholders turned up for the event.

The company's result before tax was DKK 26.6 billion, about USD 4.0 billion, in 2003 compared with DKK 20.6 billion (USD 3.1 billion) in 2002. Michael Pram Rasmussen commented: "Looking at the past year in general the Board of Directors is pleased with the increase in the result; an increase in Danish kroner despite the considerable decline in the USD exchange rate. Our shipping income is highly dependent on international trade, which developed satisfactorily". Furthermore, he said: "For Maersk Oil and Gas, increasing oil prices compensated for the decline in the value of the US Dollar. The overall result of the Group was higher than ever before."

Looking at the current year he continued: "There is not much to add to the overall picture stated in the annual report for 2003. With a USD exchange rate at the average level as experienced for the year to date, the overall result before special items, but after tax, is expected to be about the same as 2003. A number of factors may of course still affect development in 2004, such as the world economy, freight rates, oil prices and exchange rates".

I will make Michael Pram Rasmussen's tribute to our resigned Chairman Mærsk Mc-Kinney Møller mine too: "Mr Møller has been the source of inspiration - a shining example. Mr Møller has laid such a strong foundation and has influenced the company with attitudes and values so significant that we, the Board of Directors, the day-to-day management and the many employees have clear guidelines for our future efforts.

I hope everyone will appreciate that we continue to develop the company in the spirit of Mr A.P. Møller and later Mr Mc-Kinney Møller - and I am certain that I speak for the entire organisation when I say that we will do our best."

It is therefore gratifying that we have received awards for best image and best customer service again this year.

Jess Søderberg

# Danish Prime Minister Anders Fogh Rasmussen visits China



*At a ceremony on 26 February 2004 contracts were signed for the delivery of four vessels to A.P. Moller - Maersk from shipyards in Dalian and Guangzhou in the presence of Chinese Premier Wen Jiabao and Danish Prime Minister Anders Fogh Rasmussen.*

Jens Ekelund

On 24 February 2004 Danish Prime Minister Anders Fogh Rasmussen arrived in Shanghai with a large business delegation for a five-day official visit to the People's Republic of China. In addition to meetings with Chinese political leaders, the main purpose of the visit was to witness first hand the achievements of Danish companies in China and gain an understanding of the potential of the Chinese market through representatives of Danish companies in China.

On 25 February the Prime Minister visited Shanghai East Container Terminal in which APM Terminals holds a 49% ownership share. The Prime Minister was given a tour of the terminal control tower by the General Manager of Shanghai East Container Terminal, Eddie Min. Following the tour, a presentation was given by Tom Behrens-Sørensen, Greater China Area, of A.P. Moller - Maersk's activities in

Mainland China, and perspectives on the business environment and opportunities in China were shared with the Prime Minister. The visit to Shanghai East Container Terminal was concluded with a tour of the terminal site, where the delegation was introduced to aspects of modern terminal operation.

The following day the Prime Minister and his entourage continued on to Beijing. In the Great Hall of the People Anders Fogh Rasmussen and Chinese Premier Wen Jiabao witnessed the signing of contracts with Guangzhou Shipyard International and Dalian New Shipbuilding for the building of four vessels for the A.P. Moller - Maersk Group's fleet of product tankers. The signing of these contracts was a milestone for the Group's shipbuilding activities in China as with these contracts the Group has now ordered a total of 51 vessels in China since 1996.

*Prime Minister Anders Fogh Rasmussen was briefed on the Shanghai East Container Terminal in which APM Terminals holds a 49% ownership share by Tom Behrens-Sørensen and Eddie Min.*



# Maersk Tankers

## – on the Road to Becoming Global Leader

**In May 2004, Maersk Tankers opened a new office in Moscow. Oil exports out of Russia have been increasing in recent years and now total more than four million barrels per day. According to the Centre for Global Energy Studies, Russian crude exports are projected to grow by 40 percent by 2010. Although pipelines to China, Turkey and Murmansk will handle much of the increase, significant additional volumes are expected to be exported via the Baltic on Aframax and Handy tankers in 2005.**

Søren Skou

■ The first tanker in the A.P. Moller - Maersk fleet was ANNA MÆRSK delivered in 1928 and employed immediately by the Shell Group. Since then the number of tankers has steadily increased, reaching more than 40 today.

Through amalgamations over the years, Maersk Tankers now, apart from Crude and Product tankers also operates PCTCs (Pure Car and Truck Carriers) and LNG-carriers (Liquefied Natural Gas) as well as Gas Carriers. In total 51 vessels. Like everywhere in the organisation the focus is on service, quality and reliability, which, among others, includes having a modern, advanced and highly technological fleet at the customers' disposal.

Maersk Tankers are represented worldwide by their own offices in Tokyo, Singapore, Seoul, Dubai and Houston and by additional pool offices in Venice, London, and New York.

### Being of Significance

With the objective of becoming a global leading owner and operator, Maersk Tankers has added a large number of new-buildings to the fleet in recent years. In the beginning these were mainly additions to the Crude and Product tanker fleet, but recently Maersk Tankers commenced a fleet rejuvenation and growth programme that includes all segments and expansion

into segments where the division is not currently active.

Maersk Tankers' strategy defines that "we must be a market leader in the segments in which we operate". The tanker and gas markets are fragmented, with many owners in each segment. Maersk Tankers aims to control a significant fleet in each of the segments in which the division is active. By offering a large, homogenous fleet of high quality, modern vessels, Maersk Tankers is positioned as one of the customers' preferred alternatives when concluding both spot and long-term business.

Maersk Tankers today operates a fleet in excess of 150 vessels in a combination of own vessels, time chartered vessels and vessels operated as pool manager.

### At the Forefront of Developments

Maersk Tankers were among the first owners to commit to the construction of double-hull tankers. Phase-out of single-hull tankers has been ongoing in the A.P. Moller - Maersk Group since 1993, when the very first double-hull VLCC was delivered to the Group. Today 100% of Maersk Tankers' Crude and Product tanker fleet is double-hull.

Recent tanker accidents have strengthened public demand for regulation, prompting the European Union to pass legislation ac-

celerating the phase-out of single-hull tankers and immediately forbidding transport of heavy fuel oil in single-hull tankers from October 2003. On top of that, in December 2003, the International Maritime Organisation passed a similar set of regulations, requiring global phase-out of single-hull tonnage.

In order to continue at the forefront of the development, Maersk Tankers has also embarked on a rejuvenation programme for the Gas and PCTC fleets.

### Strong Newbuilding Programme

Through an order for four VLGC's, (Very Large Gas Carriers above 80,000 cbm) Maersk Tankers is entering a new segment. The VLGC's will be delivered in 2007, predominantly servicing the route from the Arabian Gulf to Japan and Korea.

However, the VLGC segment is not the only new segment that A.P. Moller - Maersk will enter in the near future. Maersk Tankers took delivery of its first LNG carrier in April 2004, as mentioned in a following article in this magazine, and a second LNG carrier will follow in 2006. Maersk Tankers aims to serve the future projected growth in transport of liquefied natural gas. Furthermore, the small Product tank segment (15,000-20,000 dwt) will be entered shortly, enabling Maersk Tankers to handle

a part of the European trade that the Handy tankers (approximately 35,000 dwt) are too large to service.

In total, Maersk Tankers took delivery of 34 new vessels between 1999 and April 2004. Today, the order book for 2004-2007 delivery exceeds this number.

Maersk Tankers is experiencing positive development in all segments, offering new challenges and opportunities in all directions.



*PETER MÆRSK on a rare visit to Copenhagen in 2001. The vessel is a modern double-hull, coated Aframax tanker of 110,000 dwt, delivered from Dalian in 1999.*

*ELSE MÆRSK is a modern double hull VLCC of 307,000 dwt, delivered from Hyundai in 2000 and photographed here in Le Havre in France.*



# Award of Honour to Mr Møller



*On 5 March 2004 Cadet Michael Jackson was in Copenhagen to pass on the award of honour to Mr Møller.*

On 18 February 2004 Mærsk Mc-Kinney Møller was awarded a prize from the shipping magazine Lloyd's List for creating one of the world's most pre-eminent maritime groups. In Mr Møller's absence the award was presented to Cadet Michael Jackson emphasizing the Group's commitment to both seafaring personnel and the younger generation.

It was the first time that the "Citation for Lifetime Achievement" was given. The event took place at Lloyd's List's 2004 awards dinner and prize-giving ceremony, at which prizes for outstanding performances within shipping are awarded.

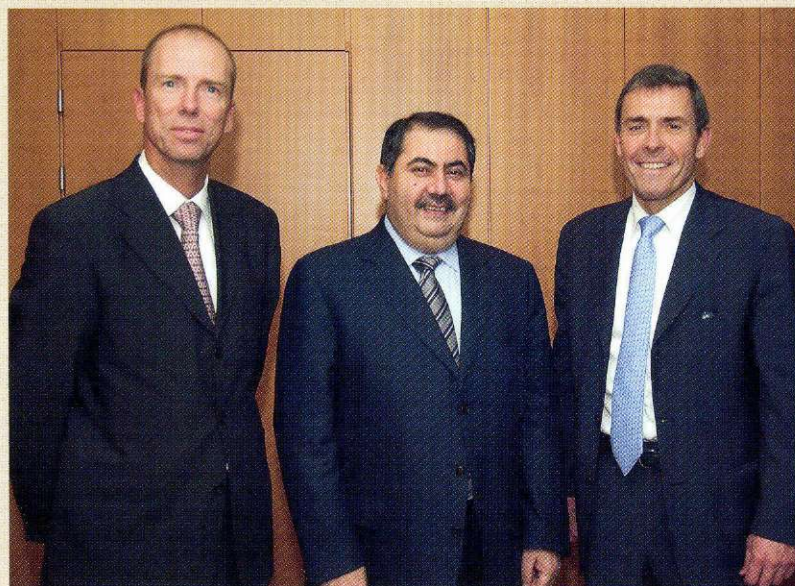
# Visit of Iraqi Minister for Foreign Affairs to Esplanaden

On 24 March 2004 Iraqi Minister for Foreign Affairs Hoshiyar Zebari and an Iraqi delegation visited the A.P. Møller - Maersk Headquarters at Esplanaden

in Copenhagen. The delegation was accompanied by Minister Counsellor Torben Gettermann and participants from the Danish Parliament. At Esplanaden, the Minister

met with Jess Søderberg, Tommy Thomsen, Knud Pontoppidan, Jesper Kjædegaard, Maersk West and Central Asia, and Anders Nielsen. During the meeting Jesper Kjædegaard gave a presentation on Maersk Container Business activities in Iraq with particular focus on the Port of Khor Az Zubayr, which has been operated by A.P. Møller - Maersk/APM Terminals since May 2003 under an agreement with the Coalition Provisional Authority (CPA).

During the Minister's stay in Denmark he also met with Danish Minister for Foreign Affairs Per Stig Møller and Karim Hafidh from the Iraqi Human Rights Society in Denmark, among others.



*Iraqi Minister for Foreign Affairs Hoshiyar Zebari with Jesper Kjædegaard, Maersk West and Central Asia and Jess Søderberg.*

# We Will Not Become Complacent

■ It is easier for a company with a good reputation to attract customers, skilful employees and investors. Therefore, "The Reputation Institute Corporate Reputation Award" to A.P. Møller - Maersk on 9 June 2004 by the Reputation Institute and the Copenhagen Business School is a welcome mark of appreciation. According to the Reputation Institute the award is given to the company which has achieved the best reputation in Denmark in 2004. The "panel of judges" is a broad section of the Danish population.

It may have been a coincidence, but A.P. Møller - Maersk was elected the most respected company in Berlingske Magazines' Gold Image poll among 1,000 Danish executives in 2004. Jess Søderberg commented to Berlingske News Magazine on the election: "I'm pleased to see that we rank high. For a good image, a good name, is very important and vital for us". "Our most important assets are our name and image and our employees".

The five out of ten parameters in the poll, where A.P. Møller - Maersk is in the lead, are: management, employees, reliability, financial strength and competitiveness. It is no coincidence, as the company has always been aware of the importance of a good name abroad and especially at home. "The most important thing is to ensure that the employees live the culture, the values that Mr A.P. Møller founded. And which Mærsk Mc-Kinney Møller has developed and modernised, as required. We grow fast and we grow in number of people. Therefore, it is important that they know what we stand for. In fact, one of the parameters included in the image poll – reliability – is extremely im-

portant. You have to be able to rely on what we say, what we do", Jess Søderberg adds.

In A.P. Møller - Maersk's native country most people know the company's name and business. But the ambitions are higher than that: "We recruit more trainees outside Denmark than in Denmark, because the majority of our business is conducted outside Denmark. We are world-famous in Denmark. We would also like to be world-famous outside Denmark. We aren't yet. But it is our vision. So when the good companies are mentioned internationally, we should be mentioned too – that is our vision. To have an image at home and abroad that is second to none".

Besides the above image poll, the corresponding poll in the Danish daily Børsen should be mentioned. In this image poll among analysts,

students and executives the company is in the lead for the fourth consecutive year.

Jess Søderberg sees the centenary on 16 April as a good example of the influence a long-term, continuous management may have on a company: "It shows that the continuity of the management and the values that it stands for – by Mr Mærsk Mc-Kinney Møller and before him his father A.P. Møller – have been beneficial and hopefully still will be beneficial to the company for many years", he says to Børsen and continues: "We would like – besides constant care – to be identified with reliability and honesty, but also with dynamics, vision and progress".

Finally, Jess Søderberg said: "It is always nice to be recognised by other executives. But we will not become complacent. There is always room for improvement".

*Professor Majken Schultz, Copenhagen Business School presents the award to Knud Pontoppidan, A.P. Møller - Maersk.*





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# The A.P. Moller - Maersk Officers' Education

The previous issue of Mærsk Post included an article about the Danish training ships DANMARK and GEORG STAGE. We continue with an article about the A.P. Moller - Maersk officers' education.

Mikkel B. Hansen

At the beginning of the 20<sup>th</sup> century, young men became sailors at an early age and signed on mainly as ships' boys or cabin boys. If they liked sailing, it was natural for them to continue their life at sea and advance slowly to a higher rank. Ordinary seamen became able-bodied seamen, boatswains and then perhaps spent a couple of years ashore studying to become officers and later taking the masters exam and finally becoming captains.

## Streamlining the Education

After the Second World War, in the early 1950s, A.P. Møller extended the fleet considerably. This resulted in a shortage of well qualified officers, so an apprentice scheme was implemented to streamline and target the education of officers. The young sailors thus avoided the long route via positions as able-bodied seamen. Furthermore, it opened up the possibility of A.P. Møller being able to support the apprentices at an early stage of their careers.

From the 1950s apprentice officers began their careers on the training ship DANMARK or at the then Sønderborg Maritime School. This practice was changed in 1988, when A.P. Møller's apprentices commenced training at Kogtved Maritime School in Svendborg, formerly J. Lauritzen's Maritime School, which is now part of SIMAC (Svendborg International Maritime Academy). Instead of

going to a maritime school, the apprentice engineers attended A.P. Møller's own workshop training school in Svendborg

## Today's Education

In 1997 the Danish officers' education was restructured, and the former courses for officers and chief engineers were combined into one ship's officer education. The purpose of the new structure was to strengthen the competitiveness of the Danish education and adapt the ship's officer to future requirements for a considerably broader foundation. The initiative was supported by A.P. Møller from the very beginning.

Today, A.P. Moller - Maersk recruits 180 young people between the ages of 17 and 29 every year for the ship's officer education in Denmark. They have a long, but varied and exciting education ahead of them, divided into two separate programmes.

## Junior Officer

The junior officer education takes 4½ years and alternates between theoretical modules on SIMAC and practical sea service on board A.P. Moller - Maersk's vessels. The theoretical part includes subjects like engine theory, stability, hydraulics, navigation, maritime law and safety at sea and also subjects such as english, meteorology, com-

*Trainees receiving practical training on board the container vessel SOFIE MÆRSK.*

## The A.P. Moller - Maersk Officers' Education, continued

munication, medical care, fire fighting and smoke diving. In addition, the junior officer trainee is engaged in watch duty as navigator and as engineer by means of simulator exercises. The first sailing period takes place on board A.P. Moller - Maersk's new training container vessels of the C and A classes. Here the junior officer trainee signs on with nine other trainees. On board these vessels there is a lot of extra equipment, providing a perfect setting for the education, including a special classroom where the officers are responsible for the training. In the second sailing period the trainee may embark on three different types of vessels: container vessels, tankers and supply vessels.

During the sea service periods the education focuses on the practical aspects and, in addition, the theoretical subjects from the training at SIMAC are linked to specific situations that the trainees meet on ordinary days. The trainee has a training record book (MANTRA) to ensure that a number of objectives for learning are fulfilled during the stay on board and that the quality of the practical training meets

the requirements according to training regulations. It is also important that the trainee works very closely with the officers and receives hands-on training from the first day on board.

### Senior Officer

The senior officer's education, which takes two years, commences after the trainee has served as a junior officer. The senior education comprises subjects at an advanced level such as ship and engineer management, technical and electro technical engineering, electrical power plant operation as well as ship's operations, technic and administration. The senior officer education finishes with a senior officer exam, the ship managers project, marking the end of the educational course. After that the career path continues with positions as junior officer and later promotion to senior officer and finally Vessel Manager. Alternatively the senior officer trainee may choose the Captains line, or the Chief Engineer line which is a little shorter.

After a number of years at sea many ships' officers go ashore to work in A.P. Moller - Maersk's onshore organisation, typically in positions such as terminal manager, cargo co-ordinator, technical manager or in operational departments in the various profit centres.

### Internationally

Besides the officers' education in Denmark, A.P. Moller - Maersk has several international education programmes. These vary according to local requirements, but all live up to the requirements of the international STCW-95 Convention for maritime education. Close co-operation with local educational institutions and authorities ensures that the trainees are among the best in the world, no matter where they are from.

### A.P. Moller - Maersk has trained more than 5,000 ships' officers in Denmark since the 1950s.

#### Number of trainees in 2004:

Denmark (incl. 133 junior officers)	539
The Philippines	87
UK	150
China	24
Malaysia	2
India	123
South Africa	43

### Junior Officer Education and Senior Officer Education



Senior module



Service as junior officer



4<sup>th</sup> year

SIMAC



3<sup>rd</sup> year

2<sup>nd</sup> sea service period



2<sup>nd</sup> year

SIMAC



1<sup>st</sup> year

1<sup>st</sup> sea service period



Workshop training school



Maritime school

# Annual General Meeting in Svendborg



*The 2,700 m<sup>2</sup> marquee housed more than 2,000 shareholders and guests.*

As mentioned in the editorial, the Annual General Meeting of A.P. Møller - Mærsk A/S was held on Wednesday, 28 April 2004 at Mærskgården in Svendborg. In honour of the event a 2,700 m<sup>2</sup> (30 x 90 metres) marquee and an outdoor platform of 150 m<sup>2</sup> were erected. A total of 18 employees went to Svendborg, together with 60 trainees from Kogtved Maritime School and seven employees from Mærskgården, to manage the practical details of the meeting, i.e. regulation of parking, reception and taking care of the shareholders and their guests.

In bright sunshine more than 2,000 shareholders and guests arrived on

Funen, where the municipality of Svendborg and Funen County provided extra buses from Nyborg to Svendborg and from Svendborg bus station to Mærskgården. At the Svendborg Sound Bridge shareholders and guests in their own cars – a total of 950 – were guided to the parking area at Valdemar Castle. Here 15 buses waited to shuttle 750 metres between the parking area and the marquee.

The shareholders began arriving at 9.30 a.m. and 1 – 1½ hours later took their seats in the marquee, in which a Maersk star, a large TV screen and 2,300 chairs for shareholders, guests, the press and employees had been set up. For decor-

ation of the marquee and outdoor platform 6,000 flowers, eight ball-shaped cherry trees, 10 ball-shaped cypresses and 25 cypresses were used. Before and after the meeting a total of 7,500 almond sticks, 6,000 sandwiches, and 1,800 soft drinks were consumed and coffee brewed from 16 kg of coffee beans.

The meeting lasted a little less than an hour and went according to plan. During the meeting the Board of Directors, Management and employees were praised for the good financial result, and there was praise also for Mærsk Mc-Kinney Møller, his father and grandfather for their establishment of and influence on the company.

# FACT is a Fact

**FACT (Finance and Accounting for Container Transport) is the name of a major IT project initiated in the spring of 2003. FACT includes all accounting and finance functions in the container business within A.P. Moller - Maersk. The choice fell on SAP following a competition among major software firms able to meet all the established criteria. Now the objective is to implement SAP for 5,000 users of finance and accounting functions all over the world, of which 2,000 will have SAP as their primary IT tool when FACT has been fully implemented.**



## **Objectives of FACT:**

- Improved cost management and control.
- Easier and faster access to management information.
- Uniform procedures and platforms within the entire container business, among other things in connection with the establishment of Shared Service Centres.
- Improved and more efficient finance function supporting the fulfilment of the strategy of the container business.

## **One Business – One IT System**

One of the conclusions of Maersk Sealand's strategy project, Starlight, was the wish to make the container business function as one business – also within finance and accounting. At present the area is characterised by many old and locally developed systems, and there is a need for one common accounting system so that the accounting and finance functions in all departments can draw and exchange data easily from the same IT platform.

## **Design Phase**

FACT, which is in the design phase at present, consists of a set of newly designed business processes related to accounting and finance, sales and purchasing. However, FACT will not replace existing operational systems like GCSS and MODS, but will be integrated with them so that financially related data will be caught as early as possible in the process. The goal is to arrange the work in the best possible manner, standardised all over the world, so that the opportunities offered by SAP software are utilised in the best possible way.

Many employees from the container business are participating in the design via a number of workshops held in Copenhagen in the early

summer of 2004. The selection of employees was made on the basis of experience and position and a wish to have all areas and central functions represented, as well as Maersk Sealand, Maersk Logistics, APM Terminals, Trucking and other container related companies.

## **More than an IT Project**

The container business needs a better tool to realise its vision "we create opportunities in global commerce". With a joint IT platform and a new set of business processes, the employees will experience new ways of working after the implementation of FACT. Many of them will be given new tasks and responsibilities. FACT is not simply an IT project, but also to a large extent an organisational development, management and education project. FACT provides employees and managers with a chance to make decisions on a better basis.

## **Implementation**

The design of the global solution is expected to be finalised at the end of August 2004. Configuration of the system will then take at least six months, before it is tested in pilot organisations. So far Hong Kong, Shared Service Centre in India and a few functions on Esplanaden have been chosen. The remaining organisations are divided into eight

groups, called clusters, which will be transferred successively to FACT. It is expected that by 2007 FACT will have been implemented in all organisations within the container business.

#### **Project Organisation**

Jess Søderberg is sponsor of FACT, Eivind Kolding is Chairman of the steering committee and Hanne Sørensen is programme director of the project. At present FACT's project organisation consists of approximately 120 employees and consultants from more than 20 different countries.

More detailed information about FACT can be found on:

**@maersk/Business Area/enable  
/Global Projects**

*The management of FACT (from left): Steen Hadsbjerg, Flemming Steen, Jesper Juul Hansen, Niels Helsted and Hanne Sørensen in front of the new Opera House.*



*A flexible lady who does not care whether she is  
fuelled by oil, gas or a combination of these.*



# Long-term Employment for MAERSK RAS LAFFAN

**In April 2004 the fleet was extended by a novelty: the 138,200 m<sup>3</sup> large LNG carrier MAERSK RAS LAFFAN built at the Samsung Heavy Industries Geoje Yard in Korea.**

The carrier was ordered from the yard in June 2001, the first steel cut a year later in July, the keel laid in January 2003, launched in April 2003 and – finally – delivered on 27 April 2004. A long wait indeed, but worth it, because not only does A.P. Moller - Maersk join the small, exclusive club of LNG operators, but the time charter is also the longest in the company's history and marks A.P. Moller - Maersk's entry into a new and exciting shipping industry with a considerable growth potential.

## The LNG Market

LNG (Liquefied Natural Gas) is natural gas cooled down to minus 163° C, the point at which the gas liquefies and becomes an odourless, crystal-clear fluid. Sea transport of LNG began in the late 1960s between Algeria and Great Britain/France. The oil crisis in the 1970s and increasing competition from natural gas in pipelines in the 1980s led to only moderate growth in LNG shipping during these decades, but LNG shipping has since developed into a global industry, as other factors such as increased focus on the environmentally-friendly properties of natural gas and deregulation of international natural gas markets have resulted in a considerable increase in the demand for LNG.

Today, Japan and Korea are the largest importers of LNG, and over the next 10 years China, India and particularly the USA are expected to become major importers. On the

export side Asian and Middle Eastern countries are predominant. Qatar appears as an especially large future LNG exporter, as one of the world's largest natural gas fields is found there.

## The Time Charter

On 2 December 2002 Maersk LNG entered into a 25 year time charter with Ras Laffan Natural Gas Company Ltd. (II) (RasGas II) from Qatar for MAERSK RAS LAFFAN. RasGas II is a joint venture owned by Qatar Petroleum with 70% and ExxonMobil with 30%, engaged in production and export of LNG from Qatar.

## By Helicopter to the Naming Ceremony

The long waiting time for the new vessel was interrupted on 30 March 2004 when the newbuilding was named at the yard in Korea. The sponsor was Rosalind Ibrahim, who is responsible for process improvement at the American Aviation Administration in Washington D.C. She was accompanied by her husband Dr. Ibrahim B. Ibrahim, Vice-chairman of RasGas's Board of Directors, and the delegation also included the Danish Ambassador to Korea Leif Donde and representatives of RasGas and ExxonMobil. All the guests were flown in Sam-

*The naming ceremony took place at the yard in Samsung where the traditional group picture was taken with sponsor Rosalind Ibrahim in front of the festively decorated newbuilding.*



## Long-term employment for MAERSK RAS LAFFAN, continued

*The extensive pipesystem on MAERSK RAS LAFFAN through which the Liquefied Natural Gas is loaded and discharged through five loading arms.*



sung's helicopters to the island of Koje to the south where the yard is situated, a 15-20 minute flight, in the morning before the naming.

### The Actual Carrier

More than 800.000 man-hours with zero Lost Time Accidents were used by the yard to construct the vessel – now one of a worldwide fleet of only about 150 vessels, which are generally considered to be the most expensive merchant cargo vessels.

With its 138,200 m<sup>3</sup>, MAERSK RAS LAFFAN is nearly twice as large as our FGSO NKOSSA II and four times larger than our largest LPG/NH<sub>3</sub> carriers – the J-class vessels. Nevertheless, the 278 metres long and nearly 43 metres wide vessel handles impressively. The two 65 ton/hours boilers powering the Kawasaki cross compound turbine can generate 39,300 SHP by either fuel oil, a mixture of gas and fuel, or 100% gas, propelling the vessel at speeds in excess of 20 knots.

The gas for the turbine is extracted from the LNG on board and is obtained from natural Boil-Off Gas (BOG). It amounts to about 200 m<sup>3</sup> LNG per day (or 120,000 m<sup>3</sup> of natural gas per day) – this can

be increased by “forced vaporising” if the charterers should wish to save fuel oil but still sail at full speed. The vessel can be loaded and discharged in 12 hours, the latter by means of eight 1,750 m<sup>3</sup>/hours submerged cargo pumps. The vessel has a high degree of redundancy built in via many duplicate systems.

### Prolonged Preparations

In agreement with RasGas II, the 28 officers (12 officers to each crew plus four seniors in reserve) have undergone an 18-month training period comprising some 90 days of courses, one month's supernumerary sailing on other LNG carriers and nearly five months of yard supervision (split between the two crews). The extensive training, together with the high degree of enthusiasm and motivation shown by the crews, has placed them in a good starting position to take responsibility for this new vessel with all its advanced technology.

Safety and Reliability are key concepts in the LNG industry, concepts which are very familiar to A.P. Møller - Maersk personnel, but which are nevertheless a challenge in this new venture, where during loading and discharging operations there are also strict requirements for efficiency

### Ownership

MAERSK RAS LAFFAN is owned by K/S Membrane 1, a partnership between Qatar Shipping Corporation with 25% and A.P. Møller - Mærsk A/S with 75%.

Qatar Shipping Corporation is domiciled in Doha, Qatar, and the company is active within product tankers, LPG carriers and offshore shipping.

and accuracy. The nature of the training required for these 28 officers has called for a dedicated effort and co-operation from Maersk Training Centre, SIMAC (Svendborg International Maritime Academy) and Marstal Navigation School.

### Plans for the Future

RasGas's planning is based on the vessel maintaining a regular service between the loading port Ras Laffan in Qatar and Barcelona in Spain until November this year. Thereafter MAERSK RAS LAFFAN will transport LNG to South Korean households. It is yet to be seen what the future brings, but the world and its opportunities are open to us.



# Namedgiving of One of Maersk Tanker's New Product Tankers

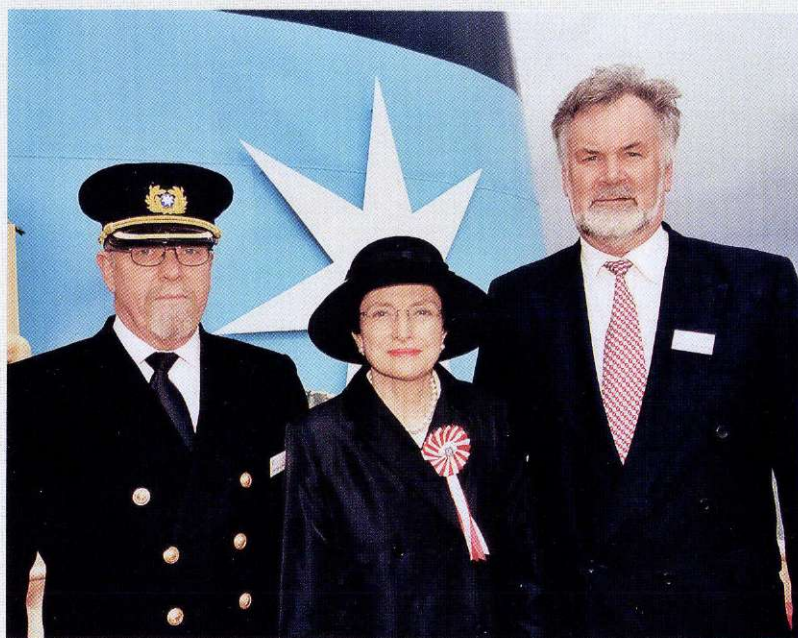


On 28 March 2004, Hull No. PC 350-3 from Dalian Shipyard was named MAERSK RYE by Lene Skou, wife of Søren Skou, Maersk Tankers.

MAERSK RYE is the 3<sup>rd</sup> 35,000 DWT product carrier delivered to the A.P. Moller - Maersk Group from Dalian Shipyard. MAERSK RYE will join her sister vessels in the Maersk Tankers fleet of product tankers.

*Sponsor Lene Skou surrounded by Rikke Thomsen, Tommy Thomsen, and Søren Skou.*

## ADRIAN MÆRSK



*Sponsor Lillian Cohen with Captain Peter H.J. Koch and John Skov Hansen, Odense Steel Shipyard.*

On 20 March 2004 Odense Steel Shipyard presented its latest newbuilding for A.P. Moller - Maersk. Lillian Cohen, wife of Joel J. Cohen, Chairman and Co-chief Executive Officer of Sagent Advisor Inc., named the newbuilding ADRIAN MÆRSK.

ADRIAN MÆRSK has an overall length of 352 metres and a breadth of 43 metres. With its 12-cylinder diesel engine from HSD-Wärtsilä Sulzer, which develops 63,000 kW at 100 revolutions per minute (equivalent to 85,500 BHP), the vessel will enter Maersk Sealand's worldwide liner service after delivery. ADRIAN MÆRSK is equipped with an education centre for up to ten cadets enabling the vessel to function as a training ship.

ADRIAN MÆRSK is registered in Dragør and will be commanded by Captain Peter H. J. Koch with Leif Herup Pedersen as Chief Engineer.

# E-learning to Train Healthcare Professionals

**A training solution developed by the Mærsk Data company Effective-Learning is to form the basis of a targeted training effort. The effort is directed at specialist doctors and nurses in the old 15 EU countries and Norway who treat children born undersized, both as regards height and weight, and who do not catch up after birth.**

Nina Westergaard

For almost 40 years the company Novo Nordisk has been doing research in the growth hormone field. Since 2003, when health authorities in the EU and Norway approved the diagnosis SGA (Small for Gestational Age) as an indication for treatment with growth hormones, great efforts have been made to train doctors to initiate the correct treatment quickly and effectively.

## The Task of Communicating the Solution

The solution to this communication task is an e-learning cd-rom. With this, detailed information can be distributed precisely and directly to the target group, with no risk of essential details disappearing, being unclear or misinterpreted as is the case with traditional com-

munication passed from person to person.

A decisive factor in Novo Nordisk's choice of solution was the geographical spread of the broad disease management group of paediatricians, specialists and general practitioners all over Europe and the fact that very precise information is required to ensure correct diagnosis and treatment of children born with SGA.

Because of the doctors' geographical spread and individual specialist areas, they do not necessarily have the same level of knowledge. A cd-rom for training, which the doctors go through individually, allows them to select the elements that cover their need for new knowledge. In practice, this will mean

## Effective-Learning AS

The mission is to bring knowledge to action and results.

Effective-Learning delivers a number of educational solutions in the fields of knowledge, skill and customer development, to global clients with headquarters in Denmark.

The company is based on a strong live training tradition started in 1973. Since 1996 this work has included e-learning as a means to attain clients' business objectives.

Effective-Learning has grown more than 30% per year in the past three years and at present counts approximately 40 employees.

Effective-Learning is responsible for hosting the Maersk Learning Centre – a global portal with 20,000 users in 100 countries, with 250 e-learning solutions and almost 300 live courses.

both economy and time saved because there is no travelling or cost involved and no waste of precious working time which could be spent on treating patients. Moreover, e-learning has proved an ideal solution since doctors often have varying working hours and a busy schedule. E-learning is available at all times, and the doctors can go through the training programme whenever it suits them.

## New Knowledge is Tested

The purpose of an effective training solution like this is that the disease management group obtains faster, up to date and broader knowledge creating a better foundation for decisions on patient management.

In this case, it is important that the doctors learn all they can from the material to ensure optimal usage in treatment of their patients. By completing various small tests during the training, the doctors can measure their level of knowledge before, during and after the training.



# Exhibition at Copenhagen Airport

In the autumn of 2003 it was decided to hold an exhibition at Copenhagen Airport to commemorate the centenary of A.P. Møller - Maersk in 2004. The exhibition acquaints passengers with A.P. Møller - Maersk's five business areas and offers the opportunity to participate in a competition to guess the weight of the screw on the new container vessel ADRIAN MÆRSK from Odense Steel Shipyard.

The exhibition, which opened in April, stretches over two parts of the airport with a steady flow of passengers. One of the presenta-

tions, "the Triumphal Arch", consists of a large world map, on which light-emitting diodes indicate all the offices of the Group. A large portal in front of the map houses models of the rig MÆRSK GALLANT, the production platform Kraka and the container vessel CORNELIUS MÆRSK. TV screens show a brief presentation of the various business areas, while oak floors and Arne Jacobsen's Swan Chair demonstrate the geographical origin of the Group.

In the second presentation, "the Wave", the public has access to

maersk.com and the other homepages of the A.P. Møller - Maersk Group via four computers. The exhibition also displays an exact model of ADRIAN MÆRSK, built for the occasion. Entrants of the Internet competition are eligible to win a trip for two to Barcelona with Maersk Air or a conducted tour with the captain of the new, unnamed container vessel L-190, mooring alongside Langelinie in Copenhagen at the end of August 2004.

The exhibition will be available until early August 2004.

*"The Arch of Triumph" is one of two separate stands forming the exhibition at Copenhagen Airport.*



# Maersk Supply Service at Work

Chief officer Jens Keller has submitted an account of a special assignment carried out by the multi-purpose vessel MÆRSK BOULDER in Uruguay from November 2003 to January 2004. Captain Palle Rasmussen from MÆRSK ASSISTER has also contributed a story of a more typical job done in the North Sea in March 2004.

## MÆRSK BOULDER

The José Ignacio Terminal lies 13 nautical miles north-east of Punta del Este, which in turn lies 64 nautical miles east of Montevideo. Uruguay produces no oil itself, therefore the José Ignacio Terminal is important in providing the only route for receiving crude oil from larger vessels. The terminal consists

*MÆRSK BOULDER on the job in Uruguay. The A-frame used for this special assignment is seen on the stern of the vessel. Hanging from the A-frame is the pipe used for the cross-over.*



of a monobuoy and a pipeline from the buoy to storage tanks and pumps onshore. The oil is pumped through a land-based pipeline to the refinery in Montevideo. The water depth at the monobuoy is approximately 24 metres, which makes it possible to import oil in loads of 150,000 tons. Terminal, pipeline and refinery are part of the activities handled by the state-owned oil company in Uruguay; ANCAP.

## Replacement of Pipes

After every single unloading of oil the usual procedure is to pump approximately 10 m<sup>3</sup> of sea water into the pipeline to minimise the danger of an oil spill. Consequently, the outermost part of the pipeline has been exposed to corrosion over the years, and it was therefore decided to replace the outermost 1,060 metres.

MÆRSK BOULDER was chosen to carry out this assignment. The vessel is the largest AHTS (Anchor Handling Tug Supply) vessel in the area and is often used for special assignments. MÆRSK BOULDER departed from Macaé, Brazil on 6 November 2003 and arrived on 11 November in Montevideo, where the pipeline parts were loaded.

MÆRSK BOULDER's function was to form a platform for the divers from Thales Marsat (now Fugro Marsat), who performed the work on the pipeline at the bottom of the sea. Furthermore, the vessel's A-frame was used for placing the parts for connection of the pipelines at the bottom. The A-frame is placed astern and used for lowering and lifting materials for construction and maintenance work under water. The A-frame has a lifting capacity of 250 tons and a reach of 5.8 metres over the stern of the vessel.

## A Toilsome Task

The first diving operation commenced on 24 November. The new pipes had already been laid out at the bottom a few metres from the old pipes, and a cross-over had to be made where the innermost part of the old pipe and the new pipeline were to be connected. All parts were landed at a distance and then pulled into place by the divers by means of tackles secured in concrete blocks, which had also been laid at the bottom by MÆRSK BOULDER. To be able to shift the heavy parts manually, the divers used buoyancy balloons secured to the parts.



*MÆRSK ACHIEVER and BORGLAND DOLPHIN as seen from the bridge of MÆRSK ASSISTER.*

During the operation MÆRSK BOULDER was anchored by three extra anchor systems in addition to the vessel's own two systems. For connection between vessel and buoys three hawsers of 10 inches each were used, which had to be replaced twice during the period due to wear. Even though MÆRSK BOULDER has massive engine power and is equipped with four large thrusters, it was necessary to leave the position and anchor systems six times during the period due to the weather.

Assembling and testing were completed on 13 January 2004 after a total of 865 dives. On 17 January the assignment was completed, the old pipe unloaded in Montevideo, the buoys with wire, chain and anchors removed, and MÆRSK BOULDER could make for Macaé, where she arrived on 21 January 2004, 76 days after her departure.

### **MÆRSK ASSISTER**

MÆRSK ASSISTER recently carried out a job very typical for the North Sea when chartered by the Norwegian oil company Statoil to move the oil rig BORGLAND DOLPHIN, a semi-submersible drilling unit that had just completed a well for Statoil and needed to move to another field.

MÆRSK ASSISTER's charter with Statoil commenced on 16 March 2004 at an offshore base in Bergen, Norway, where the vessel loaded the wires, anchors and other equipment required for the rig-move. In total four vessels were involved in the move and all the vessel teams attended a "pre-rig-move meeting" held by Statoil to review the procedures for the upcoming job.

The procedures outline in detail the tasks ahead and were reviewed and discussed with all involved. Safety in general, and in particular of the crews working on deck, was the main topic of the meeting. Each vessel holds pre-job "tool box talks" and carries out risk assessment for the tasks ahead. The vessels subsequently departed for the Gulfaks oilfield to meet the BORGLAND DOLPHIN and carry out the rig-move. The total duration of this charter was seven days.

### **The Captain Tells**

Captain Palle Rasmussen of MÆRSK ASSISTER: "We arrived in the field, and manoeuvred alongside the rig in order to receive some additional equipment from the job, most importantly perhaps, additional navi-

gation systems which display all the underwater assets (pipelines, well-heads, templates etc.) in the vicinity of which we will be working with wires and chains. The actual rig-move operation could now finally begin; all four vessels were involved in lifting and recovering anchors and chains in order to move the rig from one oil well to another, 11 nautical miles distant.

The operation requires teamwork at the highest level, manoeuvring the vessel at very close proximity to the rig and receiving/connecting heavy equipment by crane by the deck crew. On deck a minimum of two crew are needed, and the same on the bridge; one manoeuvring the vessel, the other working the vessel's winches. Once the operation starts the crew is divided into two teams, working six hours at a time; on deck two gpc's (general purpose crew) and on the bridge two deck officers on one team and one deck officer and one engineer on the other.

Upon completion of the job we headed for Bergen, the agreed redelivery point, and awaited news from the office of our next job".

# Namediving of MAERSK ADVANCER and MAERSK ASSERTER

On 19 March 2004, at Volkswerft Stralsund GmbH in Germany, Angela Rosemary Tompkins, wife of Arthur Charles Tompkins, Managing Director and Founder of CTC Marine Projects Ltd., UK, and Baroness Harris of Richmond, named two new Anchor Handling Tug Supply Vessels (AHTS) MAERSK ADVANCER and MAERSK ASSERTER respectively.

The new vessels have a length of 90.30 metres, a breadth of 23 metres and a draft of 7.80 metres. The vessels were delivered to The Maersk Company Ltd., UK in April and June 2004 respectively and will be registered in The Isle of Man, taking

the Maersk Company Limited UK fleet to 45 vessels.

MAERSK ASSERTER and MAERSK ADVANCER are designed to support the offshore industry. Essential features for vessels offering anchor handling, construction/subsea support, towing and cargo carrying facilities for oil rigs and production platforms include high horsepower, large powerful anchor handling and towing winches, good drum spooling capacities, spacious chain lockers and a large deck area.

MAERSK ADVANCER will be commanded by Captain Peter Gasson with David Rollo as Chief Engin-

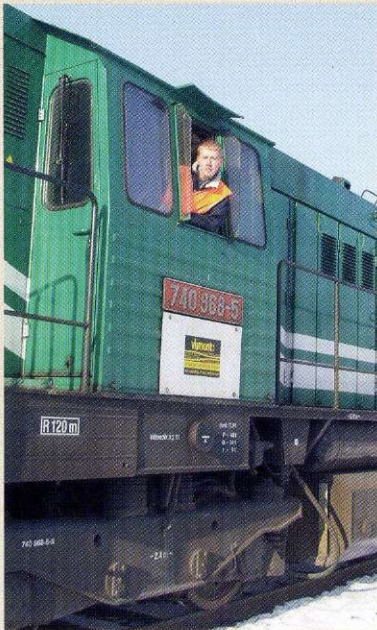
eer, and MAERSK ASSERTER will be commanded by Captain William Londesborough with David Firth as Chief Engineer.

On delivery the vessels will join four sister vessels trading around the world. MAERSK ASSISTER and MAERSK ACHIEVER are operating currently in the North Sea whilst MAERSK ATTENDER and MAERSK WINNER are working in West Africa, off Nigeria and Equatorial Guinea respectively. The vessels are all operated by Maersk Supply Service, which has a fleet of 57 vessels, made up of large AHTS vessels, platform supply vessels, high horsepower multipurpose vessels with fire-fighting and standby capabilities and cable-laying vessels.

*From left to right: David Rollo, Chief Engineer; Peter Gasson, Captain and Sponsor Angela Rosemary Tompkins, MAERSK ADVANCER; Wolfgang Stammer, Volkswerft Stralsund GmbH; Michael Hassing, The Maersk Company Ltd.; Sponsor Baroness Harris of Richmond; William Londesborough, Captain and David Firth, Chief Engineer, MAERSK ASSERTER. As little "Elisas" in traditional Pommeranian costumes: Maira Alessandra Strutz and Liza Marie Baumgart.*



# Booming Intermodal in Central Europe



*The dedicated Melnik locomotive.*

logistics flow within the terminal yard” says Jason Bronscheer, Terminal Manager at Maersk Intermodal Terminal (M.I.T). “In the office, a combination of Maersk Sealand, Maersk Logistics and the first European Rail Shuttle (ERS) satellite office cooperate to manage the operation jointly, provide all services and handle the trains and trucks in and out of the terminal.”

The container yard is a common user terminal, with the ERS trains being the life-lines between the hinterland and the ports. The ter-

minal operates in a hub and spoke concept, where import and export cargo to and from Rotterdam, Bremerhaven and Hamburg is handled. Transshipment cargo, to or from Bratislava and Budapest, completes the multimodal package.

M.I.T. handled 106.000 TEUs in 2003. During the peak season 300 trains per month were handled, which include not only the regular ERS shuttles but also domestic trains. During this same peak, M.I.T. handled up to 130 trucks per day through the gate.

*One of four reach stackers at M.I.T.*



Ruud Bijkerk

■ The Czech Republic is situated in the centre of an expanding market, whose borders were removed in May 2004 by joining the European Union. The Czech Republic can be seen as the gate to Eastern Europe, with an increasing number of customers entering free trade. To prepare for these increasing markets within the new European frontiers, Maersk Sealand determined two years ago that operationally it could not handle the expected growth and had to prepare for the future. Within 100 days a proper location was found, new offices built, terminal equipment purchased and employees hired and trained.

“On 13 January 2003 the terminal, situated in Melnik, 50 km north of Prague, officially opened its gates. Reach stackers, terminal trucks, trailers and a dedicated locomotive, all operating 24 hours a day, seven days a week, form the artery of the

# A Maersk Sealander to the Rescue of M

**With the buzzword of “No detail too small, no effort too great”, NYSTED MÆRSK delivered much needed medical and food supplies and also provided safe passage to the doctor/pastor based on Pitcairn Island in November 2003.**

■ Pitcairn Island, located in the Pacific Ocean halfway between New Zealand and the Americas, is one of the remotest of the world's inhabited islands. The island has a vibrant history. In 1789, a famous mutiny took place on board the HMS Bounty. Master's Mate Fletcher Christian and roughly half of the crew mutinied, took control of the ship and set the captain and 18 of the crew members adrift. Several of the mutineers later found sanctuary on Pitcairn Island and today's few inhabitants of Pitcairn are descendants of these mutineers.

Pitcairn is about 9.6 kilometres in circumference and 4 kilometres at its greatest length. The island is rugged



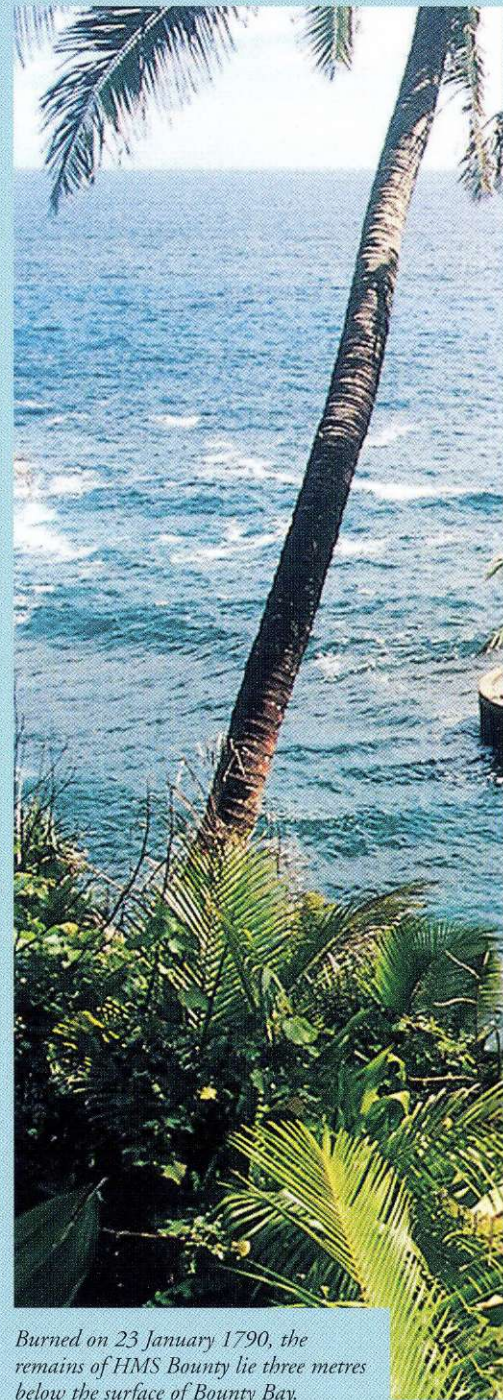
*Captain Knud Præst Jørgensen and Mayor Steve Christian, 7<sup>th</sup> generation after Fletcher Christian.*

and its coast nearly all cliff-lined; nowhere giving easy access to the sea. With dirt roads, often inhospitable weather and restricted power and communication supplies, to mention but a few daily obstacles, you must admire the islanders for their ability to adapt to the lifestyle of the island. With no airstrip, port or scheduled sailings to Pitcairn, residents and visitors rely heavily on the goodwill of passing vessels for the delivery of general supplies.

Following a suggestion from the captain of JENS MÆRSK Knud Præst Jørgensen and a request from the Pitcairn Island Administration based in New Zealand, Maersk Sealander became involved and decided to assist the small community of approximately 50 people living on the Island with a brief stop-over on the Oceania service, which connects Australia/New Zealand to the US East Coast.

Since the first call, we have called at Pitcairn Island once and with a flawless operation and limited deviation from the pro forma schedule, it is our intention to assist the island's residents whenever possible.

If you wish to visit Pitcairn Island, the first link would be:  
[www.government.pn/homepage.htm](http://www.government.pn/homepage.htm)



*Burned on 23 January 1790, the remains of HMS Bounty lie three metres below the surface of Bounty Bay.*



# Vessel outineers!





Tim Saling, Thomas Thune Andersen, Rick Gabrielson, Target's Senior Manager of Import Operations, Kim Fejfer, and Dick McGregor.

## Annual Finance Managers' Meeting

Pat Arnesen

■ Kim Fejfer, former CFO of the Maersk Inc. group and present CEO of APM Terminals International, hosted the annual NAM and CAM Area Finance Managers' Meeting in Charlotte, North Carolina from 12 to 14 December 2003. Over 70 participants representing business units from the United States, Canada, Central America and the Caribbean attended.

John Clancey, Chairman of Maersk Inc., welcomed the group. Guest speakers included Rick Gabrielson, Target's Senior Manager of Import Operations and Tim Martin, Senior Economist of Bank of America. From A.P. Moller - Maersk Per Møller gave a presentation on developments within the group, Henning Knust discussed global container related business issues and reviewed

Maersk Sealand results and Ole Larsen focused on business risks and corporate governance.

The conference ended in Charleston, South Carolina with an informative tour of the Charleston Resource Center and the Charleston terminal. Finally, the participants had the opportunity to tour a Maersk vessel while in production.

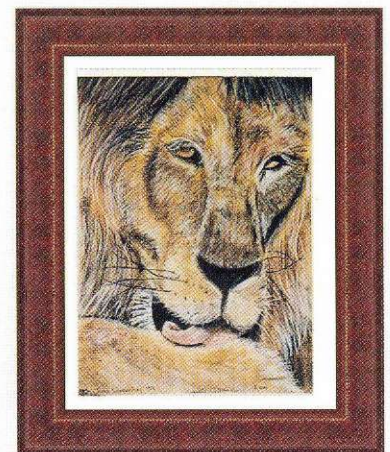
## The Maersk Company Flat Opens its Doors to Talented Employees

■ Employees of The Maersk Company Limited with an artistic flare are invited to exhibit their works at the Company Flat in Whitehall, London. The "Breakfast Room" has been transformed into a gallery for up to six art works, to be displayed for the pleasure of guests staying in the flat. Each exhibition will run for one month and cover the works of one artist at a time. The works will be displayed with a view to stimulating creative, artistic interest within the Company. The first exhibition, which began on 1 March 2004, covered the works of John Lazenby. He has been a life long hobby artist, specialising in producing realistic por-

traits and paintings of any subject from photographic images.

Information on exhibiting, viewing or future exhibitions can be obtained from Ulrika Johnson, Flat Manager, on telephone: +44 20 7930 1187.

Examples of John Lazenby's work were displayed in the Company Flat in London in March and can also be viewed at [www.jlart.co.uk](http://www.jlart.co.uk).



# Maersk Logistics Makes the Pounds Stretch Further

■ Maersk Logistics has won the contract to manage the entire import supply chain for Poundstretcher, a unique added value retailer. The contract started on 1 January 2004 and sees Maersk Logistics supporting Poundstretcher's direct sourcing policy as well as managing and controlling their imports from both Asia and Europe. They are also overseeing Poundstretcher's vendor management, purchase order management, documentation processes and carrier management.



*Dean Hawkridge, Import Controller, Poundstretcher (left) and Michael van Hemert, Maersk Logistics.*

## Sydlangelands Maritime Efterskole's 20<sup>th</sup> Visit to The Maersk Company Limited

■ A group of 45 students and teachers from Sydlangelands Maritime Efterskole (SME), a maritime school in Denmark, visited The Maersk Company Limited on 19 April 2004. Every year SME give their students a tour of London, which includes a presentation of

The Maersk Company's shipping activities in the UK. This year's visit was special as it marked the 20<sup>th</sup> anniversary of the visits.

SME was established in 1980 with the objective of giving approximately 100 students at a time a

chance to get a better understanding of the maritime environment prior to commencing a shipping related education. About 200 SME students have been employed during the past 20 years as either deck or engine cadets with the A.P. Moller-Maersk Group.

*On the far right Lars Vang Christensen, The Maersk Company and Headmaster Knud Gether with SME students and staff.*



# Intra Africa Meeting in Cairo

Nahla Abdel Aziz and Richard Yong

■ Sales strategy meetings are a regular activity in the Maersk world, helping the regions to interact more efficiently through country-to-country meetings and team-building activities.

However, the Intra Africa Precision Sales Strategy Meeting held in Egypt on 16 March 2004 was a unique coming together of the Saf-

marine and Maersk Sealand sales forces. There were more than 40 participants from 15 major Intra Africa countries.

In addition to meetings and case studies, the three-day event included a client cocktail party, Nile cruise, Pyramids view gala dinner and many other team-building activities.



*Team-building exercise.*

# Maersk Logistics India Events

Rowena Ribeiro and Ravi Mishra

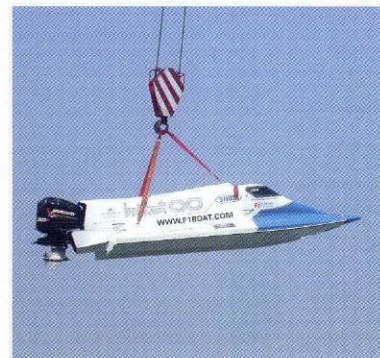
■ In February 2004 Maersk Logistics India hosted the course TMW-1 (The Maersk Logistics Way) for the second time in three years. The course is given to Maersk Logistics employees and this one was special. With 60 participants from over 15 countries, the programme offered a great opportunity for integration of ideas, networking and sharing of best practices, and for the first time 22 participants were from Maersk Sealand.

Participants were introduced to logistics products such as International Transport Management (ITM) Ocean and Value Added

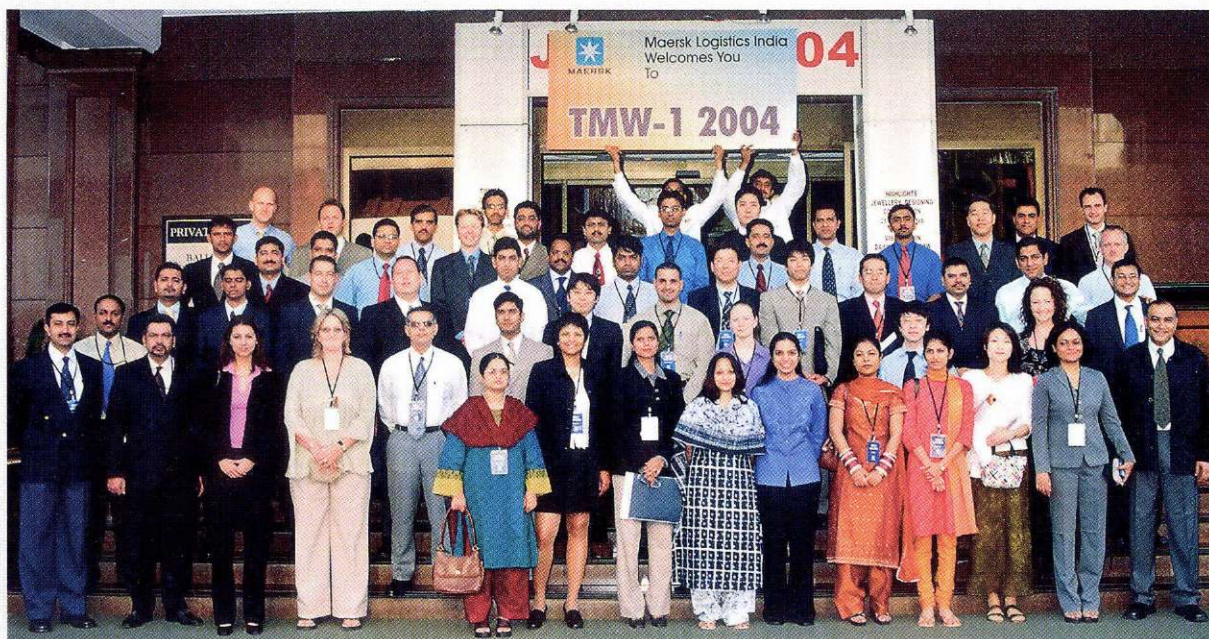
Services (VAS), which are among the newer initiatives undertaken in making Maersk Logistics a “one-stop service provider”. The programme also offered Maersk Logistics participants an overview of how Maersk Sealand works and the strategy for the year ahead.

In March 2004 Mumbai city hosted a show of speed and adrenalin; the Formula 1 Powerboat Championship, which made its debut in India with boats that cut through water at speeds of 220 km/h. Maersk Logistics India was the service provider, bringing the boats in 30 containers on Maersk Sealand vessels.

*A speed boat from the championship being lifted by crane from the container into the water.*



*The TMW-1 group in India.*



# Training Pays Off



Sandra Bonar, Maersk Logistics accepting the Award. Left John Pienaar, Chief Political Correspondent of BBC Radio 5 Live and right Colin Beaumont, Director-General, BIFA.

■ Maersk Logistics received industry recognition for its commitment to training when Sandra Bonar, Maersk Logistics, UK accepted a Finalist Award at the Annual British International Freight Association (BIFA) Awards Ceremony in January 2004. Maersk Logistics understands the importance of staff development to the success of its business and has invested heavily in training for its staff.



## Personalia

### Esplanaden



**40 Years Anniversary**  
Niels-Christian Kamper Petersen  
1 August 2004



**25 Years Anniversary**  
Michael Møllgaard Knudsen  
25 July 2004



**25 Years Anniversary**  
Jens Aage Kruse  
1 August 2004



**25 Years Anniversary**  
Lars Wedel Lorenzen  
1 August 2004

### Mærsk Olie og Gas



**25 Years Anniversary**  
Per Juul Jensen  
27 August 2004



**25 Years Anniversary**  
Bent Grønlund  
30 June 2004



**25 Years Anniversary**  
Wendy Vivian Olsen  
23 July 2004



**25 Years Anniversary**  
Peter Krogsgaard Hansen  
1 August 2004



**25 Years Anniversary**  
Bjarne Thomsen  
20 August 2004



**Retiring**  
Erling Jensen  
30 April 2004

# Online Freight Payment

■ Maersk Sealand is leading the way within e-commerce in Thailand and the latest initiative is an agreement with Citibank to offer online freight payment. CitiConnect allows customers to settle their freight payment via the internet, so-called e-payment, allowing payment to take place at the same time as the bill of lading is released, thereby reducing manual transactions and easing the task of payment reconciliation.



Uffe Østergaard, Maersk Bangkok Branch, with T. Cuddyre, Citigroup Country Officer, Michel Deleuran, Maersk Thailand, and Vira-anong, E. Chiranakhorn, Vice President, Citigroup.

# Access All Areas

■ Salamis has successfully developed an in-house Alternative Access Department. Whilst the division has been set up to be responsible for the Group's rope access activities, it has also been given the task of developing and managing the various alternative access methods currently available (i.e. under deck tensioned suspension systems etc.) to support its fabric maintenance activities. The new division supports the Group on an international basis, and its primary aim is to ensure that all these types of access activities are carried out in the safest possible manner. The division now plans to construct an access training facility at the Aberdeen base and to develop training courses for both internal and external candidates.



Salamis employees undergoing rope access training.

**Roulunds**



**40 Years Anniversary**  
Kaj J. Hansen  
26 July 2004



**40 Years Anniversary**  
Dennis V. Hansen  
29 September 2004



**25 Years Anniversary**  
Claus J. Dam  
30 August 2004



**25 Years Anniversary**  
Nadine Trahe  
Safmarine, Belgium  
16 February 2004



**25 Years Anniversary**  
Paul Eeckels  
Safmarine, Belgium  
19 February 2004



**25 Years Anniversary**  
Patrick Bisschops  
Safmarine, Belgium  
1 April 2004



**25 Years Anniversary**  
Ely Dekeyser  
Safmarine, Belgium  
1 April 2004



**25 Years Anniversary**  
Cees Vermeulen  
Maersk Benelux  
2 April 2004



**25 Years Anniversary**  
Herman Peeters  
Safmarine, Belgium  
23 April 2004



**25 Years Anniversary**  
Jacques Huijskens  
Safmarine, Belgium  
27 April 2004



**25 Years Anniversary**  
Lutgardis Van Berendonck  
Safmarine, Belgium  
3 May 2004



**25 Years Anniversary**  
Ger Overgaauw  
Maersk Benelux  
18 June 2004



**25 Years Anniversary**  
Gerrit Snijders  
Maersk Logistics Benelux  
25 June 2004



**25 Years Anniversary**  
Lars Vang Christensen  
The Maersk Company Limited  
25 July 2004



**25 Years Anniversary**  
Tom Behrens-Sørensen  
Maersk (China) Shipping Co.  
1 August 2004



**25 Years Anniversary**  
Michael Hassing  
The Maersk Company Limited  
1 August 2004



**25 Years Anniversary**  
Jan Mul  
Safmarine, Belgium  
1 August 2004



**25 Years Anniversary**  
Erik Møller Nielsen  
Maersk del Ecuador  
1 August 2004



**25 Years Anniversary**  
Soren Schouw Pedersen  
Maersk Singapore  
1 August 2004



**25 Years Anniversary**  
Jan Thorhauge  
Maersk Lanka  
1 August 2004



**25 Years Anniversary**  
Luc Bonroy  
Safmarine, Belgium  
16 August 2004

**Maersk Data**



**25 Years Anniversary**  
Jan De Commer  
Safmarine, Belgium  
20 August 2004



**25 Years Anniversary**  
Peter Vilhelm Albeck  
Maersk Benelux  
1 September 2004



**25 Years Anniversary**  
Tom Huang  
Constar Holdings, Taiwan  
1 September 2004



**25 Years Anniversary**  
Paul Lui  
Maersk Malaysia  
1 September 2004



**25 Years Anniversary**  
Tom Steckel  
Maersk Inc.  
2 September 2004



**25 Years Anniversary**  
Leif Rasmussen  
1 May 2004



**25 Years Anniversary**  
Henrik Bringsoe  
1 August 2004

**DISA**



**25 Years Anniversary**  
Anders Dommerby Kristensen  
16 June 2004



**25 Years Anniversary**  
Klaus Bihlet  
1 July 2004



**25 Years Anniversary**  
Eckehardt Klebs  
1 July 2004



**25 Years Anniversary**  
Per Handberg  
1 September 2004



**25 Years Anniversary**  
Karen Skjøtt Nielsen  
15 September 2004



**40 Years Anniversary**  
Lars Bjørn Thorup  
1 August 2004



**25 Years Anniversary**  
Henning Cyril Jørgensen  
1 May 2004



**Retiring**  
Helge Poulsen  
11 September 2004



**Retiring**  
Peter Kristian Johansen  
25 September 2004



**25 Years Anniversary**  
Lars Løvenholdt  
8 May 2004



**25 Years Anniversary**  
Jim Marcel Boyle  
1 August 2004



**25 Years Anniversary**  
Ejner Johan Amelung  
2 August 2004



**25 Years Anniversary**  
Myles Rigden  
1 September 2004



**Retiring**  
Svend Aage Grønne  
1 April 2004

**Organisations Abroad**

## The Fleet



**40 Years Anniversary**  
Hans Nielsen  
Captain  
24 July 2004



**40 Years Anniversary**  
Morten Kirketerp  
Captain  
25 August 2004



**40 Years Anniversary**  
Jens Erik Larsen  
Chief Engineer  
1 September 2004



**25 Years Anniversary**  
Bo Anderson  
Captain  
25 July 2004



**25 Years Anniversary**  
Bjerne E. Jensen  
Captain  
25 July 2004



**25 Years Anniversary**  
Lasse Bo Jørgensen  
Captain  
25 July 2004



**25 Years Anniversary**  
Michael Stuhr  
Petersen  
Captain  
25 July 2004



**25 Years Anniversary**  
Bent S. Søndergaard  
Captain  
25 July 2004



**25 Years Anniversary**  
Bjarne Jørgensen  
Chief Engineer  
1 August 2004



**Retiring**  
Ove Lindberg Eriksen  
Chief Engineer  
3 April 2004



**Retiring**  
Peder Halmø Hansen  
Chief Engineer  
10 June 2004



**Retiring**  
Leif Nielsen  
Captain  
30 June 2004



**Retiring**  
Steen N. Ottosen  
Captain  
30 June 2004



**Retiring**  
Niels P. Holleris  
Petersen  
Captain  
30 June 2004



**Retiring**  
Harald Iversen  
Captain  
31 July 2004



**Retiring**  
Frede Amtoft  
Chief Engineer  
27 August 2004



**Retiring**  
Poul Jacobsen  
Chief Engineer  
31 August 2004



**40 Years Anniversary**  
Helmuth  
Steen-Hansen  
14 May 2004



**40 Years Anniversary**  
John Lytken  
25 June 2004



**40 Years Anniversary**  
Jørgen Rasmussen  
6 August 2004



**40 Years Anniversary**  
Bjarne Valther  
Christensen  
20 August 2004



**40 Years Anniversary**  
Bruno Leif  
Jørgensen  
24 September 2004



**25 Years Anniversary**  
Henning Hansen  
25 June 2004



**25 Years Anniversary**  
John Thor Jensen  
25 June 2004



**25 Years Anniversary**  
Vagn Guldhømmær  
Christensen  
6 August 2004



**25 Years Anniversary**  
Torkild Plambøch  
6 August 2004



**25 Years Anniversary**  
Bent Hansen  
13 August 2004



**25 Years Anniversary**  
Ebbe Holm  
Jørgensen  
13 August 2004



**25 Years Anniversary**  
Ole Jørgensen  
13 August 2004



**25 Years Anniversary**  
Bjarne Hass  
Andersen  
3 September 2004



**25 Years Anniversary**  
Lars Kuhlmann  
Andersen  
10 September 2004



**25 Years Anniversary**  
Dennis Bloch  
Hansen  
17 September 2004



**25 Years Anniversary**  
Hans Ole Petersen  
17 September 2004

## Em. Z. Svitzer



**40 Years Anniversary**  
Hans Peter Johansen  
Captain  
4 September 2004



**25 Years Anniversary**  
Niels Tinsfeldt  
Regional Manager  
1 August 2004



**25 Years Anniversary**  
Niels Hauge  
Captain  
1 September 2004

## Rosti



**40 Years Anniversary**  
Cees Seebregts  
17 August 2004

## Maersk Air



**25 Years Anniversary**  
Per Hamann  
Captain  
1 July 2004



**25 Years Anniversary**  
Axel Erik Pedersen  
Captain  
1 July 2004



**25 Years Anniversary**  
Jannie Kibenich  
Cabin Chief  
15 August 2004

## Obituary

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

Frede Hammerich Knudsen  
The Yard  
12 February 2004

Keld Madsen  
The Yard  
15 February 2004

Palle Møller Berthelsen  
Mærsk Olie og Gas  
26 February 2004

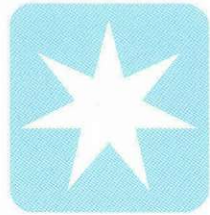
Erik Arendrup Nielsen  
Mærsk Olie og Gas  
8 March 2004

Peter Bak Olesen  
Esplanaden  
20 April 2004

Claus Friis  
First Engineer  
Ex. HANS MÆRSK  
23 April 2004

Sjurdur H. Eliassen  
Chief Officer  
Ex. MÆRSK MASTER  
24 April 2004

## The Yard



**MAERSK**