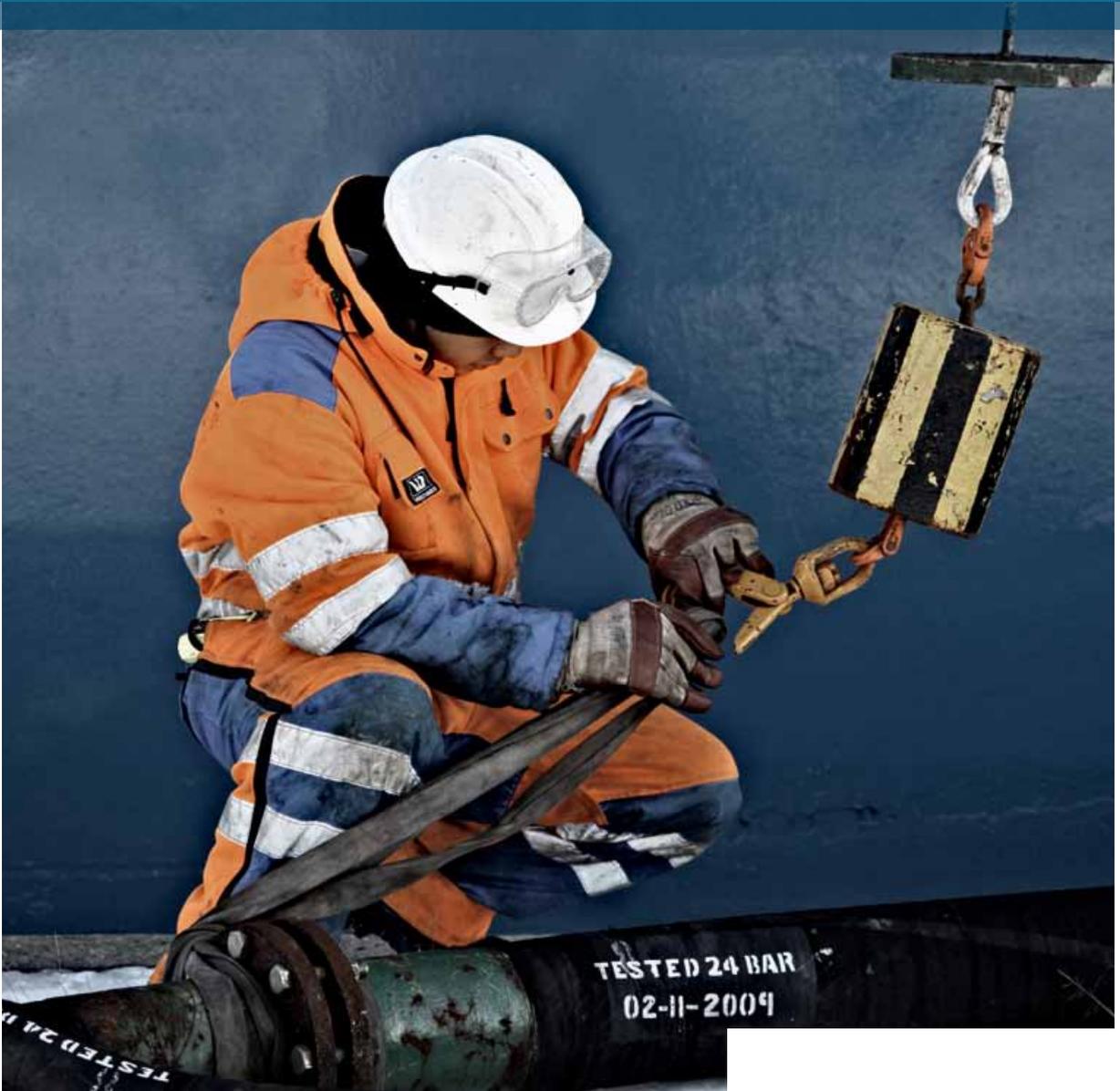


# The A.P. Moller - Maersk Group



**MAERSK**

the 1990s, the number of people with a disability in the United States has increased by 25% (U.S. Census Bureau 2000).

As a result of the increase in the number of people with disabilities, the need for accessible information has become more acute. The Americans with Disabilities Act (ADA) of 1990 (Public Law 101-354) has provided a legal framework for the development of accessible information. The ADA requires that information be accessible to people with disabilities.

The ADA defines information as any material, regardless of the form or medium, that is used to convey information. This includes printed materials, audio recordings, video recordings, and computer files. The ADA requires that information be accessible to people with disabilities in the same way that it is accessible to people without disabilities.

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"In a fast-paced world, **business has to be earned every day of the week** – as we listen, learn and try our best to improve our performance and reinvent ourselves to meet ever-changing market needs."

**Nils S. Andersen**, Group CEO



# View from the bridge

## The pursuit of lasting success

We live in a world of continual change, from boom and bust economic cycles to demographic shifts and global warming. In this type of business environment, short-term gains can be fairly easy to achieve, while lasting success is often a more elusive goal.

Maersk is a worldwide group of companies devoted to lasting success in the shipping, energy and related industries. Our container shipping lines, tanker business and logistics company move a large share of the world's products around the globe. Our oil and gas company supplies energy from sources in Europe, Africa and the Middle East.

Other Maersk business units provide supply, drilling, towage and emergency services, and include a significant European retailer.

At Maersk, we have built our business on long-term profitable growth, combining focused innovation, a performance-based culture and our philosophy of

"constant care" to build and maintain leading positions in our industries.

When we talk about growth at Maersk, we mean growth that makes sense over the long term. Our companies have taken major steps in recent years to become industry leaders in sustainability, reducing CO<sub>2</sub> emissions while reaffirming our commitment to corporate social responsibility.

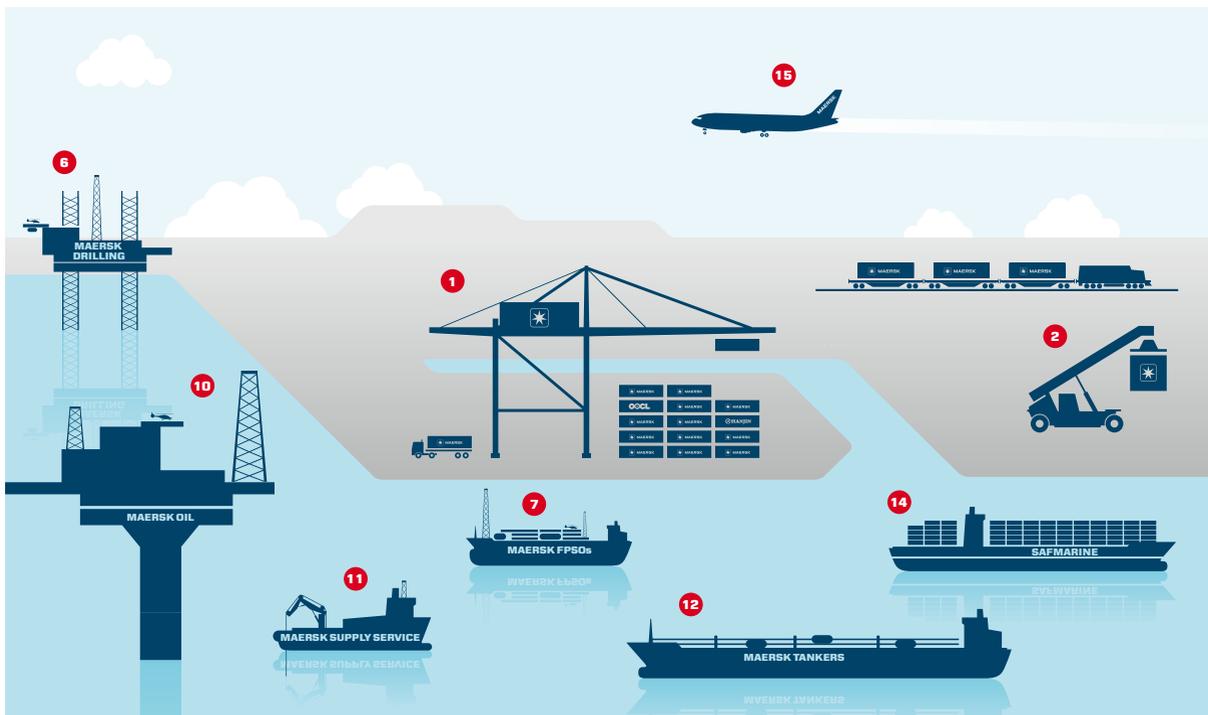
At Maersk, we operate with a distinctive set of corporate values. In a spirit of uprightness, humbleness, open-mindedness and teamwork, we work hard to set realistic expectations, deal honestly with our customers and partners, and stand by our word as a company – and we believe these values are an important factor in our success.

Yet the ultimate key to success for Maersk is simply never to take customers for granted. In a fast-paced world, business has to be earned every day of the week – as we listen, learn and try our best to improve our performance and reinvent ourselves to meet ever-changing market needs.



# A diverse group

Major activities in shipping and energy

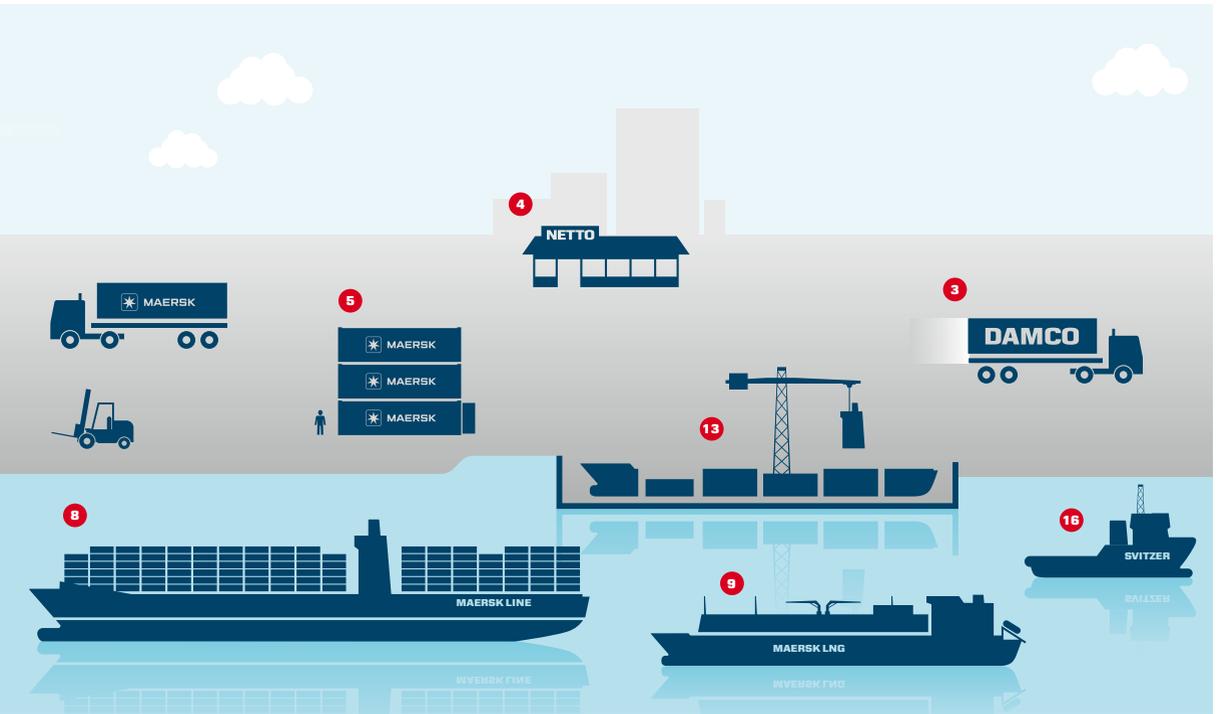


A.P. Moller - Maersk is a global conglomerate operating mainly in the shipping and energy industries.

Our shipping companies provide comprehensive coverage of the world's need for cargo, oil and gas transport, terminal services and on-land logistics. Our energy-related business units include drilling

and platform service companies, as well as one of the world's leading independent oil and gas firms.

The diversity of our group has been a source of strength and success for more than a century.



**A.P. MOLLER - MAERSK GROUP**

- |                                    |                                    |                                 |                                 |
|------------------------------------|------------------------------------|---------------------------------|---------------------------------|
| <b>1</b> APM Terminals             | <b>5</b> Maersk Container Industry | <b>9</b> Maersk LNG             | <b>13</b> Odense Steel Shipyard |
| <b>2</b> Container Inland Services | <b>6</b> Maersk Drilling           | <b>10</b> Maersk Oil            | <b>14</b> Safmarine             |
| <b>3</b> Damco                     | <b>7</b> Maersk FPSOs              | <b>11</b> Maersk Supply Service | <b>15</b> Star Air              |
| <b>4</b> Dansk Supermarked         | <b>8</b> Maersk Line               | <b>12</b> Maersk Tankers        | <b>16</b> Svitzer               |

“No loss should hit us which can be avoided with constant care” has been a watchword at Maersk since Mr A.P. Møller wrote it to Mærsk Mc-Kinney Møller in 1946.



# Where we come from

More than a century of growth  
and success

A.P. Møller - Maersk is a publicly traded corporation with some 68,000 shareholders. Our controlling shareholder is the A.P. Møller and Chastine Mc-Kinney Møller Foundation, which was set up by the company's founder in 1953. Maersk shares are traded on the Copenhagen Stock Exchange.

## FOUNDED IN 1904

The company was founded in 1904, when Arnold Peter Møller partnered with his father in their hometown of Svendborg, Denmark to purchase a second-hand steamship. A.P. Møller set a course of carefully managed expansion that would eventually see the family business grow into a major player in global shipping and energy.

## GROWTH AND GLOBAL LEADERSHIP

When A.P. Møller passed away in 1965, his son Mærsk Mc-Kinney Møller took charge of the business, piloting the company through a period of steady growth and success. Mærsk Mc-Kinney Møller withdrew from day-to-day management in 1993. He continued to serve as chairman of the board until 2003, when Michael Pram Rasmussen assumed the chairmanship.

## VALUES TO LIVE BY

Maersk operates in accordance with a set of official corporate values. But it doesn't take a corporate mindset to understand the commonsense principles that distinguish our business philosophy. They are the same principles that Arnold Peter Møller and Mærsk Mc-Kinney Møller relied on as they guided their family business through a century of success.

## MÆRSK MC-KINNEY MØLLER

Born in Copenhagen in 1913 to a Danish father and American mother, Mærsk Mc-Kinney Møller married Emma Neergaard Rasmussen in 1940. The couple had three daughters, two of whom currently serve on our board of directors.

Mr Møller is the chairman of the A.P. Møller and Chastine Mc-Kinney Møller Foundation. He has been a partner at A.P. Møller - Maersk since 1940, and senior partner since 1965. His other positions have included serving on the board of IBM and as a member of the International Council at Morgan Guaranty Trust Co.

# Maersk in the world

## Our approach to our people, the environment and community engagement

The idea of corporate responsibility has always been part of Maersk's culture. Earlier, it was just a natural extension of our wish to be responsible citizens. In recent years, we've adopted a more formalised approach.

Today we are working to incorporate sustainability into all our business practices. We've instituted formal Principles of Conduct for our employees, and in 2009 we became a signatory to the United Nations Global Compact – which obliges us to monitor and report on our progress on human rights, labour standards, environmental performance and business practices.

### EMPLOYEE HEALTH AND SAFETY

At Maersk, we see protecting employees against circumstances that could endanger their health as a basic human right. The nature of our activities entails significant safety risks, and we go to great lengths to minimise these risks via comprehensive training, procedures and inspections. For a company like Maersk, safety also means security. Piracy is cur-

rently a major security threat to our employees, and a serious threat to worldwide trade. We work closely with international authorities to combat piracy and keep the world's oceans safe for shipping.

### THE ENVIRONMENT AND CLIMATE CHANGE

With our companies including the world's largest container shipping company and a leading oil and gas operator, we obviously conduct activities that impact on the environment. But just as we are part of the environment problem, we are also dedicated to being part of its solution. Known as Eco-Efficiency, our group environment strategy requires all Maersk business units to pursue emissions-reducing efficiency. The strategy goes beyond mere compliance, and pushes our companies to take a balanced and sustainable approach to long-term business success.

### COMMUNITY ENGAGEMENT

When a company sets up shop in a community, it creates jobs, pays taxes, provides benefits, and transfers knowledge. In addition to benefiting communities in these ways, Maersk also has a long tradition of philanthropic community service – from donating containers for use as schoolrooms, to providing free transport of relief aid following natural disasters.



Singapore

More effective antifouling paint is less toxic and reduces the vessel's drag, optimising the energy efficiency and environmental impact of our vessels.



# Business and technical innovation

It takes new ideas to solve tough challenges

It's hard to overestimate the importance of innovation for a company like Maersk.

The activities we engage in rely heavily on technology – whether it's enormous ocean-going vessels and oil platforms, all sorts of drills, cranes and other heavy machinery, precision-engineered components or advanced software.

## TECHNOLOGICAL ADVANCES

Our work with innovation involves incorporating new technological advances into our equipment, and it means pioneering these advances ourselves – often in partnership with universities and research institutes. For us, innovation is never about science fiction or directionless creativity. It's a highly focused discipline that we use to deliver better service, ensure cost-effectiveness and protect our employees and the environment.

## INNOVATIVE BUSINESS PROCESSES

As important as technical advances are for our companies, innovation at Maersk is about much more than just technology. We also take an innovative approach

to our business processes and routines, as we work to become easier to do business with. Maersk Line's range of convenient online booking services is one example of innovation in business processes. Booking shipments online improves accuracy and saves valuable time for our customers. At Maersk, we see innovation as the key to improving virtually every aspect of our business. And by improving our business, we help our customers improve theirs, while facilitating trade and economic growth around the world.

## RECENT MAERSK INNOVATIONS

The **Green Ship of the Future** project, which incorporates waste heat recovery, special filters and other optimisations to cut CO<sub>2</sub> emissions by 30% and SO<sub>x</sub> and NO<sub>x</sub> emissions by up to 90%.

A **Nanotechnology** project that seeks to generate new knowledge about how oil, water and rock structures interact, so that Maersk Oil can access oil trapped in limestone reservoirs, and then perhaps use these reservoirs for depositing CO<sub>2</sub>.

The Maersk Line **X Leap** project, which aims to re-design the container shipping industry as a business that starts with customers' needs instead of internal technical capabilities and processes.

# The scope to grow

Global careers for high-performance  
achievers

There are two things that really set Maersk apart as an employer: our size and global reach, and our distinctive performance culture.

## A LARGE GLOBAL CONGLOMERATE

With some 115,000 employees and activities in 130 countries, we have the global scale it takes for employees to achieve even their most ambitious career goals. We're also a diverse group of companies, making us able to offer a wide range of career paths for generalists and specialists.

Working for a company as international as Maersk, you don't even have to travel to enjoy a global business milieu. You'll find a culturally diverse, stimulating environment at any Maersk office, vessel or rig.

## WE BELIEVE IN INDIVIDUAL PERFORMANCE

At Maersk, we see our business performance as directly linked to the performance of individual employees. We define roles and authority clearly, and expect accountability.

We also believe in rewarding performance in a way that promotes achievement and leadership. At Maersk, it's the results you deliver that matter most, and when our employees deliver results, we take notice.

## TEAMWORK AND VALUES

When we talk about performance at Maersk, we don't mean just leaving people on their own. Our employees enjoy the support of a vibrant teamwork culture, distinguished by the idea that we all have something to learn from our colleagues.

And all Maersk employees can rely on our time-honoured corporate values for guidance and support.

## CAREER AT MAERSK

A career at Maersk often starts with a visit to [Maersk.com/careers](https://www.maersk.com/careers), where all current vacancies across the group are posted on our global job portal.



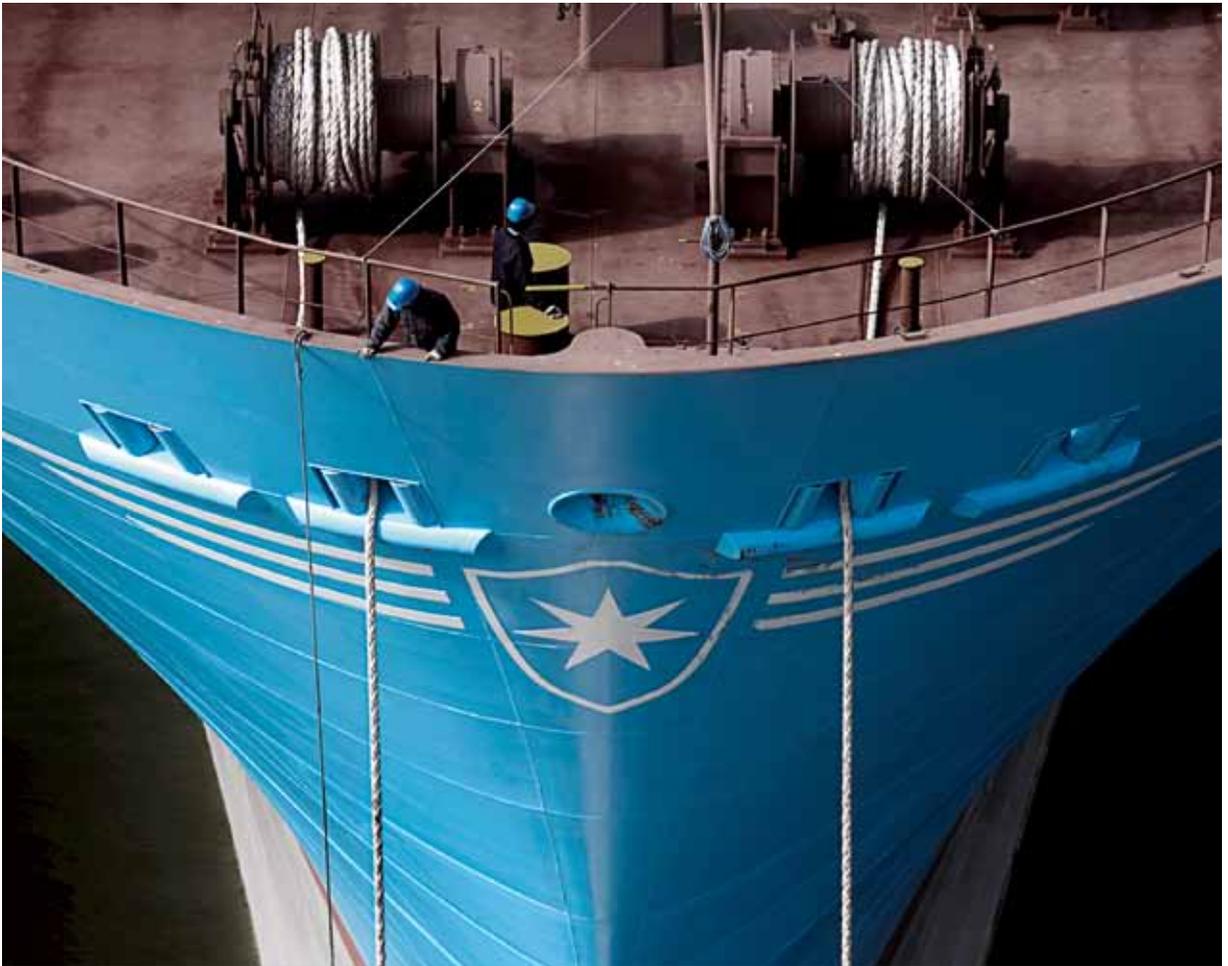


Emma Mærsk  
Hong Kong

The world's largest container ship, the Emma Mærsk, sails towards Yantian, China from Hong Kong. Her final port of call on this voyage will be Bremerhaven, Germany.







Did you  
know?

In 2009, Maersk Line container ships made about 35,000 port calls  
– or one call every 15 minutes, all year long.



# Maersk Line

The world's largest container shipping company and a customer-focused leader in reliable, eco-efficient transport

A considerable per cent of the world's ocean freight is shipped with Maersk Line. Our fleet comprises more than 500 container ships, and we have comprehensive operations in every major trade lane.

As part of the A.P. Moller - Maersk Group, we can also offer customers access to a global network of feeder vessels and onshore logistics services.

## PUTTING CUSTOMERS FIRST

One of our key goals at Maersk Line is to transform the customer experience in the container shipping industry. Working closely with customers, we've launched several major initiatives over the last few years with the aim of making us the easiest shipping line to do business with.

Take our range of eBusiness solutions. These flexible services offer convenient online booking, tracking and documentation services – saving customers both time and money.

## RELIABLE, ECO-EFFICIENT SHIPPING

Reliability is a top priority for Maersk Line. We are frequently ranked by independent third parties as the most reliable carrier among the world's 20 largest shipping lines.

In addition, we are also leaders in eco-efficiency, which is fast becoming a major differentiator in the container shipping industry.

We are considerably more efficient than the industry average – and this enables our customers to reduce the CO<sub>2</sub> footprint of their logistics solutions and supply chains.

## KEY FIGURES

Company name:	Maersk Line
Employees:	16,900
Number of offices:	325
Number of countries:	125
Number of vessels:	500
CEO:	Eivind Kolding

# Safmarine

A regional carrier that combines local ties with global capabilities

Safmarine Container Lines is a regional liner shipping company that specialises in the sea transport of cargo between Africa, the Middle East and the Indian Sub-continent. Most of our vessels are fully containerised, but we also offer services for non-unitisable break-bulk and project cargo.

in touch with us about their shipments at any time of the day or night.

## PIONEERS IN SOCIAL RESPONSIBILITY

Safmarine has worked for decades with our customers and industry partners to support the communities we do business in. Our pioneering "Containers in the Community" programme has converted thousands of retired freight containers into schoolrooms, clinics and other structures that have benefited communities in South Africa and around the world.

## THE "PEOPLE" DIFFERENCE

We have one of the most modern fleets in our industry, and being part of the A.P. Moller - Maersk Group enables us to offer customers truly best-in-class service. But what really sets Safmarine apart is our people, and the close partnerships we form with our customers.

With over a century of combined experience in our different regions, we understand that business relationships in challenging markets such as Africa require deep commitment and a personal touch.

At Safmarine, we never stop trying to improve the service we deliver. For example, our new website makes it easier than ever for our customers to get

## KEY FIGURES

Company name:	Safmarine Container Lines
Employees:	1,780
Number of offices:	110
Number of countries:	110
Number of vessels:	62
CEO:	Tomas Dyrbye



Cape Town  
South Africa

The Spirit of Safmarine II was donated to South Africa's National Sea Rescue Institute (NSRI) as part of Safmarine's 60th Anniversary celebrations.

DAVID

Passion for customers

Our best attribute



Passion for customers  
Understanding their needs  
Build relationships  
Engagement

Collaboration  
Grow  
Provide solutions



# Damco

## Worldwide freight forwarding and supply chain management

Damco is a global logistics company that empowers customers to access new markets, sourcing options and business opportunities via supply chain management solutions, ocean, air and landside transport services, and specialised logistics solutions.

With offices in 90 countries, we're a global player that keeps things moving for more than 10,000 businesses worldwide.

### CREATING VALUE BY REDUCING COMPLEXITY

At Damco, we create value by simplifying complex supply chains, enabling businesses to cut their inventories, reduce their operating costs, and achieve short-term savings that improve long-term competitiveness. In 2009 alone we completed 300 supply chain projects that delivered USD 130 million in savings for our customers.

We offer market-leading capabilities in key origin markets, and we're a leading operator in emerging markets in China, South East Asia, India, Africa, the Middle East and Latin America.

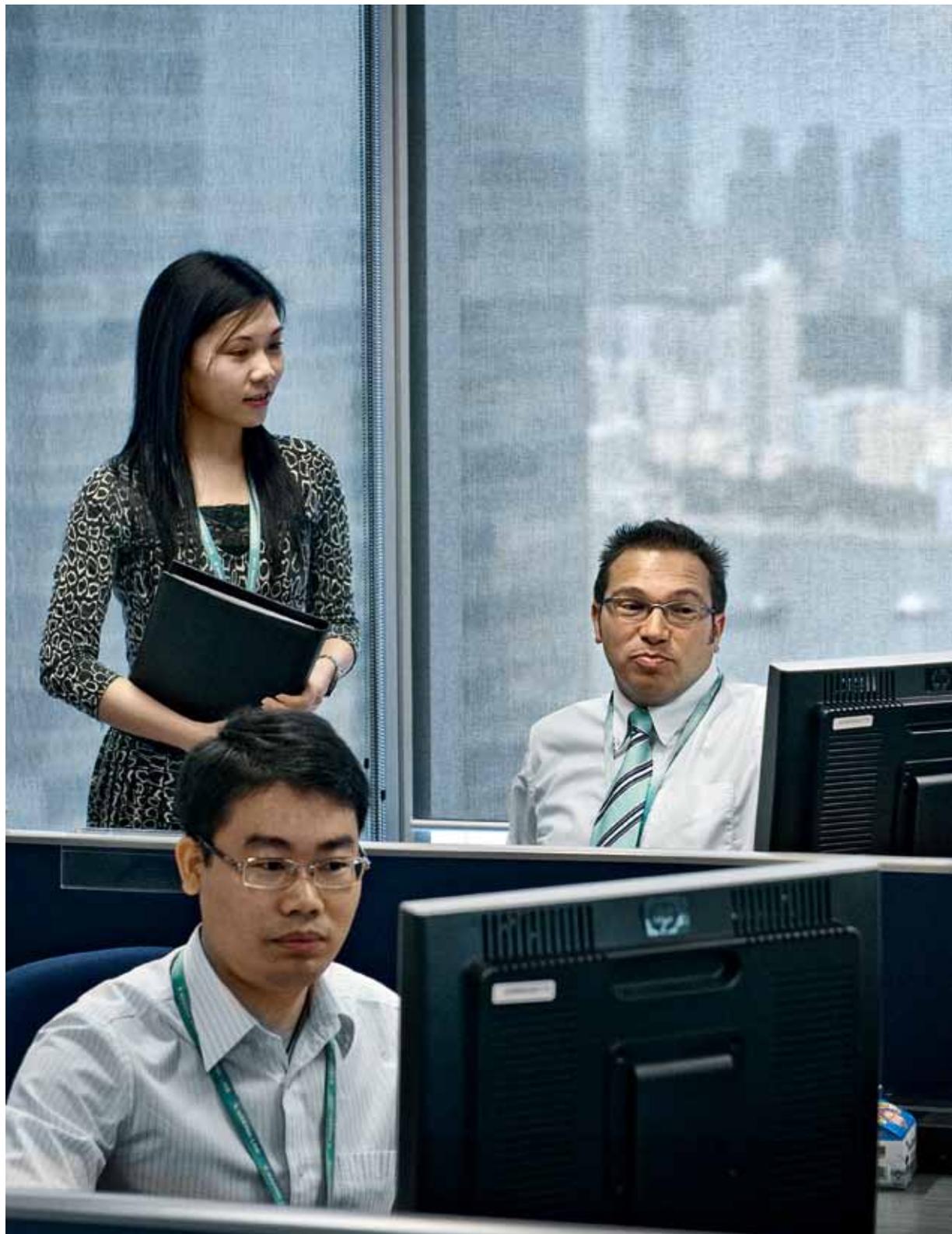
### A PASSION FOR CUSTOMERS

Damco's greatest successes have always come from working closely with customers to understand their business and deliver the solutions they need. Whatever we do, we strive to really listen, and to offer our customers truly global, but always individual solutions.

Surely this explains why we've had a 97% retention rate among our key customers over the last three years – one of the highest customer retention rates in our industry.

### KEY FIGURES

Company name:	Damco
Employees:	10,500
Number of offices:	280
Number of countries:	90
Ocean freight total volumes (TEUs):	545,000
Air freight total export volumes (tonnes):	60,000
Supply chain management total volumes (1000 cbm):	45,000
Reefer logistics total volumes (FFE):	70,000
CEO:	Rolf Habben-Jansen



“My biggest achievement so far has been building a strong-performing inside sales team from scratch. I’ve also been lucky enough to **experience different customs and cultures** and make some wonderful friends all over the world. Amazing!”

**Maggie Mo**, Inside Sales Manager, Maersk Line

# APM Terminals

Strength, stability and leadership  
in port operations

APM Terminals is evolving to meet the growing need for state-of-the-art terminal services. We helped develop the world's first container terminal in Port Elizabeth, New Jersey in 1975, and we continue to lead today – serving some 60 lines from a widely recognised position of strength and stability.

APM Terminals is well represented in established ports in North America, Western Europe and Japan. We enjoy a strong position in the Mediterranean and China, and we're playing a critical role in port and terminal development in key emerging markets such as Africa and South America.

## INNOVATION AND GLOBAL PORT DEVELOPMENT

We are leaders in terminal and port development. Our operations at major ports such as Los Angeles, Rotterdam, Shanghai and New York/New Jersey are second to none, and we enjoy a leading position at trans-shipment centres such as Algeciras, Spain;

Tanjung Pelepas, Malaysia; Suez Canal Container Terminal, Egypt and Tangier, Morocco.

As technology leaders, we have deep-water facilities and super post-Panamax crane capabilities.

## HIGH STANDARDS FOR SAFETY AND THE ENVIRONMENT

Terminal safety, environmental sensitivity and sustainability are key pillars of our corporate philosophy and practice, and we have both impressive achievements and ambitious targets to show for it.

Our terminal in Rotterdam, for example, is the world's first clean-energy powered container terminal, and our Shanghai East Container Terminal and many others use eco-friendly cranes that reduce emissions.

### KEY FIGURES

Company name:	APM Terminals
Employees:	18,000
Number of offices:	54
Number of countries:	34
Annual TEU:	32,000,000
CEO:	Kim Fejfer



Did you know?

Our Rotterdam terminal is the world's first "green energy" terminal, with facilities and equipment now powered by the wind.





# Container Inland Services

Global container management,  
transport and maintenance

Closely integrated with APM Terminals, Container Inland Services is a group of over 80 local companies that specialise in container availability.

As well as offering cargo support services and buying, selling and modifying containers, we manage, move and maintain containers and other shipyard equipment for many of the world's top carriers, transport companies and a wide range of other customers worldwide.

## CONTAINER LIFECYCLE MANAGEMENT

Containers are a substantial investment for shipping and logistics companies, and we help these businesses protect their investment with complete lifecycle management. We are experts in buying and selling containers, maximising service lifespan, container repairs, conversion and modification services, and hi-tech monitoring and maintenance of reefer containers. We're even equipped to repair other critical terminal and yard equipment – making us a one-stop shop for all equipment repair needs.

## INLAND CONTAINER TRANSPORT

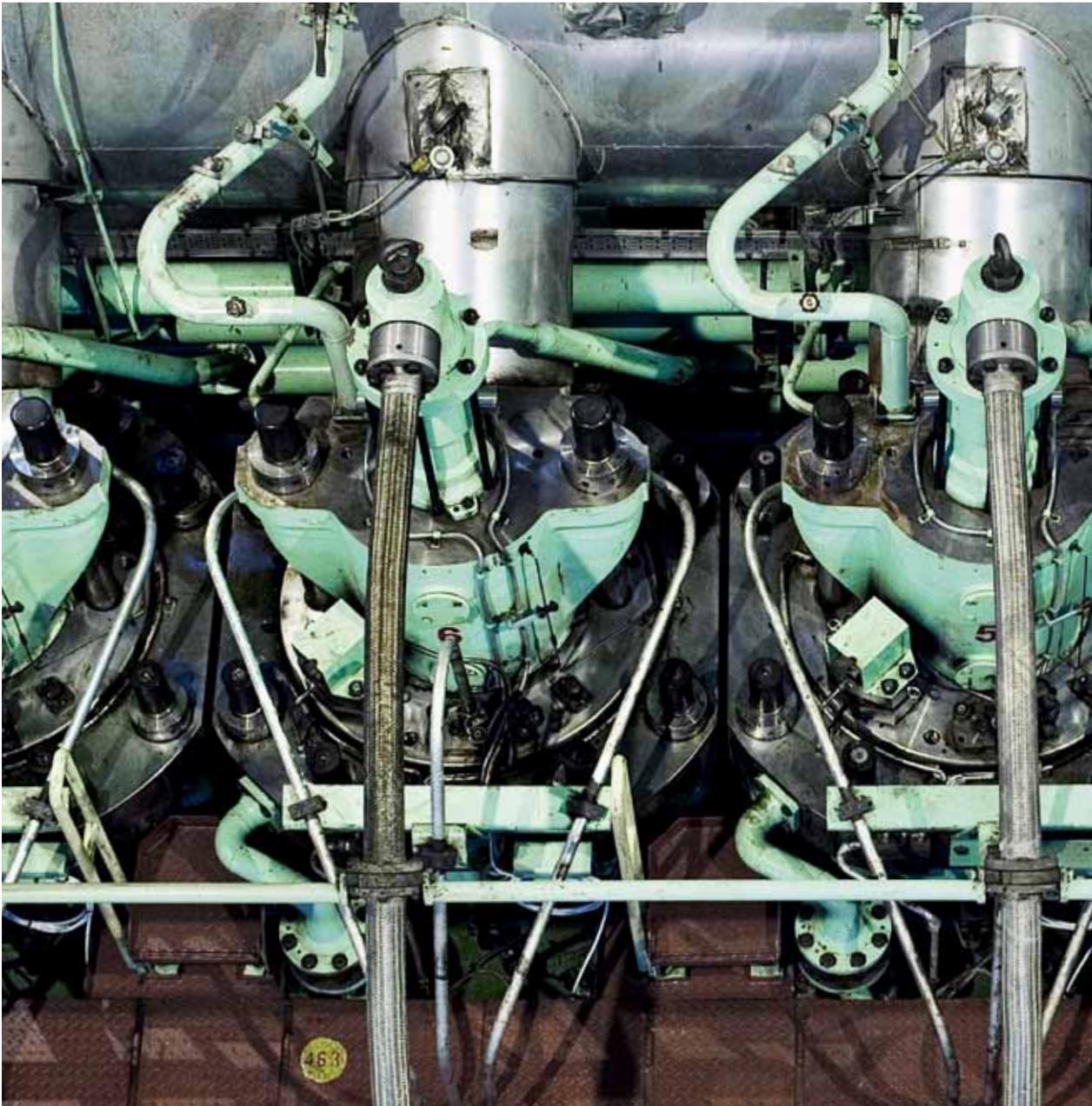
Our companies offer a full range of container and cargo inland transport services that make sure containers are where you need them, when you need them. Our transport networks – including eco-friendly integrated rail and intermodal solutions across Europe and China – are reliable, and handle everything from one-off shipments to large-scale regular container transports.

## CARGO SUPPORT SERVICES

In addition to our equipment management and transport services, we offer a full set of cargo support services via our worldwide network of depots. These tailored packing and handling services keep cargo safe on its journey, ensuring that even valuable oversized cargo arrives safely at its destination.

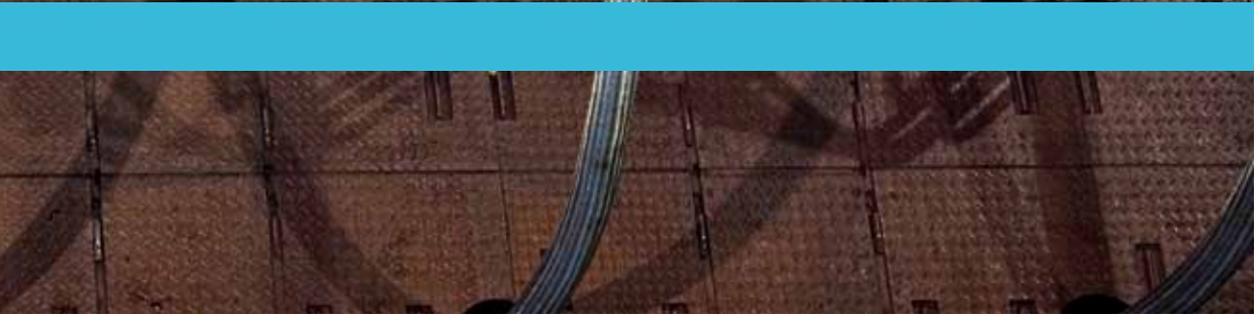
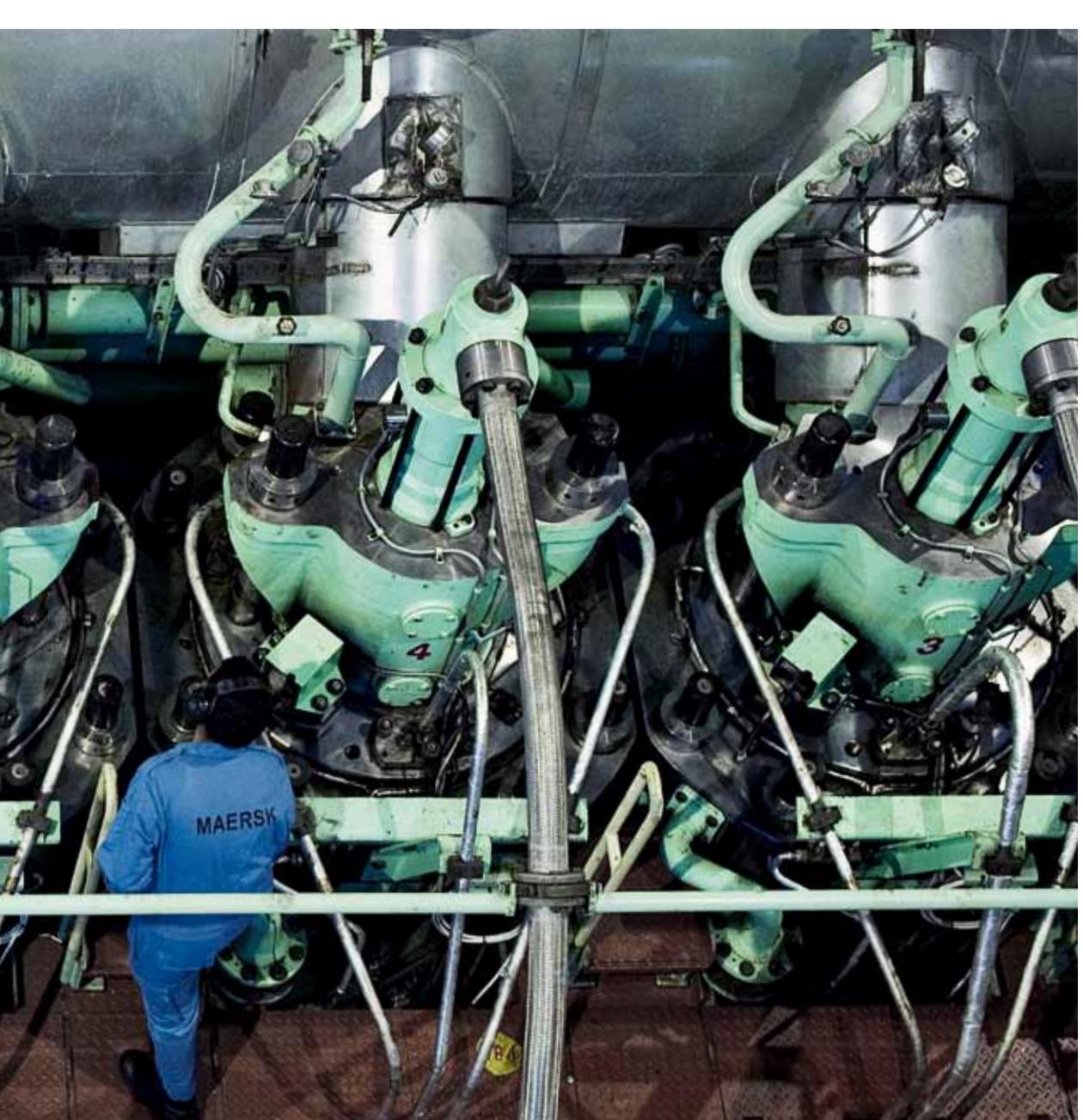
## KEY FIGURES

Company name:	Container Inland Services
Employees:	6,000
Number of countries:	70
CEO:	Nigel Pusey



**Did you know?**

Waste heat recovery systems, which save 8–10% fuel under optimal conditions, will have been implemented on 62 ships by 2013, making Maersk the world's leading shipping company in this area.



# Maersk Oil

An independent oil and gas company with global operations

Turning marginal and challenging fields into a commercial success has been the cornerstone of Maersk Oil's business since the company was founded in 1962.

We developed groundbreaking technologies while working with tight chalk reservoirs in the Danish North Sea and enabled Denmark to become an oil and gas producing country. Later, we deployed these technologies around the globe to become a truly global player in the upstream business. Today, we operate some 700,000 barrels of oil equivalent per day, with production in Denmark, the UK, Qatar, Algeria and Kazakhstan, and exploration activities in Angola, Brazil, Norway, Oman and the U.S. Gulf of Mexico.

## A VALUABLE PARTNER

Our extensive technical capabilities and pioneering mindset enable us to move very quickly from the point of discovery to first oil – making us a valuable partner for host countries. Moreover we have a proven track record of diligent project execution, completing large, complex projects on time and on budget. The development of the Al Shaheen field in Qatar is an example of this. We took over the abandoned field in

1992 and produced first oil already in 1994. In 2010, we will finalise the latest USD 6 billion development of the field – including the installation of 15 new platforms and 160 production and water injection wells.

## STRETCHING THE BOUNDARIES

Maersk Oil has a history of stretching the boundaries of our technical and operational performance through innovative, game-changing technological step-outs. These include our Perforating, Stimulating and Isolating technology for horizontal well zones, which increases oil recovery and improves the cost-effectiveness of our operations.

Maersk Oil recognises that the oil and gas business involves risks to lives, property and the environment. We have a deep respect for the potential hazards of our industry, and are committed to the safety of all our workers and to environmentally responsible operations.

## KEY FIGURES

Company name:	Maersk Oil
Employees:	3,500
Number of platforms/FPSOs:	80/3
Barrels a day:	700,000
CEO:	Jakob Thomasen





# Maersk Tankers

A leading independent tanker company with a modern, diversified fleet

Maersk Tankers owns and operates a large, modern fleet of crude oil, product, and gas tankers – all built and operated in accordance with the highest standards for quality and reliability.

Tankers are an important part of the energy industry's infrastructure, transporting oil from one end of the world to the other. We've been transporting oil since 1928, and today we offer our customers one of the most diversified independent fleets in the world.

#### FOUR DISTINCT BRANDS

In addition to our crude and gas tankers trading under the Maersk Tankers brand, we offer product tanker services under three brands.

The LR2 Pool operates double hull coated Aframaxes, primarily carrying naphtha and gasoil from the Arabian Gulf to East Asia. Handytankers is one of the world's largest pool managers of vessels between 25,000 and 51,000 dwt. And Broström,

which we acquired in 2009, is a leading tanker company specialising in vessels below 25,000 dwt.

#### LEADERS IN SAFETY AND SUSTAINABILITY

Maersk Tankers is certified against ISO 14001 and ISO 9001, and our Sustainability Action Plan reflects our commitment to quality, health, safety and the environment, and corporate social responsibility. This strong commitment continues a Maersk Tankers tradition of being industry first movers. In our business, close ties with customers are equally important as quality and safety. Ultimately, it's a matter of trust. Our customers entrust us with their valuable cargo – and it's our responsibility to transport it safely, securely and on time, with a minimal impact on the environment.

#### KEY FIGURES

Company name:	Maersk Tankers
Employees:	2,400
Number of offices:	7
Number of countries:	7
Number of vessels:	230 (incl. T/C-in, Bareboat and newbuildings)
CEO:	Søren Skou



"It's an honour to continue helping people through Safmarine's Containers in the Community programme, something we started back in the early 1990s. Thousands of sea freight containers have been recycled into classrooms, community centres, shops and clinics, **helping to enable disadvantaged communities to unlock their potential.**"

**Anne Moses-Magerman**, Public Relations Manager  
Safmarine Container Lines, South Africa

# Maersk LNG

## Safe, innovative global transport of liquid natural gas

With reserves normally located far away from consumer markets, transport is a critical part of the entire liquid natural gas (LNG) business.

Maersk LNG meets the world's LNG transport needs by combining a modern, ultra-efficient fleet with the high safety standards required by our industry.

### DUAL FUEL DIESEL ELECTRIC VESSELS

Our fleet comprises two vessels with steam propulsion and six vessels featuring fuel-efficient, environmentally friendly Dual Fuel Diesel Electric (DFDE) propulsion. These vessels offer high redundancy and three different fuel options, in addition to their efficiency and environmental benefits.

### IN-HOUSE INNOVATION

Maersk's in-house technological department, Maersk Maritime Technology, oversees our new-buildings from design to delivery.

We work closely with our customers to ensure that our vessels will meet their expectations, and

we constantly seek new solutions for improving operational performance and efficiency.

For example, we developed a new gas cooler technology for our DFDE vessels that has helped to significantly reduce the natural boil-off of the cargo we carry. This reduces the amount of cargo lost during sea passage, while enabling vessels to travel at more flexible speeds.

### PEOPLE ARE THE KEY TO SAFETY

At Maersk LNG, we believe that safety starts with our people. We invest heavily in safety training and have our own training academy, as well as a dedicated HSEQ team that oversees safety. In 2008 and 2009, we had zero lost-time accidents.

### KEY FIGURES

Company name:	Maersk LNG
Employees:	290
Number of offices:	1
Number of vessels:	8
CEO:	Stig Hoffmeyer



Did you know?

A single Maersk LNG DFDE vessel has enough cargo capacity to fill 66 Olympic-sized swimming pools.



Did you  
know?

The Maersk Ngujima-Yin can produce 42 MW of electricity  
– or enough to power 87,600 private homes.

# Maersk FPSOs

## Mobile production, storage and offloading capabilities for the oil and gas industry

Maersk FPSOs develops, constructs and operates technologically advanced, purpose-built FPSOs, or “floating production, storage and offloading” vessels contracted by offshore oil and gas companies.

### MATCHING PERFORMANCE WITH NEEDS AND CONDITIONS

Our production units ensure the safe and profitable exploitation of offshore oil and gas fields, and meet the highest standards in some of the world’s most strictly regulated and harshest offshore areas. Two of our vessels, the Maersk Curlaw and the North Sea Producer, are purpose-built for the North Sea and have been producing since 1997 with capacities of up to 76,000 barrels of oil and 110 million standard cubic feet of gas per day. The Maersk Ngujima-Yin was designed and constructed for use in Australian fields and has a production capacity of 120,000 barrels of oil and 100 million standard cubic feet of gas per day.

Maersk FPSOs also operates the Maersk Inspirer production unit. With its very efficient process system it can produce up to 75,000 barrels of oil per day sitting on top of one of the world’s largest jack-up drilling rigs.

### GAS EXPLORATION CAPABILITIES

In many fields, the efficient production of associated gas is very important. Our advanced gas handling systems – such as the NKOSSA II, a turret-moored LPG storage ship operating off the coast of DR Congo – enable us to help customers achieve higher efficiency without compromising on environmental protection standards.

### AN IMPRESSIVE SAFETY RECORD

Working with hydrocarbon resources under high pressures and temperatures in harsh environmental conditions carries significant safety risks. The health and safety of our people and environmental protection are top priorities for Maersk FPSOs. We were proud to reach an important milestone in 2009, when we operated for a full year without a single lost-time accident – proving that our overall target of zero is a realistic, achievable goal.

#### KEY FIGURES

Company name:	Maersk FPSOs
Employees:	823
Number of offices:	7
Number of countries:	5
Number of vessels:	5
CEO:	Stig Hoffmeyer



**Copenhagen  
Denmark**

A workplace for some 1,800 employees from countries around the world, our offices at Esplanaden in Copenhagen, Denmark serve as Maersk's group headquarters, as well as world headquarters for several of our business units.



# Maersk Drilling

## Innovative technology and expertise in offshore drilling

With our fleet of jack-up rigs, deepwater semi-submersibles and cantilevered drilling barges, Maersk Drilling is always ready to take on a tough new challenge.

We're currently drilling in the North Sea, the Middle East, Brunei, Egypt, the Gulf of Mexico, Australia, the Caspian Sea and Venezuela – applying efficient, high-performance equipment to break new ground in the global energy business.

### MAJOR FOCUS AREAS

Maersk Drilling is a leader in the North Sea, where we operate the world's largest and most advanced harsh environment jack-up rigs at water depths up to 150 metres. These highly automated rigs provide safe working conditions for our crews and an unsurpassed drilling efficiency for our customers.

The fleet also includes three highly sophisticated deepwater development semi-submersibles delivered in 2009–2010 that are capable of operating at depths up to 3,000 metres.

Our significant operations in other regions of the world include the Egyptian Drilling Company (EDC), a joint venture we formed with the Egyptian

General Petroleum Corporation. This venture owns and operates a fleet of more than 60 land rigs and 5 jack-up rigs in the Middle East.

### ENGINEERED FOR SUSTAINABILITY

At Maersk Drilling, our work relies heavily on advanced engineering. We have our own in-house engineering department that develops newbuildings and modifies existing rigs to deliver exactly what our customers want.

We also apply our technical know-how to the critical work of improving sustainability. We have adopted an ISO 14001-certified environmental management system, and we're involved in a number of sustainability initiatives, such as the Green Rig project, carried out in 2009.

### KEY FIGURES

Company name:	Maersk Drilling
Employees:	3,150
Number of offices:	11
Number of countries:	10
Number of vessels:	26
CEO:	Claus V. Hemmingsen





# Maersk Supply Service

An integral part of the offshore industry

Offshore oil or gas operations are more complex than just the rig or platform itself. Maersk Supply Service is an integral part of these operations and supports the oil and gas industry around the world with a large fleet of modern, advanced supply vessels.

## A DIVERSE FLEET OF SUPPORT VESSELS

At Maersk Supply Service, we have the technology and know-how to meet almost any need our customers have. Our diverse and highly specialised fleet of modern vessels includes platform supply, powerful anchor handling, tug supply, craned and light sub-sea support vessels. Since 2008 we've introduced a total of 18 new ships to our fleet, and all our vessels are operated by our own officers and crews.

## BROAD EXPERTISE

Our capabilities cover all areas of offshore supply services, from towing, installation work, anchor handling and pipeline ploughing to supply services, iceberg management, subsea construction work, offshore fire-fighting and pollution control. We can tow, move and

install virtually any kind of rig or offshore installation and have particular expertise in deepwater operations.

## SAFETY IS OUR TOP PRIORITY

The operations we perform involve difficult work with complex, heavy equipment in very harsh environments, making safety a critical issue. At Maersk Supply Service, we work constantly to improve our safety performance through training, risk assessment and strictly enforced procedures. An example of our dedication to safety is a new vessel fitted with remotely-operated deck equipment that eliminates the need for any crew on deck.

Our officers and crews are trained at Maersk Training Centre, which boasts the world's most advanced offshore simulator and offers rigorous training courses in safe offshore operations.

## KEY FIGURES

Company name:	Maersk Supply Service
Employees:	2,025
Number of offices:	13 including Port Captains
Number of countries:	20
Number of vessels:	More than 60
CEO:	Carsten Plougmann Andersen



**Qatar** Maersk Oil achieved a world record for drilling the world's longest horizontal well (40,320 ft) in Qatar's Al Shaheen field



“Maersk Oil is pushing the envelope in terms of developing marginal reservoirs at Al Shaheen. It’s just another example of how **we take on challenges by applying knowledge, experience and technology** in a smarter way.”

**Esbern Hoch**, Head of Maersk Oil’s geoscience team in Qatar

# Svitzer

Providing safety and support at sea for more than 175 years

With a fleet of about 525 vessels and operations in some 40 countries around the world, we are the global market leader in marine towage and emergency response.

## TOWAGE

We provide harbour, terminal and ocean towage services, as well as pilotage, fire-fighting, pollution response and escort assistance – always taking the greatest care to protect lives, the environment and our customers' assets.

To make sure we're prepared to meet any towage need, our crews train in advanced tug simulators that replicate real-life port situations. Simulator training also prepares our crews to navigate around terminals even before they are built – so we're ready to deliver safe operations from Day 1.

## EMERGENCY RESPONSE

Nobody wants an accident to happen, and today's shipping industry has comprehensive safety procedures in place. Yet no amount of caution can prevent every accident, and when a mishap does occur, we are there in an instant to assist.

Our rescue and recovery specialists and our fleet of tugs and emergency response and rescue vessels are always on standby to respond to an incident – whether we need to refloat a grounded ship, save a vessel or installation from sinking, or take part in an oil recovery and clean-up operation.

## FOUR "ANCHORS"

At Svitzer, we've built our business on four "anchors" – Safety, People, Vessels and Solutions. Our people, our vessels and the solutions we provide are critical factors in our success. But anyone who knows Svitzer will tell you that with us, safety always comes first.

## KEY FIGURES

Company name:	Svitzer
Employees:	4,500
Number of countries:	40
Number of vessels:	525
CEO:	Jesper T. Lok

Did you  
know?

Our state-of-the-art tugs boast a power-to-displacement ratio  
that's 3 times that of an aircraft carrier.





# Dansk Supermarked

Parent company of six retail chains with operations in Denmark and several European countries

Dansk Supermarked is a group of six retail chains, five operating primarily in Denmark, and one represented with some 1,100 outlets in Denmark, Germany, Poland and Sweden.

The company was founded in 1906 as Ferdinand Salling, a drapery shop in Aarhus, Denmark. Maersk acquired a 50 per cent stake in the growing retailer in 1964, and has owned a majority stake in the company since 2007. Today, our Føtex supermarkets and Bilka hypermarkets are market-leading players in Denmark, making Dansk Supermarked the country's most profitable retailer by far.

## A SIZABLE EUROPEAN RETAILER

Netto is the Dansk Supermarked brand that is best known outside Denmark. The first Netto was opened in Copenhagen in 1981 as a new and different kind of grocery shop that kept prices down by selling goods out of cardboard boxes stacked on pallets. The concept worked, and today millions

of shoppers in Germany, Poland and Sweden are also benefiting from high-quality groceries at very affordable prices.

## NEW CONSUMER TRENDS, NEW SOLUTIONS

At Dansk Supermarked, we want customers to choose our shops first. Since consumer behaviour changes constantly, an important part of our business involves developing new products and ways of doing business that meet new needs. To name one example, we recently developed *budget*. – a private label brand that is helping Føtex and Bilka serve cost-conscious shoppers through clean and concise communication. We are also meeting demands for retailer responsibility via membership in the Business Social Compliance Initiative (BSCI) and support for the group's code of conduct.

## KEY FIGURES

Company name:	Dansk Supermarked
Employees:	40,000
Number of shops:	1,100
Number of countries:	4
CEO:	Erling Jensen

# Other business units

## Danbor Service

Support services for the offshore industry

## Maersk Container Industry

A global provider of cargo transport equipment

## Maersk Fluid Technology

Vessel fuel analysis and management

## MCC Transport

Containerised shipments throughout Asia

## Odense Steel Shipyard

Shipyard services and industrial park

## Star Air

Reliable air cargo services

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## Colophon

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**A.P. Møller - Maersk**  
Esplanaden 50  
1098 Copenhagen K  
Denmark  
Tel. +45 33 63 33 63

[www.maersk.com](http://www.maersk.com)

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**MAERSK**