

# EAC MAGAZINE

2/JUNE 1989



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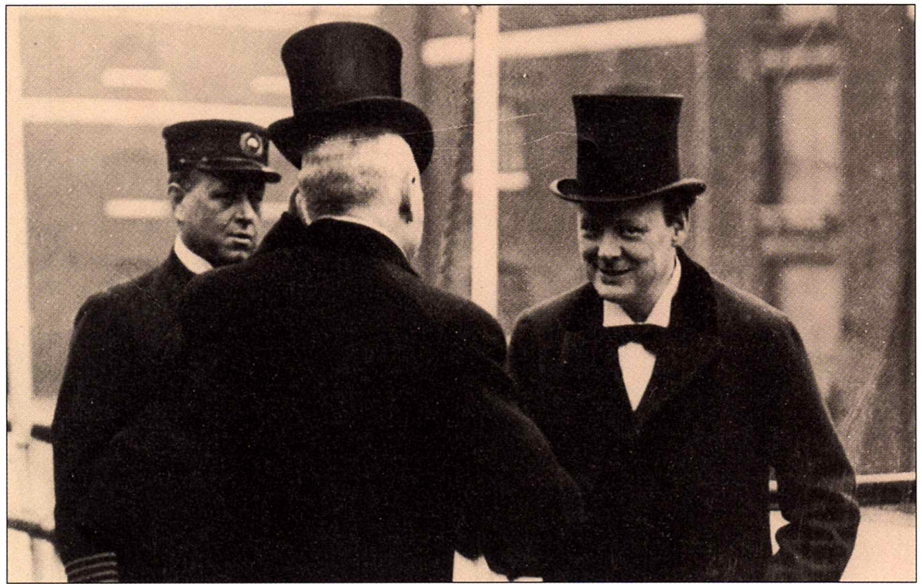
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UK has become an important market for the EAC Group, and in this issue EAC Magazine looks at EAC activities in Britain. Pages 7-16. Editorial deadline May 9, 1989.



*Winston Churchill, First Lord of the Admiralty, greets Capt. H.N. Andersen before inspecting the M/S SELANDIA*

## EAC has historical links with UK

**F**or the best part of a century EAC has had close historical links with the United Kingdom. EAC's founder, Capt. H.N. Andersen, enjoyed the trust of the British royal family and undertook a number of diplomatic tasks between Denmark and the UK. On the establishment of his new shipping company, he had a number of the first EAC vessels built at British yards.

### M/S SELANDIA VISITED LONDON

EAC opened its London office in 1910, and two years later the company and Denmark were the talk of the country, when the SELANDIA made her maiden trip to London. The SELANDIA was the world's first ocean-going diesel-powered vessel. And the First Lord of the Admiralty – later prime minister – Winston Churchill, after a tour of inspection, spoke highly of the ship's modern equipment.

EAC expanded its UK activities. In 1919 the company set up the United Baltic Corporation, whose business included responsibility for liner services between Britain and the Baltic ports, and the passage of emigrants to America. Later, other trading activities were developed: EAC Timber, EAC Plumrose and Bloch & Behrens, the wool company.

### ALMOST ALL EAC DIVISIONS INVOLVED

Nowadays, EAC activities in Britain are han-

dled primarily by EAC Trading, EAC Plumrose, EAC Transport and EAC Energy & Properties. Through EACgraphics, EAC Trading and EAC Consumer Products, EAC also has connections with such major British suppliers as Crosfield, which supplies scanners; APV Baker, a partner in China; and ICI, a partner in Thailand. A number of EAC's Danish subsidiaries – among them Fibertex of Aalborg – export handsomely to the British market.

Many of EAC's British activities – e.g. the important insurance field – are controlled from East Asiatic House in Croydon, south of London.

EAC Transport vessels call at British ports with cargoes of timber from Canada and other freight. EAC Trading handles wool, and imports, for instance, bolts and screws from China.

Thanks to its special range of products, EAC Plumrose is perhaps the division best-known among consumers. In the mind of the British public Plumrose has become synonymous with quality. The division engages in food production in England and Northern Ireland.

In this issue EAC Magazine has turned the spotlight on 'EAC in the UK'. But there is also lots of interesting news from other parts of the EAC world.

THE INFORMATION DEPARTMENT

**F**rom a modest start in 1981 Bloch & Behrens, the EAC subsidiary, has substantially expanded its sales of wool to the Soviet Union. In 1981 the Soviet Union purchased 800 tons of wool. The figure has risen year by year. In 1988 purchases totalled 6,375 tons – primarily from Australia and New Zealand. This makes the Soviet Union one of Bloch & Behrens' major customers.

#### SOVIET WOOL

From a quick glance at the statistics the observer might be struck by an apparent paradox: the Soviet Union itself is the world's third-largest producer of wool. There is one sheep for every two people in the USSR. Can't the country meet its own wool requirements?

In a word: no. The Soviet Union does indeed produce vast quantities of wool. So much in fact that it can export 10m kg a year. But it is wool of a different quality from that offered by Bloch & Behrens. The latter is chiefly Merino wool, a type imported by the Soviet Union for its weaving industry. Coarser New Zealand wools are imported for the carpet industry.

Sheep in the Soviet Union live under completely different conditions from their cousins in Australia and New Zealand. In cer-

tain cold parts of the USSR, for example, they are kept indoors for up to eight months of the year. This means that Soviet wool differs from the Bloch & Behrens product and is less suitable, for example, for clothing. The annual wool yield per sheep is also lower than in other continents.

#### CONTRACT SALES

Bloch & Behrens negotiates wool contracts with a state purchasing office, VVO Novoexport, in Moscow. Last year 113 contracts were signed, requiring delivery to take place within about two months after signature of each contract. Payment was in either American or Australian dollars.

## Soviet Union important market for wool trade

#### DAILY CONTACT

As Bloch & Behrens' trade with the Soviet Union has grown, necessary adjustments have had to be made in Bloch & Behrens' procedures. K.M. Schröder, general manager, who handles relations with the Soviet Union, is now on the telephone to the Soviet buyers almost daily, and more and more business trips to the Soviet Union have become necessary.

#### OTHER DEALS, TOO

Bloch & Behrens does not confine its Soviet business to wool. The company also sells Siberian camel hair to the United States, and other aspects of Bloch & Behrens' trade expertise are used in other international contexts. Wool is definitely the no. 1 commodity. But Bloch & Behrens has been acknowledged for its general industry know-how, and as such is often asked to act as consultant or agent in other areas of world trade.



*Left to right: VVO Novoexport's senior wool expert, A.J. Smolentsev and G.V. Dyachenko, deputy director, examine wool offered by K.M. Schröder, Bloch & Behrens*

# WORLDWIDE

## New airstrip terminal for plantation



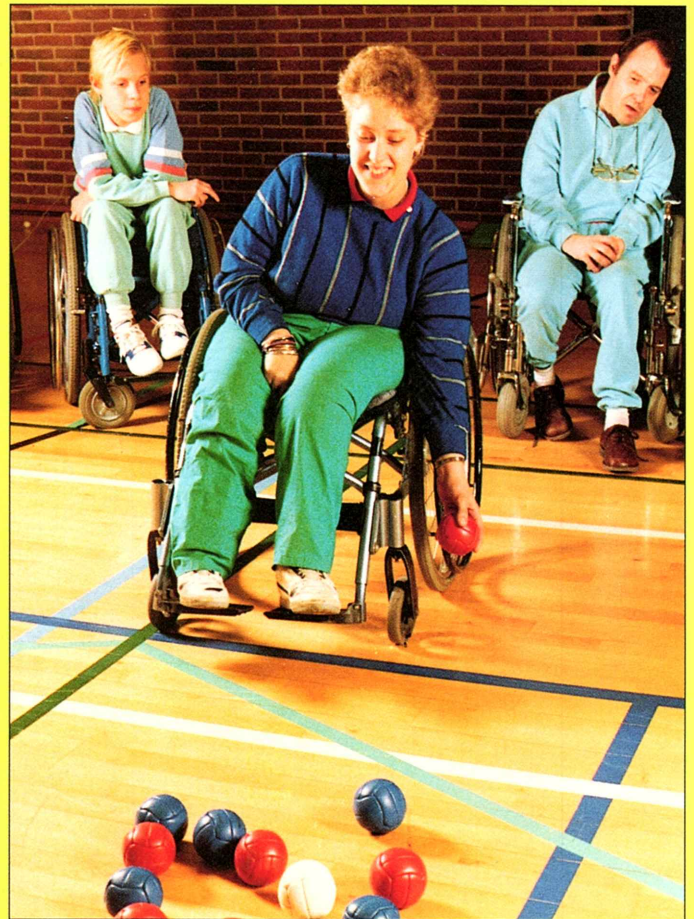
The most isolated plantation in the State of Sabah in Malaysia, Tomanggong/Dagat Estates, has just had its airstrip improved, and has had a new terminal building erected to replace the old wooden shed previously used. The airstrip is a vital link with the outside world for the 2,000 EAC employees at Tomanggong. An air hop to the nearest town, Sandakan, takes only 20 minutes. The only other alternative is to travel by boat: a journey of 12 hours.

## Heidelberg handles police prints

The Nassau County Police Department in New York uses Heidelberg printing presses when it produces printed material for the district's 1.3m inhabitants. The material varies widely from warning notices and circulars in the fight against crime to simple communications designed

to ease the everyday lives of ordinary people. The police printing department has five Heidelberg presses. The first of these was purchased 15 years ago – and the only maintenance necessary has been the replacement of a few rollers.

*The man in charge of The Nassau County Police Department printing unit is Robert Meyer (right). He transferred to the unit after sustaining injuries in active police service six years ago. His colleagues are Ray Bowles and Walter Drummond (background)*



## Cavalet makes bocce balls for handicap sports

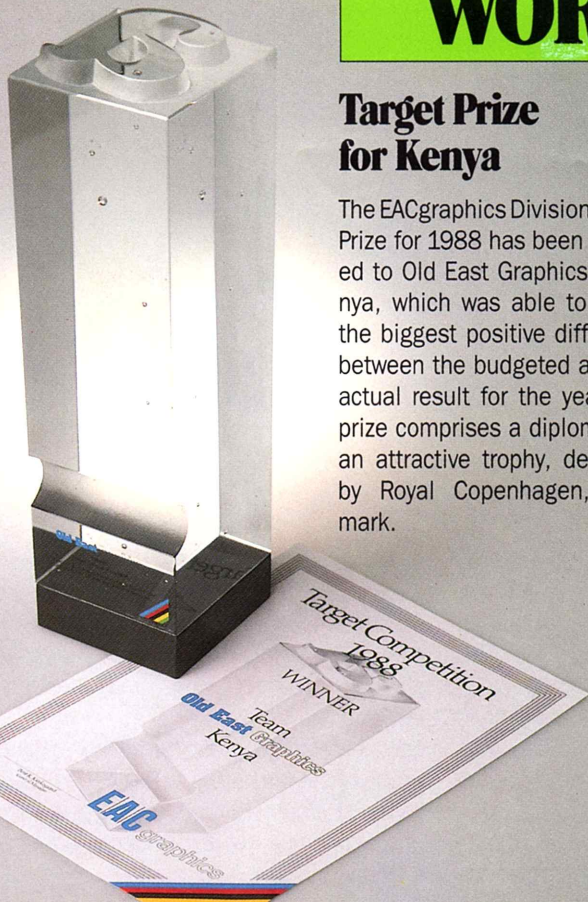
The EAC subsidiary in Denmark, Cavalet, manufacturers of attaché cases, travel bags and suitcases, has begun making leather bocce balls – specially for indoor handicap sports events.

The balls have been developed with the technical advice of the Danish Invention Centre and Danish Handicap Sports Federation. Cavalet expects to manufacture the new ball in large quantities – bocce is one of the leading handicap sports events. A team of wheelchair sportsfolk is seen here testing the new ball.

# WORLDWIDE

## Target Prize for Kenya

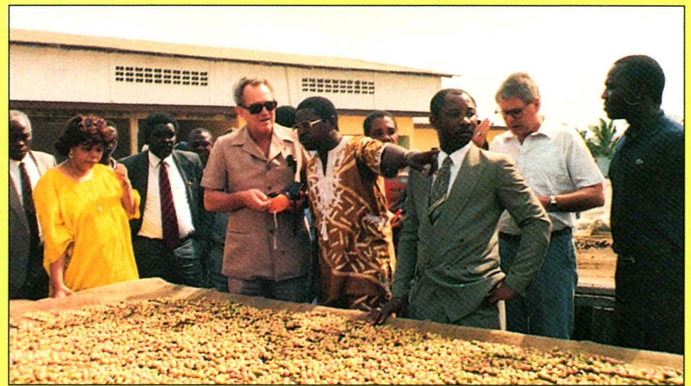
The EACgraphics Division Target Prize for 1988 has been awarded to Old East Graphics in Kenya, which was able to report the biggest positive difference between the budgeted and the actual result for the year. The prize comprises a diploma and an attractive trophy, designed by Royal Copenhagen, Denmark.



## Inspecting coffee in Liberia

EAC's partner in Liberia for more than 25 years, Liberian Produce Marketing Corporation (LPMC), from whom EAC buys coffee, hosted an inspection trip for EAC Coffee & Cocoa Department early this year. Studying the drying of coffee beans at the Gbanga Estate (left to right): G. Patrick Williams, head of ad-

ministration, LPMC; Aletha Johnson, general manager, LPMC; Ernest Bloie, chief inspector, Gbanga Estate; Kai Andersen, EAC; A. Kamara, general manager, Gbanga Estate; Joe S. Morris, station manager, LPMC; C.J. Karlsson, EAC; and James T. Blama, marketing manager, LPMC.



## Merit award for IENCA employees

In connection with IENCA's 35th anniversary last year 14 employees at the Plumrose abattoir in Cagua received the Venezuelan Ministry of Labour's medal for meritorious service, 'Mérito al Trabajo'. They have been em-

ployed with Plumrose in Venezuela for periods ranging from 23 to 31 years and have made a very significant contribution to IENCA's growth in that country. In our picture Ernesto Carrasquel receives his medal from Andres Tovar, political secretary at the Venezuelan Ministry of Labour. Ernesto Carrasquel has worked for Plumrose in Cagua for 23 years.



## HRH Prince Henrik in Hong Kong

In Hong Kong for a yacht race in January, HRH Prince Henrik of Denmark visited EAC Hong Kong and Carlsberg Breweries, which H.M. Queen Margrethe opened in 1981. The Prince's visit concluded with lunch at the Royal Hong Kong Jockey Club, where

HRH Prince Henrik signed the visitors' book. Also in the picture (right to left) are Carsten Dencker Nielsen, EAC Consumer Products Division; Erik Bøgh Christensen, EAC Hong Kong; and Flemming With-Seidelin, Carlsberg Breweries.

# Heidelberg part of printing training

**A** visit to Heidelberger Druckmaschinen in West Germany will be part of the future training of all printing-industry trainees who attended technical college in Denmark. In their final year all will be required to study how quality printing presses are built and operate.

In principle, this knowledge could be taught via textbooks and classroom lectures. But technical-college teachers, trainees, Heidelberger Druckmaschinen and the Danish distributor of the German printing presses, Erik Levison ApS, agree that the best way to acquire first-hand knowledge of machinery is to visit the source.

## 200 TRAINEES A YEAR

Representatives of the parties concerned got together this winter and drew up a study programme for printing trainees – and this spring about 200 trainees, in six groups, have broadened their knowledge of the printing industry by visiting Heidelberg. It is planned to make the study trips an annual event.

## WELCOME INITIATIVE

EAC Magazine joined the first group of trainees to visit Heidelberg, and we do not doubt that trainees and their teachers see this joint effort between technical colleges and private industry as a welcome initiative. Participants gain a great depth of knowledge through lectures and a visit to Heidelberg's huge in-house printing and demonstration centre, where trainees can study the latest industrial advances. There are also tours of Heidelberg's manufacturing and assembly plant.

## PARTNERS SINCE 1970

EAC has been a partner to Heidelberger

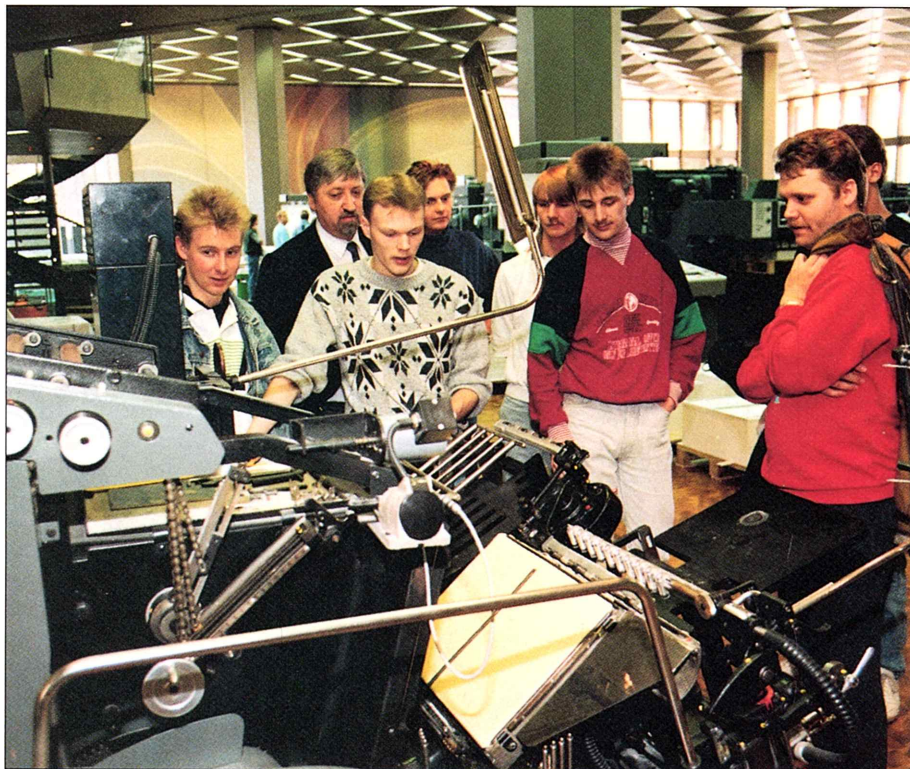
Druckmaschinen in Denmark since 1970, when EAC acquired Erik Levison, which had been the Danish agent for Heidelberger Druckmaschinen since the 1920s.

Erik Levison is part of EACgraphics Division, the world's largest distributor of equipment for the printing industry. The division also markets Heidelberg presses in a number of countries throughout the world.

Erik Levison is the largest supplier of machinery and equipment to the graphic industry in Denmark – with 120 employees at offices in Ballerup and Århus.

It markets quality products for all phases of the graphic process, including pre-press, printing, bookbinding and finishing. The company also has a nation-wide after-sales service for mechanical and electronic equipment.

The Heidelberger Druckmaschinen agency is one of the mainstays of Erik Levison's activities. Heidelberg holds the biggest share of the market – not just in Denmark but all over the world.



*Trainees from Copenhagen Repro School study machinery at Heidelberger Druckmaschinen's in-house printing centre. Second from left is Bent Poulsen, product manager with Erik Levison ApS*

# EAC in the UK

## EAC PLUMROSE DIVISION

### Plumrose Ltd.

Willerby, Hull  
Marketing of foodstuffs  
65 employees  
Member of the EAC Group since 1965

### King's Lynn Factory, King's Lynn

Production of foodstuffs  
125 employees  
Member of the EAC Group since 1981

### Glenbrook Foods Ltd., Craigavon, N. Ireland

Food processing  
70 employees  
Member of the EAC Group since 1988

## EAC TRADING DIVISION

### East Asiatic Timber Ltd.

East Asiatic House, Croydon  
19 employees  
Member of the EAC Group since 1976

### EAC Trading Ltd.

Stockport, Manchester  
Sale of fasteners  
3 employees  
Established 1988

### Bloch & Behrens

Wool dealing via agents

## EAC TRANSPORT DIVISION

### Global Equipment Management Ltd. (GEM)

London  
Operation and maintenance of  
the partners' container fleet  
29 employees  
Established 1986

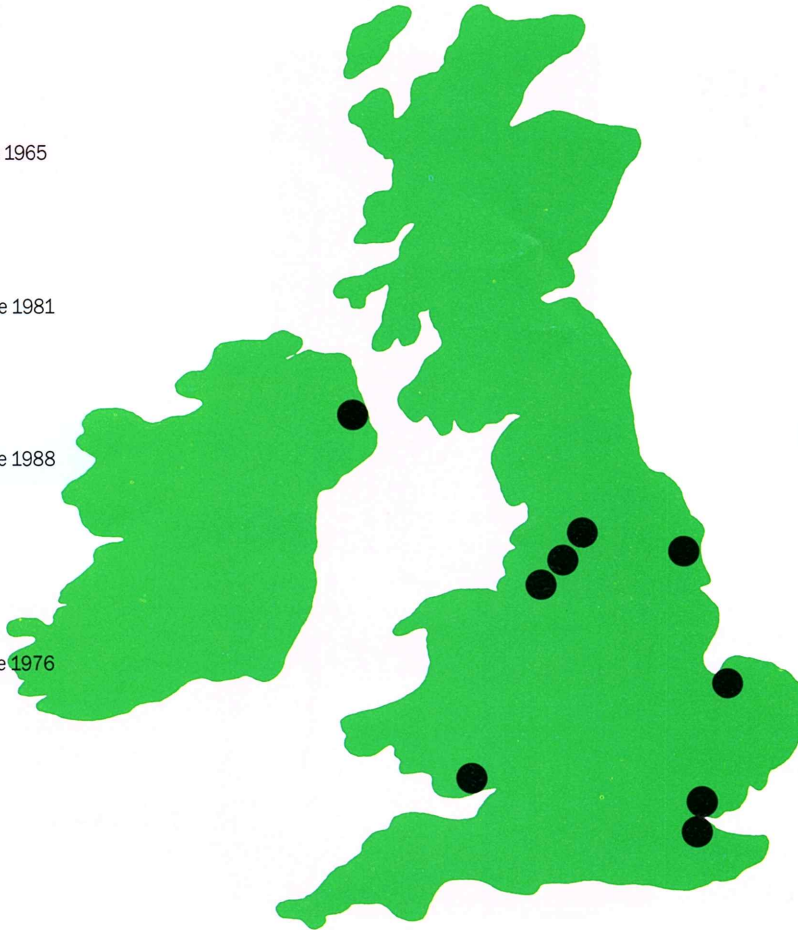
### FPCI's Owners' Representative

Newport, Wales  
Supervision of cargo discharge  
in UK ports  
1 employee

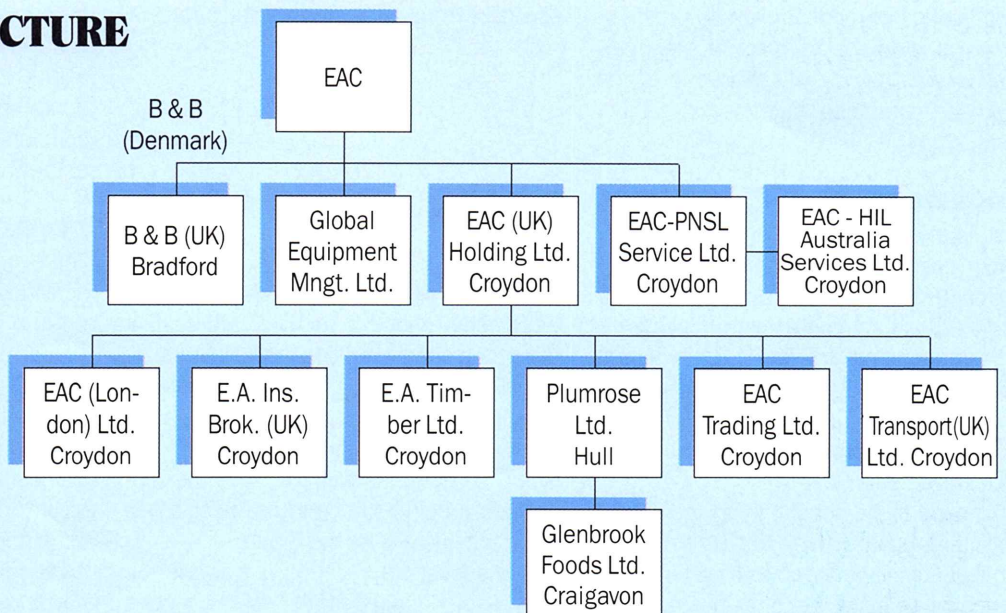
## EAC ENERGY & PROPERTY DIVISION

### Fibertex ApS

Production and sale of non-wovens.



## COMPANY STRUCTURE IN THE UK



# EAC has strong international ties



*From the office in Croydon, David Vander (picture) and his staff of 11 attend to the insurance requirements of the EAC Group*

**S**ome way south of the City of London – in quiet surroundings but conveniently close to London's hub – is EAC's UK Group head office at East Asiatic House in Sydenham Road, Croydon. The address is home to a number of EAC companies.

EAC chose to settle in the London area because to an increasing degree decisions of international importance are made here – particularly of a financial nature, including currency and share dealings, trade agreements, transport and insurance.

East Asiatic Insurance Brokers (UK) Ltd. invites the divisions to discuss their new needs which can be based in one of the foremost enterprise cultures of today's world.

## **INSURANCE**

East Asiatic Insurance Brokers (UK) Ltd. is responsible for negotiating the best possible insurance covers and terms for the EAC organisation throughout the world. Virtually all insurance on a worldwide basis is reinsured in London where new trends and innovative thinking develop and influence terms, rates and conditions for all insurance placements.

EAC needs to be constantly in touch with this international activity. Not just to be able to negotiate insurance covers and terms but also to be aware of the latest business developments – to know what is happening

and to act on the information at the right rate.

## **BROKER AND CONSULTANT**

EAIB works primarily for EAC, although it does have clients outside the EAC Group. In this context 'working for' means assuming the role of broker and consultant. In relation to the EAC Group, the aims of EAIB and Group subsidiaries will coincide, the ultimate aim being to obtain the best cover, price and security for the Group.

The cheapest insurance is not always the best. A fair premium for the risk, continued association with respected underwriters –

factors like these are behind EAIB's excellent reputation in world insurance markets. Security, speedy processing of claims, and adequate insurance cover are parameters to be considered when an insurance project is assessed by EAIB.

## **PERSONAL CONTACTS**

Most of the company's 12 employees have a comprehensive knowledge of the international insurance environment in London. Personal contacts are all-important in this sector, and these are cultivated assiduously.

David Vander, managing director of East Asiatic Insurance Brokers (UK) Ltd., confidently emphasises that the activities of the company have proved extremely beneficial to the EAC Group over the years.

## **DEVELOPMENT**

There are no plans for expanding insurance activities. But Mr. Vander by no means rules out the possibility of expansion, should a Danish insurance company, for example, via EAIB wish to investigate the international insurance field.

'Denmark has too few internationally trained insurance people at present,' he says. 'So it would be a natural step to have us in mind if one or more of the Danish insurance companies with whom we already have close relations decided to venture into international insurance markets.'



**W**hen it costs USD 10,000 a day to rent a ship, profits can be disastrously affected by the number of days the vessel spends in port. Ships earn their money at sea. Time spent at the quayside loading and discharging cargo is expensive.

Capt. Ole Henriksen occupies an office on the premises of the shipping agent Escombe Lambert Ltd. of Newport, Wales. His job is to plan the most efficient method of discharging the timber brought by Forest Product Carriers (International) Ltd., Vancouver – familiarly known as FPCI – from the Canadian west coast to a variety of British ports. FPCI is owned jointly by EAC and Mitsui O.S.K Lines of Tokyo.

### **METICULOUS PRELIMINARIES**

Efficient, rapid discharge of timber products requires meticulous preliminary work. The process commences with the preparation of a detailed loading plan, with products stowed logically for subsequent discharge: the sawn timber is loaded in the opposite sequence to the vessel's ports of call in Britain to avoid unnecessary handling and wasted time.

### **EXTRA CARE OF EXPENSIVE TIMBER**

The loading plan also has to take account of the timber quality. Much of the timber brought across the Atlantic is kiln-dried and has to be stowed below deck to avoid the effects of salt water and sea air. Other timber, on the other hand, is perhaps destined for use in the building industry and is none the worse for a splash of sea water. So it can



# Handling timber without splinters

be stacked on deck during the three-week voyage.

### **PUZZLE**

Another factor in compiling the loading plan is that timber goes to different customers in the various ports. So when the ship's cranes swing a stack of planks over the side and lower it onto a forklift truck, the driver of the truck has to know exactly where the timber should be stored in the terminal to await the customer. Otherwise it may be issued to the wrong customer.

Ole Henriksen fits together the pieces of this complex puzzle in conjunction with FPCI's head office in Vancouver before the departing vessel is loaded. And the loading plan must prove itself when the ship reaches Britain.

### **DECISIVE ACTION**

If the theory is sound, everything goes smoothly. But unexpected situations can develop at the port of discharge, requiring quick decisive action.

For this reason Capt. Henriksen is always present when a timber ship calls at a British port. He arranges with the stevedore com-

pany for the necessary crew of dockers to unload and handle the cargo and stands by to check that everything goes as planned. With years of personal attention to detail, Capt. Henriksen has helped continuously to streamline the discharging procedure – which in turn keeps days in port to a minimum.

He is a familiar figure at the various ports of call. He knows his contacts well, and this personal relationship ensures in an acute situation that a problem can be solved more smoothly and quickly than if a complete stranger had to step in.

### **CONSULTANT IN LIVERPOOL**

Just how much Capt. Henriksen's reputation is respected by port officials was demonstrated when he was invited by the Liverpool port authorities to advise on the planning of a new timber terminal. He spoke his piece – and the result is that Liverpool's timber terminal is now shaking off its once unenviable name for inefficiency and slackness. And as a bonus, the captain is able to negotiate good 12-months contracts for FPCI when its vessels call at Liverpool.

### **OTHER PORTS, TOO**

FPCI makes increasing use of Liverpool, although Newport is still used most. Liverpool is frequently the first port of call, where the first part of the vessel's cargo is discharged and the ship sails on to Tilbury – or to a port in continental Europe.

In any event, Capt. Henriksen is on the quayside at the first port of call. And he is also at the next, if it is likely that problems will arise. He travels extensively. Each year he supervises about 24 voyages from Canada, each ship bringing about 35,000 tons of timber products to Europe.



*Capt. Ole Henriksen inspects deck cargo aboard a vessel in the port of Liverpool*



*Capt. Carl Erichsen at the heart of GEM's worldwide operations: the sophisticated computer*

# Teamwork cuts cost of containers

**T**here are often substantial economic and efficiency benefits to be gained from large-scale operations. It was this fact that encouraged EAC five years ago to collaborate with three other shipping lines – Transatlantic of Gothenburg, Wilh. Wilhelmsen of Oslo and Johnson Line of Stockholm – to set up Global Equipment Management (GEM) in London. By means of sophisticated round-the-clock computer technology GEM controls the whereabouts of more than 110,000 containers – wherever they may be in the world. GEM has the task of supplying containers to shipping lines in which the organisation's owners have a vested interest. GEM also offers its services to other lines who are not in the circle of owners.

From GEM head office on the corner of

King's Road and Jubilee Place, Chelsea, a staff of 29 monitors the location of container units from 'cradle to grave'.

## **MORE THAN 25 TYPES**

GEM looks after owners' interests in purchasing containers (there are 25 different types on the market), and by buying in quantity the organisation can obtain substantial discounts.

GEM issues guidelines for the repair and maintenance of containers (more than 200,000 repair operations a year). GEM also decides when there is a need to rent containers – and assesses the economy of doing so.

## **NO TIME WASTED**

It is also GEM's task to supply containers to

the participating shipping lines at a rate which ensures optimum use. The ideal, of course, is that every container should always contain freight and should always be in use. To approximate this ideal, containers are passed freely from one GEM line to another. They earn no money standing idle on the quayside.

Possessing full knowledge of the container fleet, GEM head office can direct operations in such a way as to minimise idle time.

## **REGULARLY ADJUSTED**

Procedures and computer routines in London are regularly adjusted in keeping with the wishes and requirements of owners and shipping lines. There is no question of GEM – even in the name of efficiency – forcing any solution or direction upon any participating line. On the contrary, GEM works hand in hand with various working groups made up of practical people with their finger on the world's transport pulse. GEM services are always in line with shippers' needs, placing shipping lines in a strong, competitive position.

## **OFFICES THROUGHOUT THE WORLD**

London was chosen as the centre for GEM activities because it was a neutral base in relation to its owners and because it was centrally placed to monitor world transport services.

But in addition, GEM has regional offices in Gothenburg, Rotterdam, Marseilles, Singapore, Hong Kong, Tokyo, Pasadena, New York and Sydney. In a number of cases at the local address of GEM lines.

## **SOPHISTICATED TECHNOLOGY**

GEM could not do its job without a complete wardrobe of sophisticated computer systems. Its main tool is an on-line mainframe system known as EMS (Equipment Management System) and developed in conjunction with GEIS (GE Information Services Ltd.).

It also employs a local-area network and a variety of personal computers at the local level.

A profound knowledge of computer technology is essential for GEM staff – but that in itself is not enough. They also need a comprehensive understanding and first-hand experience of container operations in order to enhance the profitability of participating lines.





## The nuts and bolts of business

**B**uying and selling Chinese nuts, bolts, washers, etc. — collectively known in the trade as fasteners — is the basis of an operation which EAC Trading Division set up on the outskirts of Manchester last year.

Actually there was a minor acquisition: Keith Willard was UK agent for EAC's exports of fasteners from China until EAC took over his small Manchester business. Mr. Willard, familiar as he is with the trade's customers and trading procedures, has proved a valuable man for the new EAC activity. He collaborates with Lars Nygaard Jepsen, who transferred to Manchester after a number of years in the China trade department of EAC Head Office in Copenhagen.

### COMPETITIVE PRICES

At present business is highly competitive. Fasteners are sold in large quantities at bulk prices. Manchester customers are major European importers, who resell and distribute the Chinese merchandise. Neither Mr. Willard nor Mr. Jepsen know for sure where the components end up.

They ARE sure, however, that the fasteners are not used in such sophisticated industries as aero engineering. It is likely that they are used in industries such as construction or appear on the shelves of builders' merchants, where quality standards are not so extreme.

Demand for the products illustrates, however, that they do indeed have a regular market. EAC insists that they meet international standards and requirements. At the Manchester office Mr. Willard and Mr. Jepsen make spot checks to ensure that their suppliers comply with the agreed standards so that the customer can be sure that he gets the quality he has paid for.

EAC Manchester will be put to the test in the years ahead, and only time will tell whether there is a basis for expansion. If so, EAC will have an established 'fastener' foothold in the British market.

The EAC Manchester activity comprises a marketing and sales office with direct contact with bulk customers. This direct and personal contact means that the firm can quickly gauge and react to customers' requirements if potential new markets develop. With EAC's extensive Far Eastern links with manufacturers of these and similar products the Manchester office will be able to respond to any trend in the pattern of customers' needs.



*Lars Nygaard Jepsen checks that fasteners satisfy norms and standards*

# Production of specialist foods in N. Ireland



**R**oughly in the centre of Northern Ireland, where the grass is green, the cattle are contented, and everybody talks about the weather, there is a food factory: Glenbrook Foods Ltd. EAC Plumrose Division acquired the factory last year. In the heart of this agricultural area Glenbrook Foods produces recipe dishes and TV dinners for the Irish and British markets.

## MODERNISATION

The factory is sufficiently versatile to enable it – relatively easily – to switch production to meet immediate changes in consumer demand. Quality before quantity is its business approach. It has found itself a special corner of the market for beef-based foods. It does, however, make a number of pork and chicken dishes, reflecting the British colonial era, when exotic spices found their way into British kitchens. One Glenbrook example: canned curried chicken with pineapple. Modernisation plans were set in motion shortly after EAC Plumrose Division took over the company. It was necessary to replace the special retorts in which the canned food is placed when it is heated to sterilisation point.

The first phase of modernisation took place at Easter, when the company had shut down its production facility. The second phase is scheduled for the summer holidays.

Computers will control retort temperatures, the flow of steam and the length of time the cans require for heat treatment. Accurate control of these factors is essential. If the temperature or time fluctuate from a given specification, the contents of the can will be spoiled.

## 33 RECIPES

Glenbrook Foods has 33 different recipes at its disposal, from more exotic dishes to traditional British cuisine and hamburgers.

Laboratory tests have helped determine the ideal proportions of the product's various ingredients. This is necessary in order to maintain uniform quality.

Time is another vital component. Each stage of production has been timed to the second, from intake of raw materials to the moment the finished product is placed in the warehouse. Deviations from the planned times can ruin a batch.

## DAILY TASTING SESSIONS

A check is made every morning of the previous day's production. This takes place in the Glenbrook Foods laboratory, where food is tasted and analysed in a modern kitchen environment. The purpose, of course, is to

maintain quality at a high, uniform level – at which the consumer should be able to taste each individual component in a stew or similar dish.

This is a difficult goal. But Glenbrook Foods succeeds – partly due to the very exact instructions on how each ingredient should be treated at the different stages of production.

## LOYAL EMPLOYEES

Glenbrook Foods is a 20-year-old company. Five years ago it expanded to twice its original size. Most of its employees have been with the company for 17-20 years.

The company does its own training. It has few skilled workers. On the other hand, the work is extremely varied, and each employee can do – and does – as many as 5-6 jobs in the overall production process. The production manager, Alan Wilson, thus has a versatile workforce unhampered by technical demarcation lines.

*Alan Wilson, production manager, installs new retorts – hygienic hairnets and hats are also worn during this process*





# Plumrose serves the housewife



*All Plumrose products in Britain have been given new-look packaging, and they have a lower fat content and no synthetic flavouring*

**T**he import of canned Danish foods was what gave Plumrose its original foothold in Britain. But as consumer habits have altered in Britain, Plumrose has attached increasing importance to sliced, vacuum-packed meat cuts for the refrigerated cabinets of the High Street supermarket. In the course of just four years sales of Plumrose chilled products have risen by 360%, and surveys conducted on behalf of Plumrose would seem to indicate that this trend will continue.

Many consumers, of course, will continue to want canned hams – and they can rest assured that Plumrose products in this category will always be high value for money. Plumrose UK has its administration, sales,

distribution and marketing activities in Wilberby, a suburb of Hull. A staff of 65 people control the flow of products from Plumrose's own factories in King's Lynn and Northern Ireland and products which Plumrose imports from a selection of foreign food suppliers. The company imports from three continents, some of the products for processing, others for resale.

Plumrose owes much of its success in Britain – in addition to product quality – to the effective work of its marketing department, which keeps closely in touch with consumer trends.

A year or two ago the marketing department established contact with an independent research institute, which in turn set up a

*Plumrose in the UK publishes recipes for tasty, wholesome meals, and the company has compiled educational materials dealing with nutrition and related subjects*

number of consumer groups comprising representative cross-sections of the British public.

The institute and the marketing department maintain close contact with the consumer groups, enabling Plumrose to obtain a quick consumer response to changes in food standards.

## A QUALITY NAME

Plumrose has long enjoyed the benefit of having a quality name in Britain. Opinion polls show that Plumrose is equated with quality. But a recent poll indicates that consumers feel there is nevertheless something 'old-fashioned' about the Plumrose label.

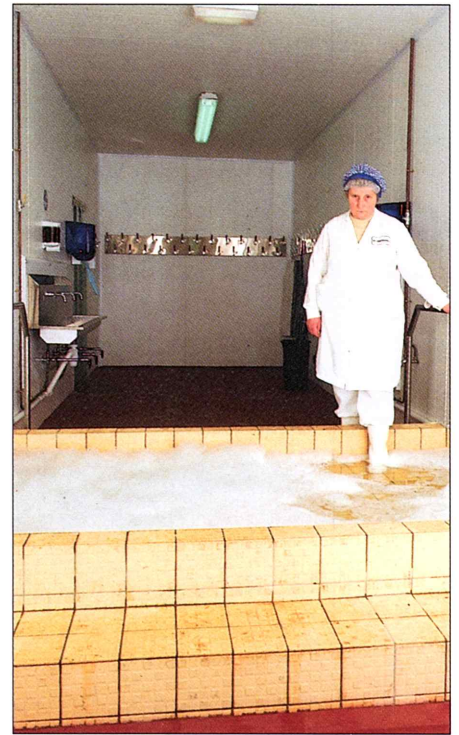
To rectify this image Plumrose relaunched a number of its products this spring in new, inviting packs, signalling clearly that these are wholesome, quality products. The relaunch was followed up with newspaper and magazine advertising, and TV commercials will be used extensively this year.

Plumrose is also approaching tomorrow's consumer – by preparing educational material for schools. The material discusses the principles of nutrition and is accompanied by tests and case studies suitable for use in domestic-science classes.

## LOOKING FOR A PARTNER

The company's growth in the UK has not halted with the acquisition of Glenbrook Foods in Northern Ireland. Plumrose is still on the look-out for other partners, and there have been negotiations with a number of companies.

# Superb hygiene and quality in King's Lynn



*The final hygienic 'hurdle' before entering the cutting and packing hall*

**W**ith the official opening of its new production facilities in King's Lynn a few weeks ago, Plumrose more than satisfies the toughest veterinary standards for food processing. Although erected in conjunction with existing factory buildings, the new facilities have been designed, built and equipped from scratch. And perhaps the most surprising part of the building process has been that the extension and alteration work has not interrupted day-to-day production.

The new, modern facilities reflect the part Plumrose plays in the life of the British consumer: satisfying an increasing demand for foods which contain only essential preservatives and are totally devoid of synthetic flavouring.



*Delicatessen sausage inspected before shipment*

## **TWO STAFF GROUPS**

For hygiene purposes Plumrose staff has been divided into two groups: the sterile and the super sterile. There is no contact whatever between them during the working day. There are even separate canteen and changing facilities.

This is to prevent the transmission of any bacteria from unprocessed products (raw materials) to processed products.

The super sterile group works on the slicing and packing of vacuum-wrapped meat cuts. This group is required to change clothing twice before starting work: once when they switch from street clothing to white overalls and white clogs, and again when they pass through a special 'hygiene lock'. Here they change into blue working garments (disinfected daily) and rubber boots. Further into the 'lock' they wade through a pool of disinfecting liquid – and finally put on hair nets and white hats. Before actually entering the slicing and packing hall, they wash their hands in a disinfectant. Failure to observe all these hygiene precautions are grounds for dismissal. And this applies to all employee categories.

## **LOGICAL LAY-OUT**

When the new building was planned, careful thought was given to the path the raw materials follow in their passage through the facility from intake to finished product. All processes have been sited in logical sequence and as result, processing time is reduced to a minimum.

## **PILE-DRIVING**

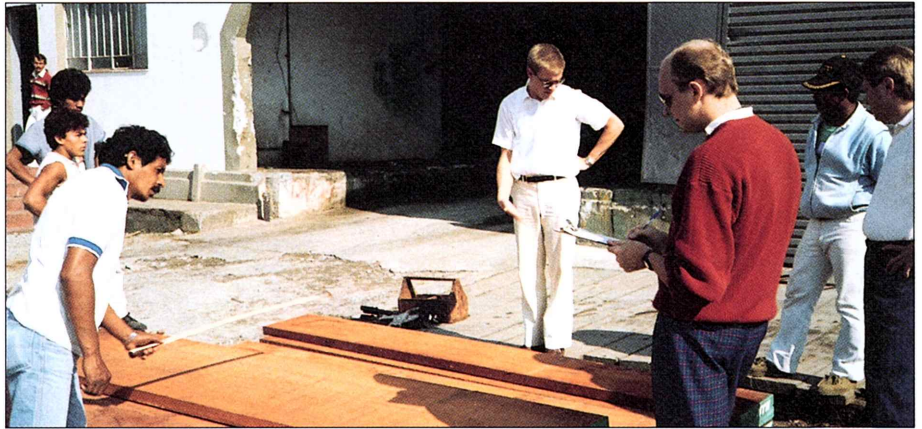
Due to the site's close proximity to a nearby river, it was necessary to drive more than 120 concrete piles as much as 19 metres into the ground.

As a result, almost half the construction cost of the new building is underground – which is also where the company accumu-



*The factory at King's Lynn has the most modern equipment available on the market*

# EAC Timber – its watchword is quality



*Quality inspection is conducted at sites throughout the world – wherever EAC dispatches timber. In Belem Christian Mengel of Croydon (centre) inspects a shipment of Brazilian mahogany with Thorsten Johansen, Belem*

**I**t was in 1976 that EAC set up its UK timber agency: East Asiatic Timber Limited.

From a modest start EATL has grown to be one of the leading suppliers of hardwoods in the UK; specialised softwoods were added to the company's range in 1985.

## QUALITY

Turnover now exceeds DKK 300m, this enviable position having been achieved through strict control of quality primarily on the part of EAC's own sourcing offices around the world, where teams of graders are stationed at suppliers' sawmills. Additionally, timber is checked at the port of departure.

## REPUTATION

Bob Spiers and his staff of 17 are delighted with the reputation the company has built up. Mr. Spiers says that service and reliability are the key in maintaining the company's good name with its trading partners. The timber is sold through importers and put to many uses, ranging from general joinery such as double glazing to small picture frame mouldings.

## FOREST CONSERVATION

Fully alive to growing worldwide concern, EATL financially sponsors a rain forest conservation project in Indonesia: The Baritu

Ulu Project is a joint venture between Cambridge University, the Indonesian Ministry of Forestry and the Smithsonian Institute.

## LOCAL PROCESSING

There is a clearly defined tendency in the timber trade for exporting nations to want to process their timber locally instead of exporting it as a basic commodity. This trend matches in well with EAC Timber's concept of controlling quality at the source, and EATL is supplying contracts for increasingly sophisticated machined products from the Far East and Landucci Industries, Vancouver.



*Jan Palejowski inspects a shipment of Samba before shipping it out of The Ivory Coast*

lates its waste water after the premises and equipment have been thoroughly washed down and disinfected.

## SEPARATE RESEARCH ROOM

An important element in Plumrose's continued expansion on the British market is the company's research and development effort. For this purpose the factory incorporates a special research room with sophisticated equipment for testing and analysing new types of foods.

Consumer demand and habits are constantly changing, and Plumrose has taken this into account in setting up its special R&D section.

The factory manager, Graham Robinson, is only too pleased to be able to show Plumrose customers round the plant. The obvious atmosphere of hygiene, orderliness, efficiency and respect for food handling is itself a strong sales point – and supports the Plumrose sales and marketing team, which has its offices about 200 km from King's Lynn, in a suburb of Hull on the Humber estuary.





# Bloch & Behrens wool on Wimbledon tennis balls

Next time you watch Wimbledon or any other major international tennis championships there is a very good chance that EAC subsidiary Bloch & Behrens is represented out there on Centre Court: tennis balls are cased in New Zealand wool, and Bloch & Behrens supplies the wool to leading manufacturers of tennis balls in the UK.

Two Britons, Michael Booth and Gordon Davidson, have represented Bloch & Behrens in the UK since 1984 – initially as part of the textile conglomerate, Dawson International, but since 1987 under their own company name, Booth Davidson Ltd.

## BIRTHPLACE OF TEXTILE INDUSTRY

Booth Davidson Ltd. has its offices in Bradford, Yorkshire, the birthplace of the world's textile industry. It was here that the first steam textile mills were built a century ago, and it is here one finds the greatest concen-

tration of experience and know-how in the wool industry.

And this is plenty of reason for Bloch & Behrens to be represented in Bradford.



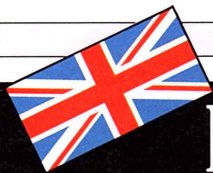
*Michael Booth (left) and Gordon Davidson are Bloch & Behrens agents in the UK*

Bloch & Behrens has customers throughout the UK because British sheep farmers are unable to produce all the wool Britain needs for its textile industry.

Bloch & Behrens sells Australian wool to manufacturers of the finer types of knitted goods, while New Zealand wool is preferred by the carpet industry and manufacturers of heavy knitwear. In addition, Bloch & Behrens has wool combed under contract by Bradford combing mills with a view to resale in Britain. The UK is one of Bloch & Behrens' primary markets, accounting for almost 10% of the company's total sales.

Bloch & Behrens has a wide range of customers, a number of them exclusive and unusual. Wool is a frequent material for up-market, high-fashion knitwear. In addition to its action-packed representation on Wimbledon's Centre Court, Bloch & Behrens literally plays a part in many concerts throughout the world: the hammerheads of the famous Steinway pianos are covered with wool supplied by Bloch & Behrens.

Bloch & Behrens can also boast of taking the 'knocks' in pubs and game parlours in many countries: manufacturers of the green felt atop billiard tables insist on wool from Bloch & Behrens!



# Fibertex well placed in UK

Almost before the first sheets of Fibertex had been manufactured by the EAC subsidiary of the same name, they had already been sold on the British market.

A quick-off-the-mark trader, Eric Cheetham of Warrington in the English Midlands, heard a rumour in 1968 that a Danish company in Aalborg had begun manufacturing 'non-wovens'. He contacted Fibertex – and since then his firm has been Fibertex's British agent for the carpet and furnishing sector.

## IMPORTANT MARKET

In the meantime Mr. Cheetham's son, J. Howard Cheetham, has joined his father's company, and it is he who cultivates contacts with the British customers.

Britain is an important market for Fibertex. About 15% of the EAC subsidiary's exports

go to the UK, and the biggest customer is Interface Flooring Systems, which manufactures carpet tiles for office and institutional premises.

The carpet tiles are manufactured at Interface's own factories in the Midlands and Northern Ireland. The tiling is given a backing of Fibertex – and the floor covering is ready for sale.

In principle, all carpet manufacturers could make a product similar to Fibertex. But why don't they do it? J. Howard Cheetham suggests the answer:

'Fibertex has successfully developed production facilities second to none, which ensures a quality product fully in keeping with customers' requirements. Carpet manufacturers would have to invest heavily in research and development and production plant if they wanted to produce the same standard – and it would take them quite

some time to get their plant up and running and produce the quality product required. It simply wouldn't be profitable – not as long as Fibertex can supply a uniform, quality product at a competitive price.'

## RISING DEMAND

Mr. Cheetham expects the demand for Fibertex to rise in the years ahead. The office and institutional sectors are expanding in Britain. This means bigger orders for Fibertex's customers, which in turn means more business for the EAC subsidiary in northern Denmark.

'We have a wide, stable range of customers in the UK who appreciate Fibertex's Danish products. We know their need for these products will increase in future, and they are reassured to hear from us that Fibertex in Aalborg is expanding with a view to satisfying the demand,' says Mr. Cheetham.



# The old man and the sea



*Lars P. Jensen recalls the old days aboard EAC ships. He holds a photograph from his days as an engineer aboard the s/s TRANSVAAL*

**I**t was a very keen shipbuilding inspector who supervised the building of the EAC vessel s/s TRANSVAAL at the Ramage & Ferguson yard in Scotland in 1913 – so keen in fact that he was bashed over the head with a hammer by a Scotsman whose workmanship was criticised by the eagle-eyed Danish inspector!

Blood streaming from a bad gash, the inspector was fixed up at the local hospital. Today the inspector – Lars P. Jensen – is 100 years old and can laugh as he looks back at the incident. Like so many other episodes in his long working life, it is etched sharply into his memory.

## THROUGH THE PANAMA CANAL

Mr. Jensen – now a great-grandfather – was appointed engineer aboard the s/s TRANSVAAL when she was commissioned in March 1914. Loading cargo in Scandinavia, she sailed through the Straits of Magellan to

Vancouver. On her return voyage she docked at San Francisco when the news arrived that World War I had broken out.

The crew had thoughts of deserting and staying in the US but once the cargo was loaded everyone stayed aboard, and the TRANSVAAL continued her voyage to Hull, England.

The Panama Canal had been opened to traffic on August 15, 1914, and so Mr. Jensen happened to be on the first EAC ship – indeed the first Danish vessel – to pass through the new waterway. And he recalls it as if it were yesterday:

'It was like sailing through a tree-lined boulevard in the jungle – and on the banks of the Canal the pelicans were laughing at us. At one point we were allowed to stand at the bottom of an empty lock, looking up at the closed gates. Somehow it reminded me of The Round Tower in Copenhagen.'

On account of the war, the official opening

of the Canal and the planned celebrations were postponed indefinitely.

The passage through the Canal took longer than planned. At one spot a landslide had damaged the embankment and blocked the Canal. All ships were held up until a dredger had cleared away the mud.

Mr. Jensen also remembers the emotions among the crew when the ship passed the West Indies – and could see the Danish flag flying on the government building:

'Every man jack of us had a lump in his throat ...'

## MET EAC'S FOUNDER

On one occasion Lars P. Jensen met EAC's founder, Capt. H.N. Andersen. It was at a launching.

Mr. Jensen sailed a great deal in the Far East with EAC and other shipping companies:

'On one of my trips to Malaysia the vessel had as many as 300 Chinese on deck. They cooked on open fires, built on railway sleepers we had for the purpose. They let me taste their breakfast – and I felt really foolish! The expression on my face told them only too clearly that the food was too spicy for me!

## WITNESSED THE REVOLUTION

It was also during World War I that Mr. Jensen's travels took him to Russia – where he witnessed the Revolution at first hand: he saw heavy fighting in the streets of Moscow. Fresh sea air has obviously done much to keep Mr. Jensen youthful and active. Sight, hearing and his ability to walk firmly aren't what they used to be but his memory is still intact – and so is his interest in things mechanical. He still enjoys tinkering with a moped at his home outside Copenhagen – although he stopped riding it when he reached 95 years of age.

He also likes telling a story and recounting old days – which was obvious on his recent visit to Head Office.

# SPOT

## Prospects bright in Malaysian graphic industry

In recent years there has been an increasing demand for modern equipment in Malaysia's graphic industry. EACgraphics anticipated this development at an early stage, and the pre-press department in Kuala Lumpur has negotiated substantial orders with some of the largest printing establishments in Malaysia.



These have included orders for a number of colour scanners and for two complete page-make-up systems from Crosfield Electronics, England.

*A new page-make-up system installed by Prestige Colour Scan Sdn, Bhd., is studied with interest by the company's general manager, Lim Kim Soon, and René Ludvigsen, EACgraphics, Kuala Lumpur*

## Fibertex into new factory

Fibertex, EAC's Aalborg subsidiary, has almost completed the

transfer of part of its activities to new premises. It has negotiated



the use of a neighbouring property – which is now known as Factory 2. When completed, it will hold 8,200 m<sup>2</sup> of production space and 1,600 m<sup>2</sup> of office, canteen, changing facilities, etc. The sales and marketing department moved into Factory 2 on April 8, machinery is expected to be ready by September. The move now gives Fibertex the extra room it needs to boost production of its products for the furniture and carpet industry, horticulture, the construction industry and do-it-yourself building markets.



## Falcon for Carlsberg

Carlsberg Breweries in Hong Kong received the EAC Consumer Products Division's annual 'Falcon' award for the best performance in 1988 in relation to improved profits, stock and debtor control, and creativity. The falcon was presented during the division's latest strategy conference in Kuala Lumpur. Flemming With-Seidelin (left), managing director, Carlsberg Breweries, receives the falcon from Carsten Dencker Nielsen.



## The lottery prize was a video

PR assistant, May Shek, was the lucky winner when she drew her number from the lottery drum during Carlsberg's eighth New Year party in Hong Kong. The prize was a splendid video cassette recorder, which May Shek received from the brewery's managing director, F. With-Seidelin.

## Target prize for 2nd year running

# SPOT



Plumrose's Venezuelan subsidiary, IENCA, won the Plumrose Division Target Prize for the best annual result – for the second year running! It was no real surprise, however, for IENCA's managing director, Hildur Jacob-

sen, who foresaw this trend in a Danish press interview last summer. Hildur Jacobsen (left) received the 1988 prize from Jan H. Laursen of EAC Plumrose Division.

## Nigerian activity poster

At the request of the Nigerian embassy and the Danish-Nigerian Society EAC had prepared a poster for the exhibition 'Nigeria – land of opportunity', which opened at Gladsaxe Town Hall, west of Copenhagen, on April 27. The poster, illustrating EAC

activities in Nigeria, was minutely studied by the exhibition's most prominent guest, the Nigerian foreign minister, Maj. Gen. Ike Nwachukwu. Jens Mortensen, EACgraphics, shows the poster to the Foreign Minister and Mrs. Nwachukwu.



## EAC support for Brazilian art exhibition

With EAC Brazil as one of its sponsors, the largest exhibition of Brazilian contemporary art ever to be shown in Scandinavia was held in Denmark this spring. The exhibition titled 'The Rhythms of Brazilian Art' visited Copenhagen and Vejle. Pictured in front of the exhibition symbol (left to right): Jacob Klintowitz, Brazilian art critic and exhibition organiser; Jens Olesen, exhibition co-ordinator, São Paulo; Ambassador Sergio Rouanet and secretary João Belloc, Brazilian embassy, Copenhagen; and João Camara, who painted the picture in the background. The exhibition comprised 130 works of art.

# Record attendance at annual meeting

**A** larger number of shareholders and guests than usual – no fewer than 1,230 – attended EAC's annual general meeting at Falkoner Centret, Copenhagen, on March 17. The normal number is about 900.

In his report for 1988, T.W. Schmith, Chairman of the Supervisory Board, went over the accounts of the Group and of the parent company. He pointed out that the Group's 1988 sales had risen by 22% and gross profit was up by 26%.

The pre-tax result for 1988 was DKK 740m compared with DKK 473m the previous year – an improvement of 56%. The accounting figures were illustrated by slides.

The general meeting unanimously approved the report and accounts.

Questions from shareholders were answered by the chairman and by H.H. Sparsø, presiding managing director. In response to a question about The West Indian Company Limited, Mr. Sparsø gave details of the set-



*Shareholders at the luncheon tables after the meeting*

tlement reached between EAC and a group of WICO shareholders in a lawsuit concerning valuation of WICO's shares.

The general meeting lasted about one and a half hours – after which refreshments and a light snack were served.

## COMPANY STRUCTURE

# More overseas holding companies

**I**n recent years there has been a tendency for EAC to concentrate its interest in a particular country in a wholly-owned holding company. This trend has coincided with the Group's rapid rate of growth, which has led to the establishment of new companies and the acquisition of existing ones.

### OPERATING COMPANIES

Formerly, EAC's different business activities in a given country were typically handled by a single operating company. Examples of

this corporate structure are EAC subsidiaries in Hong Kong, Malaysia and Thailand. Local investors have had the opportunity to purchase shares in these companies.

### HOLDING COMPANIES

The largest of the more recently established holding companies cover the EAC interests in the USA, Australia and the UK. Each of these companies has grown to quite a substantial size.

### NORTH AMERICA

The largest group is EAC USA Inc., which had sales in 1988 of USD 656m (DKK 4,500m) and employed more than 2,000 people. Principal companies in this group are:

Heidelberg Eastern Inc., New York, USA  
 EACgraphics USA Inc., Boston, USA  
 Baumfolder Corp., Sidney, Ohio, USA  
 K.S. Macey Machine Corp. Inc., Ohio, USA  
 Plumrose Inc., Toronto, Canada  
 The West Indian Company Ltd., St. Thomas, USA  
 EAC (Canada) Inc. (which has substantial interests in Landucci Industries Ltd.)  
 EAC de Mexico S.A., Mexico City.

It is more than a year now since Danish stocks and shares were transferred from paper to electronic securities for registration by the Danish Securities Centre (Værdipapircentralen, VP). Generally speaking, the electronic switch-over went smoothly and the transfer has been a success. Shares are now traded electronically and continuously on the Copenhagen Stock Exchange.

This year – for the first time – dividends have been paid via the Securities Centre. Shareholders who may have retained their shares as 'desk-drawer papers' will not receive their dividend until the shares have been registered with the Securities Centre. Registration must be done via a bank or stockbroker.

### PERSONAL REGISTRATION RECOMMENDED

Everyone surrendering the old style of paper shares to a bank or stockbroker has, of course, been registered by the Securities Centre. But this does not automatically mean that a shareholder has been recorded in EAC's register of shareholders.

The shareholder is required explicitly to request that his or her name be recorded in EAC's register. This request can be processed only through the shareholder's bank.



Registration in the individual's own name is recommended because it ensures the best form of service: all copies of accounts, quarterly reports, etc., can be forwarded directly to the shareholder. The same applies to admission cards and voting slips in connection with the annual general meeting.

### VALUABLE MEANS OF COMMUNICATION

The register is a list of shareholders wishing to be known to EAC and as such it is a valuable means of communication.

If the system is to operate efficiently, of course, the register of shareholders must be kept up to date – which unfortunately is not quite the case at present.

Every time general notices and letters are

circulated to shareholders many return to the Shareholders' Secretariat stamped 'Address unknown' or 'Moved'.

Many shareholders do indeed notify the Shareholders' Secretariat of changes of name, address, etc., requesting the Secretariat to have the changes made in the register.

Unfortunately, however, the Shareholders' Secretariat is unable to do this. The regulations governing the activities of the Danish Securities Centre require that the Centre be notified of all such changes via a bank. The Centre then announces changes to the keeper of the register of shareholders – in EAC's case, Den Danske Bank.

All changes are made free of charge.

## COMPANY STRUCTURE

### AUSTRALIA

The Australian Group, joined in the holding company EAC (Australia) Pty. Ltd., is also substantial. Its 1988 sales were AUD 301m (DKK 1,700m) and it employed about 500 people. Principal companies in this group are:

Plumrose Pty. Ltd., Cheltenham  
H.M. Leggo & Co. Pty. Ltd., Melbourne  
Kauri Timber Co. Ltd., Tasmania  
Bloch & Behrens Pty. Ltd., Melbourne.

### UK

EAC activities in Britain are expanding rapidly. Subsidiaries here are grouped under EAC (UK) Holding Ltd. Sales in 1988 were GBP 57m (DKK 706m), the number of employees totalling about 300. Principal companies in this group are:

Plumrose Ltd., Willerby, Hull  
Glenbrook Foods Ltd., Craigavon,  
N. Ireland  
East Asiatic Timber Ltd., Croydon  
EAC Trading Ltd., Croydon  
East Asiatic Insurance Brokers  
(UK) Ltd., Croydon  
EAC Transport (UK) Ltd., Croydon.

### IDENTITY RETAINED

In a holding company each individual subsidiary retains its identity and special characteristics. At the same time the affiliation with a strong holding company strengthens the company in many respects. Also a holding-company structure enhances the co-operation between member companies and promotes the interaction and synergy to which EAC attaches great importance.

## Top marks for EAC fleet



*Insurers have given the EAC fleet a fine report card*

**M**any factors are taken into consideration when insurance people assess insurance premiums for ships. The risk of total loss, grounding, collision and fire are some of these factors, together with engine damage, evaluation of the vessel's land-based organisation, and manpower efficiency.

On all of these counts EAC has enhanced its reputation. The insurers point out that the company's ships are in a good state of repair and safety, which reduces the risk of accidents. In addition, satellite navigation and other sophisticated techniques help to reduce the risk of loss through grounding.

If fire were indeed to break out aboard the vessel, fire-fighting equipment is well above the minimum marine safety standards and the crew has demonstrated that it is trained to handle the situation, report the insurers.

### LESS ENGINE DAMAGE

EAC ships sustain fewer cases of engine damage than many other shipping companies. According to the insurers this is attributable to the professional approach of Technical Inspection, which ensures that all EAC vessels have been and continue to be properly maintained.

In this connection the insurers point out that those shipping companies which, on account of difficult conditions in the industry, have opted for short-term economies are now paying the price for inadequate maintenance.

### SEMINARS

The positive trend in the EAC fleet's insurance reputation over the past five years is thus the result of a combination of many individual factors – although the introduction of training seminars for EAC fleet officers would seem to have had a particularly beneficial influence on the fleet's reputation.

The seminars arranged by EAC SMS have focused on safe and efficient ship operation, and include various aspects of insurance. The insurance-related part of the programme is conducted in conjunction with two insurance companies. Baltica and Skuld, has been designed to give EAC officers a better training in preventing the kind of accidents and damage that involve the insurance companies.

## RED - LETTER DAYS

# Edvard Strandberg - EAC's nestor

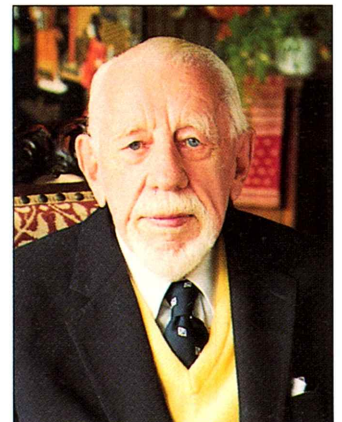
On June 1, EAC's nestor, Edvard Strandberg, former managing director and consul-general, could look back upon a unique course of life which includes 70 years of close association with EAC. Mr. Strandberg, who will be 92 later this year, joined EAC in 1919.

His life and career have been characterized by much activity. He started his career in the ac-

counts department at Head Office in Copenhagen and was soon transferred to the shipping department as head of the accounts section. In 1921, Edvard Strandberg was posted to Singapore and during the years before and after the Second World War he contributed in no small measure to the development of EAC's trading activities worldwide.

At Head Office Edvard Strandberg was appointed general manager in charge of the import department in 1948, and his appointment as managing director followed in 1952.

After his retirement in 1962, Edvard Strandberg made a valuable contribution serving as a member of EAC's Supervisory Board and the boards of many other companies.



*Edvard Strandberg*

# EAC helps you make the right decision – quickly

**M**arketing plays an increasingly important role in EAC's business concept. Apart from the actual sale, after-sales service and customer relations are crucial elements in modern marketing. In order to hold your own against the competition, it is necessary not only to be thoroughly familiar with customer requirements and wishes but also to be able to exploit accumulated marketing information in order to obtain the edge over your competitors.

To this end, EAC for the past several months has been examining how modern computer technology can help its employees all over the world to make the right decisions – quickly.

A special working group set up under Corpo-

rate EDP spent a considerable time this past winter analysing the need for 'information technology' at one of the Group's seven divisions: EACgraphics Division. A corresponding analysis is now being conducted at EAC Plumrose and EAC Consumer Products. The next two divisions to be analysed will be EAC Trading and EAC Transport.

## A USEFUL TOOL

It is a fact that information technology, applied as a strategic tool, can be a vital element in a company's competitive ability. Effective exploitation of every aspect of the technology for purposes other than traditional accounting statistics will help secure continued success and growth. More and more companies above a certain size – both

national and international – have realised this importance.

We live in an age when information represents a resource of growing significance. Knowing how to put it to best use is one of the lessons that management and employees must learn.

Information technology can be of inestimable help in administering information resources and procuring rapid answers to queries.

In a word, the value of the tool lies in the broad view it provides of a company's affairs, of a market, of a competitive situation. Clearly, of course, the EAC Group already possesses a broad view of its affairs. But studies and trends indicate that in future there will be an ever-growing need for an instant view.

Relevant, updated information must be forthcoming at once, whenever the need arises. Decisions will be made on a firmer basis and speed up the administrative process, which in turn will mean better service for the customer or a supplier. And as service is one of the fundamentals of the EAC philosophy, the tools that the EAC Group has at its disposal must be the most modern if the company is to preserve its competitive edge into and beyond the 1990s.

## TWO PHASES

The EDP working group is currently in the positioning phase: it is identifying requirements and formulating the strategy.

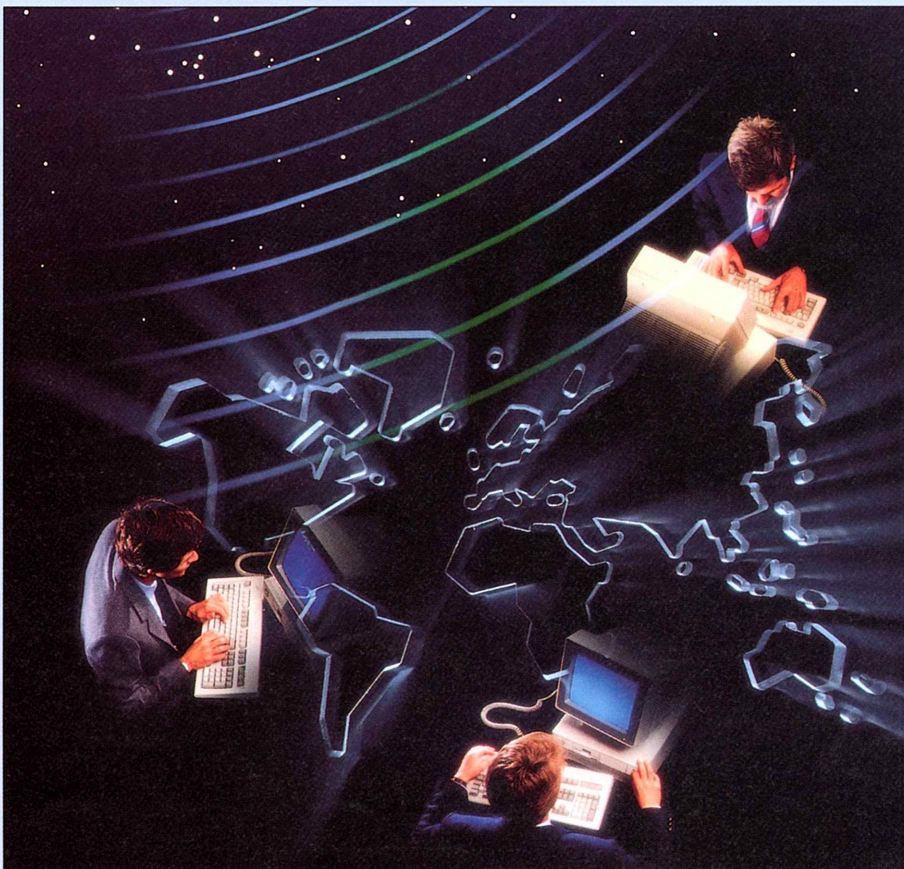
Once this is complete, the next step will be the implementation phase, during which specifications are developed, solutions selected and the necessary technology installed.

During the preliminary phase Corporate EDP has made sure it has the necessary inspiration and influence from outside sources to tackle the task ahead.

Collaboration has been established with EAC Data and the American consulting company, Arthur D. Little. The result is a balanced blend of technological know-how, business experience and analytical skills.

In addition, several hundred EAC employees in the divisions throughout the world have been involved to varying degrees in the preliminary stages.

A lot of time and effort is being invested in the creation of a tool which will enable EAC employees at all levels to afford the customer the quality of service he expects and is entitled to.



*This illustration from EAC's annual report symbolises the philosophy behind information technology*

# EAC with Denmark in Britain



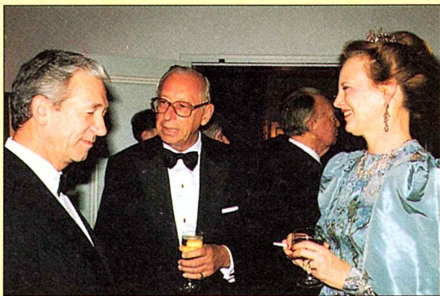
*HM Queen Margrethe and HRH Prince Henrik in conversation with The Rt. Hon. Lord Shawcross, H.H. Sparso and Mrs. Sparso*

*Dinner guests rise in honour of the Danish royal couple, welcomed with a fanfare from the Tivoli Brass Band*



*The EAC delegation is ready to receive guests at the reception. Left to right: Valerie Spiers, Stanley Shreeve (Plumrose UK), Sandra Shreeve, H.H. Sparso, Helga Sparso, Robert Spiers (EAC Timber UK), Mary Vander, Lise Dencker Nielsen, Carsten Dencker Nielsen and David Vander (East Asiatic Ins. Brokers UK)*

The EAC Group was well represented when the Danish Export Board opened its campaign 'Denmark in Britain' on April 5 in London with a banquet attended by HM Queen Margrethe and HRH Prince Henrik. The campaign will run for about a year and is designed to draw the attention of the British consumer to the quality of Danish goods and services. The banquet was accompanied by a wide range of cultural entertainment: the Tivoli Brass Band; Victor Borge, entertainer and pianist; Michala Petri, flutist; Anton Kontra, solo violinist; and Derek Jacobi and Kenneth Branagh, the Shakespeare players. After the dinner EAC hosted a reception in a suite of the Hotel Grosvenor House.



*HM Queen Margrethe II with Nils Wilbjelm, minister of industry and H.H. Sparso. The Rt. Hon. Lord Shawcross is seen in the background*



*Lise and Carsten Dencker Nielsen enjoy a joke with Danish Foreign Minister Uffe Ellemann-Jensen (left) and Victor Borge*



*The Danish ambassador, Peter Dyvig, and his wife, Karen Dyvig, with H.H. Sparso*