

EAC MAGAZINE

3/AUGUST 1989



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FRONT COVER:

MS FP CLIPPER leaves Vancouver with a cargo of timber.
Editorial deadline August 8th, 1989.

Canada: a spring- board to the USA

Following signature of its new free-trade agreement with the U.S.A., Canada has extra attraction for foreign companies. Now it is not only a large market in itself but also a gateway to the U.S. market.

EAC has been very much aware of the Canadian market since 1912, when the service between Europe and the North American west coast was established.

EAC (CANADA) INC. IN 1938

It was in 1938 that EAC set up its own branch in Canada, when EAC (Canada) Inc. was registered in Vancouver. In 1942, EAC acquired its first tracts of forest in British Columbia and a major timber activity, the Tahsis Company, was established in 1948. This was later expanded to include pulp production. The primary activity in Canada was the trade in timber – both transport and import/export

trade – with the cities of Vancouver, Montreal and Toronto as EAC centres. In 1956, Plumrose came to Toronto, marketing canned meat products and cheese.

In 1985, EACgraphics gained a foothold in the Canadian market, basing itself in Toronto, which is the fourth largest market for graphic equipment in North America.

EAC DRYBULK TO VANCOUVER

EAC Transport moved its dry-cargo department to Vancouver in 1987. Today it is the largest bulk-carrier operator on the west coast of North America. FPCI, which is the largest carrier of timber from British Columbia to Europe is operated as a joint venture with the Japanese Mitsui O.S.K. line.

In 1988, EAC Trading invested in the Landucci Industries timber processing company. In the same year, EAC Transport established a local branch of Santa Fe, the EAC-owned removal company, based in Hong Kong. The wind is set fair for EAC in Canada. The Group has some 250 employees in its various activity areas. In order that EAC's opportunities for synergy can be exploited even more effectively, Martin Grome was recently appointed chief executive of EAC (Canada) Inc., based in Vancouver. Prior to taking up his new position, Martin Grome was manager of EAC's organization in Brazil.

THE INFORMATION DEPARTMENT



The newly-appointed chief executive, Martin Grome (left) in discussion with Peter Almgren, EAC (Canada) Inc.

Vietnam is back on EAC's world map



The managing director of Saigon Shipping Co., Captain Ngo Luc Tai (at the left) and Keith Hillier of Bakke-Sime Darby Shipping Pte. Ltd., Singapore, photographed after signing the cooperation agreement

EAC is one of the first international companies to have re-established activities in Vietnam. EAC Transport Division is to open a reefer container service between Ho Chi Minh City and Singapore, in cooperation with Saigon Shipping Co., of Ho Chi Minh City. Carl Christian Pentz Møller from EAC Transport Division has been posted to Ho Chi Minh City as owners' representative and the new service will be managed by EAC's shipping agency in Singapore, Bakke-Sime Darby Shipping Pte. Ltd.

At the outset, shipping activities will comprise the transport of Vietnamese fish products, particularly prawns. The new line, which has been given the name EAC-Saigon Reefer Service, will in due course have its own refrigeration facilities at Saigon Shipping Co.'s quay in Ho Chi Minh City.

STARTED IN 1906

EAC established an office in Vietnam in 1940, but the first EAC vessel called at Ho Chi Minh City, then called Saigon, in 1906. In the late 1930s, the port was included in EAC's liner services. Cargoes exported by EAC's newly-opened office included rice.

The Second World War put a damper on activities in Vietnam and the political instability of the immediate post-war period did not improve matters.

FLOURISHING BUSINESS

However, from 1949 onwards, business flourished. The EAC office was involved in the trade in such products as motors, agricultural machinery, textiles and pharmaceuticals. In addition, EAC was the sole importer of Volkswagen cars and, on the transport side, agent for Scandinavian Airlines System.



The signs are still in place on EAC's former office building in Ho Chi Minh City

Business conditions became steadily more difficult after 1960 but it was only in the mid-1970s that EAC decided to cease operations in Vietnam. The office was finally closed at the end of the 1970s.

The building which EAC previously occupied is being discussed as the headquarters for the resumed activities. It has been largely unoccupied during the interim period and the signs for EAC and for the Danish and Norwegian consulates are still fixed to the facade.

The physical framework for building up activities exist and, according to divisional manager Karsten Stock Andresen, EAC Transport Division, the prospects are very promising.

"The estimate is that Vietnam's international transport activities will undergo a significant expansion during the next few years. There is an enormous potential in the country, which has 65 million inhabitants," he says.

OTHER ACTIVITIES TOO

EAC has had business dealings with Vietnam during the past two or three years. Danes from the EAC office in Thailand have paid regular visits to Ho Chi Minh City to negotiate contracts for the sale of such products as enzymes from Novo and chemicals from ICI.

Divisional manager Hans Peter Holst, EAC Trading Division, foresees an expansion of these activities in the future.

"We are in the process of registering an EAC subsidiary in Vietnam. And, in that connection, we are hoping to re-employ the Vietnamese staff who used to work for EAC in Vietnam", he explains.

Heidelberg's director fêted



Mrs. Christel Zimmermann with Dr. Zimmermann (left) and the Prime Minister of Baden-Württemberg, Dr. Lothar Späth

Friday 14th April was a red-letter day for Heidelberger Druckmaschinen – and specially for Dr. Wolfgang Zimmermann, the managing director. Four hundred specially-invited guests celebrated Dr. Zimmermann's 60th birthday and 25th anniversary as managing director of the company in Heidelberg's beautiful historic castle. In his speech, Mr. H.H. Sparsø described Dr.

Zimmermann's unique significance to the development of Heidelberg Druckmaschinen and expressed EAC's happiness and pride at having been associated with Heidelberg for more than 35 years. Dr. Zimmermann's efforts were highlighted during the celebrations, when the Prime Minister of Baden-Württemberg formally presented him with an important decoration.



Mr. H. H. Sparsø congratulates Dr. Wolfgang Zimmermann

EAC included in geography book

Under the headline "ØK in Denmark, EAC abroad – an example of an international company", EAC has contributed to a new geography book for Danish

schoolchildren. The book describes China, Japan, the Arabian Peninsula, Denmark, Australia and the world's oceans. It is the section on Denmark which contains the two-page description of EAC and its activities. The two authors, Jørgen Markvard and Troels Raadam managed to encompass EAC's activities all over the world in their article.



EAC is presented on two pages in the new geography book



Essay competition on ports of call

EAC's vessels are, according to tradition, adopted by Danish schools. The container ship M.S. SELANDIA was adopted by Birkemose School in Korsør. Last year, the vessel's captain, Jens Erik Sørensen, set an essay competition for the school's pupils: Describe one of M.S. SELANDIA's ports of call. Seven girls in Class 8c took first place with their entry, which described

dam. Because the essay was a group effort, the girls – Sascha, Dorthe, Charlotte, Majbritt, Gitte, Ane and Anja – had to draw lots for the prize, which was an antique Chinese egg crock. The winner was Majbritt and the other six each received a Chinese porcelain teapot as a consolation prize. In the photograph, the winning team is seen with Captain Jens Erik Sørensen of M.S. SELANDIA.

ICI honours EACT



The head of EAC Thailand's Pharmaceuticals Division, has been honoured by ICI Americas for her "unique contribution to the marketing of ICI's Stuart product range". The award consisted of a copy of the traditional symbol of apothecary guilds, a pestle and mortar. It was specially produced for the occasion, beautifully worked in blue-tinted glass. The photograph shows Khun Nongnuj Ansusinha receiving the award from Dr. I.P. Gonzales of ICI Americas.

WORLDWIDE

Ministerial visit from Ghana



Ghana's Minister of Agriculture, Hon. Steve Obimpeh, visited the EAC head office in Copenhagen to discuss EAC's project business in Ghana with representatives of Cimbria Unigrain Ltd., Thisted. In this photograph taken at the meeting are, seated, from the left: Counsellor Nana

Bema Kuwi; the Minister of Agriculture; Ghana's Ambassador to Denmark, H.E. T.B. Sam; Hans Peter Holst, EAC. Standing, from the left: Sven Overgård Nielsen, Cimbria Unigrain; E. Blach Andersen and Henrik Rasmussen, EAC.



Mapol expands

The Brazilian egg and fruit-tray manufacturer Mapol, which is situated in Sorocaba, 100 kilometres south of São Paulo, has begun an expansion programme costing some DKK 70 million. The extension of its facilities is expected to be ready in the autumn of next year and will result

Compressed newsprint and cardboard waiting to be recycled as egg and fruit trays

in the recruitment of an extra 75 people beyond the 530 currently employed. Mapol, owned by EAC's Brazilian subsidiary EACI, started production in 1971. The company's raw materials include used newsprint and cardboard, recycled by a special technique.

Produce sold from lorries

The lower and middle-income groups in Ecuador are currently experiencing reduced spending power as a result of the country's high inflation rate. To save the population the cost of wholesale and retail margins, the government has encouraged food companies to sell their products direct in the capital's market. Plumrose has re-

sponded and, every Saturday, Plumrose vehicles park in the market side by side with those owned by suppliers of other produce, such as vegetables, fruit, rice, flour, cooking oil and fish. Thousands of Ecuadoreans queue up at the vehicles to take advantage of the lower prices. Plumrose welcomes the chance to help the population in this way.



This year's POMP goes to Venezuela

Eladio Lousa, sales director of IENCA, Venezuela, was this year's recipient of the POMP prize (Plumrose Outstanding Marketing Performance). It was presented at the recent EAC Plumrose Division international marketing conference in Fort Lauderdale, Florida. In the photograph, EAC Plumrose Division's Johannes Damgaard Nielsen is seen presenting the POMP prize and diploma to Eladio Lousa.



Ecuadoreans buy food products from Plumrose lorries

EAC takes to the air



With a modest staff of two employees, EAC Transport Agencies began air-freight activities in September last year under the name EAC Transport Agencies Airfreight. They had to start from square one – to go out and find customers in a market known for its competitiveness.

With that special enthusiasm for the task for which pioneers are famous, EAC Transport Airfreight has been able to establish a firm foothold in the market. At the outset, there was only one consignment a week. During the first six months of this year, the number had increased to 1,600.

The number of staff has increased to five. And they have a lot to do – partly processing consignments but particularly sales canvassing.

STRONG GROWTH

Air transport is in a period of strong growth, especially over long distances. One of its main strengths is the time factor. Typical product groups for air freight are high-technology equipment, perishable foodstuffs and spare parts for production machinery. Air freight is often used as a 'lifebelt' by companies whose production has been halted and who have an urgent need for a vital replacement part. Spare parts for ships

is another typical product group. These are nearly always sent by air. One of the department's first customers was EAC Transport Division's Ship Management Services department.

IT'S GOOD TO HAVE EAC BEHIND YOU

The people at EAC Transport Airfreight freely admit that it is a great advantage to have EAC behind them. Customers knew from the start that they were not dealing with one of the 'here today, gone tomorrow' firms which are so common in the sector.

But membership of the EAC family imposes obligations as well. The keywords are quality and reliability. For this reason, EAC Transport Airfreight collaborates exclusively with the most reputable airlines.

ALL OVER THE WORLD

As an IATA agent EAC Transport Airfreight can arrange consignments of freight to any destination in the world. One of the long-term objectives is to build up consolidation traffic to selected destinations. Not only to offer a service to all EAC's subsidiaries and branches, which provide a ready-made customer potential, but also to be able to look after the product right up to the customer's front door.

Air freight is not simply a matter of filling in

Airfreight is often used for special deliveries. Here EAC Transport Airfreight is seen sending off a motorbike to Casablanca

forms for the transport of goods between two airports. It involves collection of the product from the customer and its delivery to the recipient, punctually and in good condition. In other words, a total service.

COMBINATIONS

In the transport sector, it is more and more usual for different forms of transport to be combined. The linking of sea and air transport is a solution being chosen by an increasing number of customers. In that context, EAC Transport Airfreight is working hard to establish freight services which involve EAC's liner service, thus producing maximum synergy.

Another example of the synergy effect is the exploitation of EAC's business contacts. For instance, EAC Transport Airfreight, in sending products from Farma Foods in Denmark to Tokyo, has found a solution which minimises damage to packaging and reduces freight costs at one and the same time.

With the establishment of EAC Transport Airfreight, EAC Transport Agencies can now offer its own solutions for all freight requirements – by land, sea and air.

EAC IN CANADA

EAC GRAPHICS DIVISION

EACgraphics Canada (including Baum, Inc. Canada)

Scarborough, Ontario
Distribution of binding and finishing equipment to the graphic industry
16 employees
Member of the EAC Group since 1985

EAC TRADING DIVISION

EAC Forest Products

Vancouver
Export of timber
25 employees
Member of the EAC Group since 1941

Landucci Industries Ltd.

Vancouver
Timber processing
140 employees
Member of the EAC Group since 1988

EAC Engineering Canada

Toronto
Marketing of advanced environmental equipment
2 employees
Member of the EAC Group since 1941

EAC Projects

Toronto
Coordination of assistance to developing countries
1 employee
Office opened in 1988

EAC Trading Americas

Bulk imports of consumer goods and handtools
Export of Canadian products
5 employees
Member of EAC Group since 1941

EAC PLUMROSE DIVISION

Plumrose Inc.

Scarborough, Ontario
Import and distribution of canned specialities, cheese, cakes and biscuits
7 employees
Member of the EAC Group since 1956

EAC TRANSPORT DIVISION

EAC Transport Dry-Bulk

Vancouver
Sea transport, mainly forest products
25 employees
Established in 1987

AMJ Campbell International

Mississauga, Ontario
Transport services
13 employees
Member of the EAC Group since 1988

Santa Fe Transportation (Canada) Ltd.

Vancouver
Transport services
6 employees
Member of the EAC Group since 1988

SILVER C HOUSE

EACgraphics – an important partner for bookbinders



The staff of Baum/EACgraphics/Plumrose in front of the EAC-office in Toronto

A firm foothold in the Canadian market for bookbinding equipment has been achieved by EACgraphics in less than four years. It all began at a graphics exhibition in November, 1985, when – with help from EAC USA Inc. – EACgraphics first established a name for itself. Today, EAC's involvement in the Canadian graphic sector is centred on an enthusiastic team based at sales offices and showrooms in Toronto and Montreal.

INTRODUCTION OF BRAND-NEW PRODUCTS

"There is an old rule of thumb which says that the first sale to a customer takes four times as long as the next one. And the fact that we are also introducing bookbinding technology which has never been used in Canada before makes it a double challenge," says Arne Nordtorp, head of EACgraphics, Canada.

EACgraphics products sold in Canada comprise bookbinding machines from Macey (EAC acquired K.S.Macey Machine Company in December 1988), Sulby, Stahl, Sickinger, PCS software (for computerised control of graphic processes), Wahli envelope feeders and Hunkeler machines for such applications as the production of direct-mail materials.

In addition, EAC's graphic activities include the sale of Baum products, as the EAC-owned US company Baum established its own sales and service subsidiary in Canada last year.

PIONEERING WORK IN THE CANADIAN GRAPHICS SECTOR

The concrete results of these marketing efforts include the achievement of an impressive 100 per cent market share for Sulby bookbinding machines in 1988. And the sale of Sickinger machines alone provided

a turnover of DKK 6 million last year. The same held true for K.S. Macey's products. In addition, the first Hunkeler machines were installed in Canada for the production of direct-mail materials. This represents a breakthrough for a new technology in the fast-growing Canadian direct-mail market. There are already five Hunkeler machines in operation and Arne Nordtorp expects several more to be commissioned before the end of the year.

GRAPHIC SERVICE

"There are obligations involved in being the world's leading distributor of graphic equipment. So, at EACgraphics in Canada, we have set ourselves the target of being the country's most service-oriented supplier of machines and systems to the bookbinding industry," adds Arne Nordtorp.

Canadians are conservative by nature but, with help from EAC, I have been a pioneer in the graphic market.

"I have installed Canada's first Stahl BL 200 bookbinding machine. It has a capacity of 2,500 books an hour. Just a couple of years ago, changing the traditional bookbinding industry in Canada would have been unthinkable. But a visit to Europe arranged by EACgraphics Canada convinced me that EAC's experience, coupled with the high quality of the Stahl products, was an excellent combination. Since then, the Stahl machine has been supplemented by another advanced graphic machine – a Müller Martini Normbinder – which is the first of its kind in Canada," says Kirby Best.

Kirby Best is 32 years old and president of T.H. Best, Toronto. He developed many of his pioneering ideas in the graphics sector when he was a member of Canada's Olympic bobsleigh team. The team came fifth at the last Winter Olympics and several of Best's team mates at that time also worked in the Canadian graphic industry.

NEW MARKETS

Folding and Bindery Systems Ltd., which is Canada's largest bookbinding company, is another of EACgraphics Canada's customers.



Kirby Best, president of T. H. Best, has equipped his company to meet the challenges of the future. He is seen here standing next to Stahl book-binding equipment

Bobsleigh champion turned graphic pioneer



Norm Beange, president of Folding & Bindery, in front of his firm's Hunkeler installation

The company is the largest Canadian customer of the EAC-owned American sales company Baum International, which sells folding machines in North America and international markets. It has also shown interest in other graphic products. EACgraphics has recently supplied a Hunkeler Magic Mailer.

"The machine has excellent operating characteristics. These have not only given us access to the fast-growing direct-mail market. They have also opened up opportunities in new graphic niche sectors," says Norm Beange, president of Folding and Bindery Systems Ltd.

DIRECT-MAIL'S EXPLOSIVE GROWTH

Bob Tier, who is president of Bindery Services and vice-president of Binding Industries of America (a North American employers' association), says that Toronto has become North America's fourth largest market for printing machinery and other graphic equipment. But Binding Industries of America expects the new free-trade agreement between the USA and Canada to result in Canada losing orders worth some CAD 500 million and 3,000 jobs to the USA.

Bob Tier has therefore adopted an aggres-

sive marketing stance, designed to counter the effect of the USA-Canada free-trade agreement and to produce growth rather than the predicted decline.

"The free-trade agreement between the two countries has acted as a catalyst, forcing us to develop a new strategy. We hope that this will not only ensure our survival in the sector but result in growth as well."

The Canadian direct-mail market is one of his targets. By adopting a pioneering role – exploiting new technology in the form of market support from EAC and Hunkeler's graphic machinery – Bob Tier is able to offer many more creative possibilities to the producers of direct-mail materials than have previously been available. "So far, the response to the new strategy has been overwhelming," says Bob Tier.



Bob Tier, president of Bindery Services, is at the forefront in finding creative opportunities in the Canadian direct-mail market

Adding value to timber through product development

It is EAC's goal to play a role in the development of processed products derived from Canadian pine and fir. Landucci Industries Ltd., of which EAC is joint owner, develops similar products in cedarwood, which Landucci markets in North America, with EAC responsible for other territories. EAC's investment last year in Landucci Industries opens up important opportunities for both companies, given Landucci's specialist knowledge and EAC's international timber organisation and transport know-how. The product range includes panels, garden furniture, window and door components and laminated products – particularly for export to Japanese and Taiwanese industrial customers.

NEW NICHE SECTORS

Changes in both markets and resources create a need to find specialist and niche products. Thus, Landucci Industries has be-



Bob Landucci is seen here with one of the company's products

come the leading producer of barbecue tables and EAC supplies container after container of loft-ladder parts to a French manufacturer.

'A fire on 13th May last year destroyed the

production equipment but it has now been reconstructed. Reconstruction was expensive, because it had to be done quickly, but it was important that customers were not let down. Today, 130 employees manufacture high-quality products. The factory's special machines and drying kilns provide an excellent manufacturing base, offering us the opportunity to produce a varying range of products,' says Bob Landucci. The company exports most of its production, largely to the US market, with Europe playing only a minor role at present.

CHINESE PENCILS

The use of wood for the manufacture of pencils in the industrialized countries is declining but there are new marketing opportunities for cedarwood products. For example, both China and Algeria have expressed interest in buying 'raw' pencils, for conversion into finished products. In both Canada and the United States, industrial processing of soft woods is currently at a very low level, but the situation is changing. Bob Landucci compares the overall trend in the Canadian timber industry with the leap from old-fashioned typewriters to electronic office equipment. 'Progress is rapid but, metaphorically speaking, we have not yet reached the 'word-processing era' in the timber industry,' he says.

An aerial view of Landucci Industries Ltd.



EAC in government-supported timber project



Peter E. Almgren in front of a consignment of sawn timber

ADDED VALUE THROUGH PROCESSING

In British Columbia, a proportion of the forests is publicly owned. This has resulted, historically, in forestry being an element in employment policy. Through the efficient automation of the sawmills and the manufacture of basic timber products, British Columbia is currently in the process of felling more and more trees with fewer and fewer employees in the industry. In recognition of this problem, British Columbia now has a policy of allocating forestry licences to producers like Landucci, because these companies are more labour intensive and create products with a higher added value. EAC's cooperation with Landucci began as long ago as 1974. Today, Landucci supplies contract work to EAC's timber department in Vancouver, which then exports to overseas customers. EAC and Landucci work closely together with regard to raw materials, marketing strategies and production.

Canada's vast forestry resources will be more effectively exploited as a result of closer cooperation between the government and the forestry industry. The Canadian government, the British Columbia provincial government and 24 forestry companies, including EAC Canada, signed a historic collaboration agreement at the beginning of the summer. During a five-year period, some DKK 60 million will be invested in export promotion and production facilities to create further employment opportunities in the province's largest industrial sector.

tain our involvement in the Canadian forestry industry. Basing itself on its solid background in the marketing and transport of timber and pulp, EAC developed a trading unit which will this year have a turnover of DKK 350 million. The investment in Landucci was a clear signal to the rest of the industry that EAC has a deep commitment to Canada."

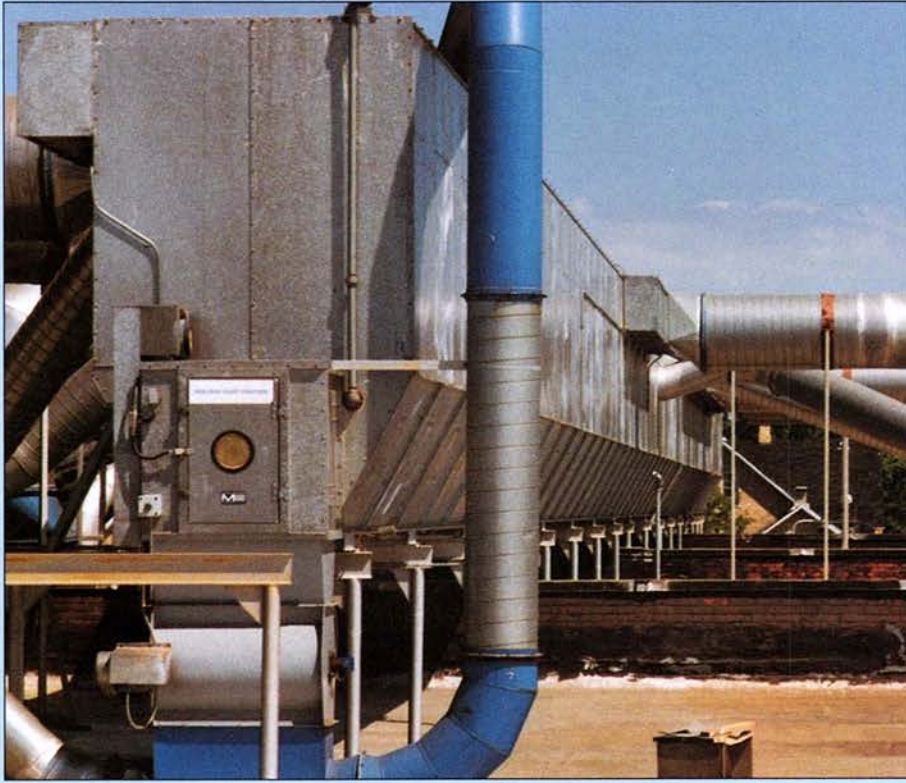
50 YEARS IN THE FORESTRY INDUSTRY

"EAC has a long tradition and an excellent reputation in the North American forestry industry. During the 1940s, tracts of forest were purchased and contacts were developed which resulted in the creation of the Tahsis company, a large producer of timber and pulp products," says Peter Almgren, executive vice-president of EAC (Canada) Inc. "Subsequently, a downturn in the business cycle resulted in EAC withdrawing from this company. We nevertheless wished to main-

An EAC ship with a deck cargo of sawn timber



Canada's longest Danish installation



EAC Engineering, Toronto, has developed a niche sector for itself as a result of the growing interest in the environment. Canadian companies have become very aware of their employees' welfare and are, as a result, investing considerable sums in environmental protection. Bjørn Axell, EAC Engineering, reports that one of the consequences has been the sale of a system produced by the Danish company Moldow to the secondary timber industry. Moldow specializes in dust control. EAC Engineering also covers such sectors as fire protection and sells various pollution-control products.

80 METRES LONG

EAC supplied the largest and longest installation ever produced by Moldow in Ontario – an 80-metre machine delivered to an Ontario company in 1986.

A section of the 80-metre-long Moldow installation in Ontario

New project business from Toronto

A minor but nevertheless significant element in EAC's Canadian activities is undertaken by EAC Projects, Toronto, and has a worldwide dimension. The department is involved in project work, primarily in Africa and the Far East. The strategy in this sector is based on a detailed and personal knowledge of Canadian exporting companies and EAC's skills in marketing. It is a relatively new activity, since the office was only established last year. "We are currently working on several projects in cooperation with Canadian companies in the telecommunications, power, transport and agricultural sectors. They include several major projects in East and West Africa," says Frank Johansen, manager of EAC Projects.

Frank Johansen, EAC Projects, Toronto





The major food fairs are an important element in the launch of new products. Demonstrators were used to introduce jams from "Den Gamle Fabrik" at this summer's Canadian Fine Food Show in Toronto

Bilingual packaging is needed in Canada

Not all Canadian consumers are bilingual and marketing has to be in both English and French. The English breakfast and French cuisine are both significant in the daily lives of Canadians. So it has been of decisive importance for EAC Plumrose to introduce products which respond closely to the eating habits of both cultures.

CHEESE ON THE BREAKFAST TABLE

Ole Andersen, president of Plumrose Inc., Canada, explains that there is, as a result, an emphasis on cheeses in the product range — both imported speciality cheeses, such as English Stilton and Danablu, and locally-produced Havarti. The market in cheeses has, however, recently been under some pressure, because of stiff price competition.

A larger market share has been achieved through the sale of biscuit assortments, including Danish varieties, which now account for 25 per cent of imports. Various ham and sausage products from the Plumrose organization in the USA are also sold.

DANISH JAMS LAUNCHED

"Consumer surveys show that a growing number of Canadians prefer healthier foods and Plumrose is consciously exploiting this trend by introducing new, healthier niche products. The first products in this range are jams with 20 per cent less sugar than competing brands in the market. The jams, produced by Den Gamle Fabrik ("The Old Factory"), are unique in terms of both quality and packaging. They are full of fruit and the packaging has been carefully designed to bring this point home to consumers. So that potential customers can try out the prod-

ucts, Plumrose has arranged demonstrations in a number of supermarkets in Toronto, Montreal and Vancouver," says Ole Andersen.

POPULARITY OF DEMONSTRATIONS

Product demonstrations are a comparatively new feature of the marketing scene in Canada, but the consumers love them. Experience has proved that housewives — not young girls — should be chosen to demonstrate the various products.

EAC Transport is being used to send the first container-loads of jam to Canada — so EAC Group synergy is working.

The planning and launching of new products is the key to success and Plumrose is currently working on a number of exciting new projects which are scheduled for introduction during the next two years.

Removal company with customers all over the world

Moving five staff members at the Canadian Atomic Energy Commission to Rumania, where they are to supervise the construction of a nuclear power station, is one of the more interesting recent assignments for the removal firm AMJ Campbell International, a subsidiary of the EAC-owned Santa Fe Transportation International.

Santa Fe, which has its headquarters in Hong Kong, was acquired by EAC last year. The company is currently expanding its activities in Canada through AMJ Campbell International, which is one of Canada's largest international removal companies.

LARGEST LOCAL REMOVAL COMPANY

The Canadian headquarters is in Toronto, where Ole K. Jensen makes sure that all op-

erations – from removals on behalf of diplomatic personnel to more specialized tasks, such as the transport of mining equipment – go according to plan. AMJ Campbell International also owns AMJ Campbell Van Lines, which is Canada's largest domestic removal company, with 30 offices located throughout the country.

"One of our more unusual assignments was the removal of the household effects of a CBC TV reporter from Beijing to Toronto. It is vitally important for removal firms to develop a reputation for high-quality service and reliability. In addition, our aim is to achieve an equal number of return loads to Canada for our containers, via our overseas agents. And that means exploiting all the opportunities for synergy which are available worldwide through EAC," says Ole K. Jensen.

New trucks in the Santa Fe colours in front of the new offices and warehouse in Toronto



The EAC timber freight department in Vancouver (EAC Transport-Dry Bulk) is the largest bulk-carrier operator on the west coast of North America. Forest Product Carriers (International) Ltd., usually known as FPCI, is jointly owned by EAC and the large Japanese shipping line Mitsui-OSK. The company, which has its head office in Vancouver, has become the leading carrier of timber from British Columbia to Europe.

It was just two years ago that EAC Transport moved its drybulk department to Vancouver, under the management of Niels Storinggaard. Today, the department employs 25 people and has a representative in Newport, in the UK. Apart from FPCI, the department is also responsible for EAC's global bulk-carrier operations.

SPECIAL VESSELS WITH BOX-SHAPED CARGO HOLDS

FPCI and EAC have specialized in bulk carriers with box-shaped cargo holds. These vessels are particularly suited to the transport of forestry products, pipes and steel components.

EAC's bulk carriers are named after various kinds of tree beginning with the letter 'C', such as CASSIA, CEDRELA, CINCHONA, CAMARA etc. The FPCI vessels, on the other

Largest carrier of timber from Canada to Europe



EAC Transport – Dry Bulk's offices are in East Asiatic House, Vancouver and have a beautiful view across Vancouver Bay

hand, have names beginning with the letters 'FP' – for example, FP CLIPPER. The fleet currently totals 11 vessels which are either owned or on long-term charter. In addition, three or four vessels are also chartered for shorter periods, so that on average the Vancouver office manages around 600,000 DWT.

Dry cargoes may for example be grain, phosphates, ore concentrates, coal, bauxite etc. But the majority of cargoes comprise forestry products such as sawn timber, pulp, veneers and logs.

EAC's Forest Products Division in Vancouver has recently opened up an exciting new market in Algeria. EAC Transport-Dry Bulk has just shipped its second full cargo of timber from British Columbia to that market and several further shipments are planned, for delivery later this year.

NEW TRADE OPENINGS BETWEEN SOUTH AMERICA AND SOUTHERN EUROPE

'Other interesting new markets also include Argentina. EAC Transport-Dry Bulk has started to transport eucalyptus wood in BOX boats to Southern Europe and Scandinavia. We expect to achieve up to 18 sailings from Argentina this year,' says Niels Storinggaard.

THE WORLD'S LARGEST SPECIALIST TIMBER VESSEL

EAC has just acquired the M.S. JOANN M on long-term charter. It is a vessel of the Flens-

burg type – well known in timber shipping circles. There are four such vessels, which are the world's largest specially-built forestry product ships. They are of 50,000 DWT and are 213 metres long.

In addition, it is worth mentioning that the FPCI vessel FP CLIPPER has just carried a record 11,000 tons of timber as deck cargo. This cargo was larger than the total capacity of any one of the former EAC BOGOTA-class liners built in the 1950s.

Ursula J. Mah and Niels Storinggaard discuss a transport question



Woman in a man's world

EAC's strength lies first and foremost in its human resources, a situation which has certainly motivated Ursula J. Mah, vice president of Forest Product Carriers (International) Ltd., Vancouver. Ursula Mah is one of the few women to have made a mark in the male-dominated world of shipping.

Ursula Mah was born in Poland and arrived in Canada as an English-Polish translator in 1972. She later joined a Canadian company involved in the export of timber products from British Columbia. From being one of FPCI's customers, she then moved across to become second in command at FPCI.

ABILITY TO GET ON WITH PEOPLE

"The Canadian timber industry is generally thought of as a tough man's world – lumberjacking in the northern wastes, rugged conditions, heavy road and rail transport to move the logs from the forest areas. But I feel very comfortable in this world and have learned how to get on with everybody," says Ursula Mah.

Flowers, walnuts, peanuts and handtools

Containers filled with fresh star fruit from EAC Malaysia are about to become a part of everyday life for Canadians. The first shipment from EAC in Malaysia has arrived safely at EAC Trading Americas, Vancouver. There have been several air-freighted shipments of fresh chrysanthemums from the EAC-IFU joint venture in Malaysia. Air-freighted orchids and carnations are also much in demand in Canada.

The small, efficient department – there is a staff of five – has a rather mixed bag of activities. Apart from flowers and fresh fruit, the department is also involved in the marketing of surgical gloves from EAC's new rubber-glove factory in Kuala Lumpur. It expects to receive 10-12 containers of gloves a month. The North American demand for surgical gloves is 10-12,000 million annually, of which Canada is responsible for over 10 per cent.

BIG NEW "DIY" MARKET

Handtools from China are another of the department's activities. EAC Vancouver buys in China for selected North American distributors and believes that the "do-it-yourself" market has great potential as a niche area. The products bought for that market include hammers, screwdrivers, adjustable spanners, socket spanners and wrenches.

Taiwan also supplies these products and, in 1989 alone, some 300 container-loads will arrive in North America from China and Taiwan. One of the requirements for success in this sector is attractive packaging, to tempt the consumer at point-of-sale.

"Another of our activities is the import of Chinese peanuts into Canada," says Henrik Laursen, manager of EAC Trading Americas. "We are currently working on a counter-trade



Inspecting carambola (star fruit) at the importer, in Vancouver. From the right: Henrik Laursen, Fred Tang and Lily Antunes, EAC Trading Americas

agreement under which EAC Trading Americas will sell a peanut-processing factory to China and buy peanuts from it for sale in Canada.

Other imports from Malaysia include ginger,

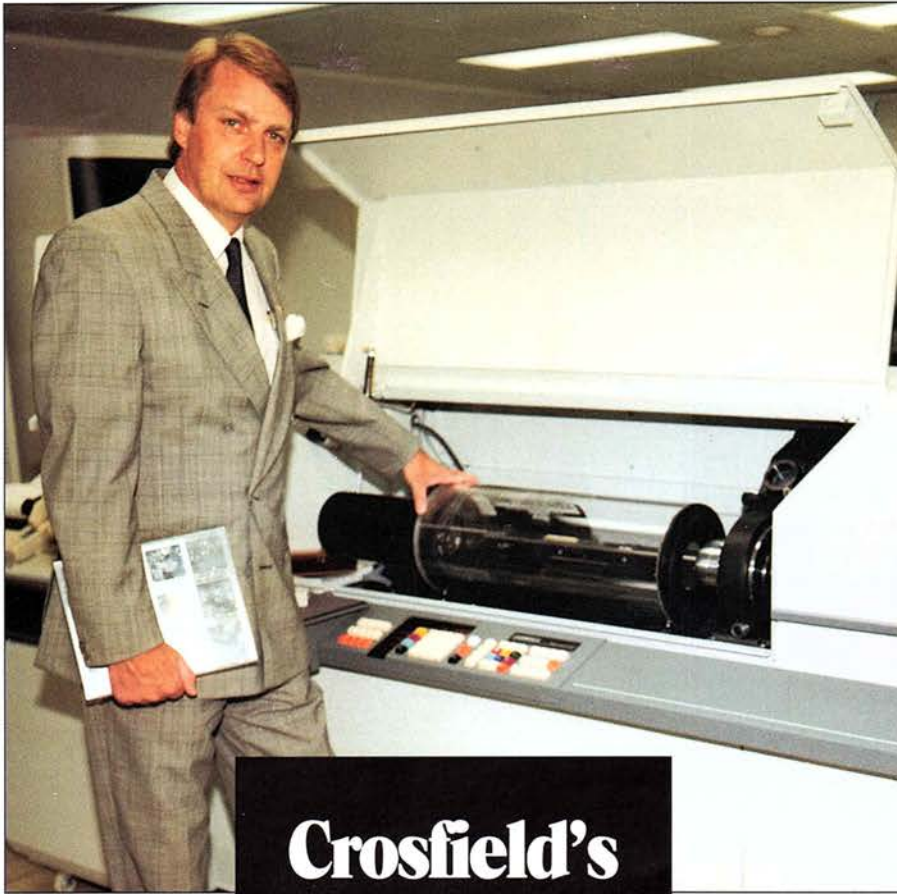
mangoes and banana chips. Coconuts come from the Philippines and snack foods from Taiwan. From Spain and Portugal we import olives, tomatoes and other products for such customers as pizza restaurants. Anodes for the chemical/electronic industry come from Japan. We also act as a look-out post for EAC's Consumer Products Division in these and other areas."

WALNUTS AND NON-WOVENS

Walnut kernels from China are EAC Trading Americas' largest import into Canada and they have a 25 per cent market share – 800,000 kilograms annually. Lastly, they market non-woven synthetic fibre fabrics produced by the EAC-owned Aalborg company Fibertex, which is part of EAC Energy and Property Division. This product's uses include the covering of mattress springs. With the aim of increasing synergy, an experiment is currently under way in which the EAC-owned company Landucci Industries, Vancouver, is supplying wooden frames for bed base-frames.



Two EAC staff members, Joseph Chang and Mike Lu (centre), visit a Chinese supplier of handtools



*Lars B. Janneryd
with a Crosfield
scanner*

Crosfield's problems in the Far East solved by EACgraphics

Before 1983, the British company Crosfield Electronics found it difficult to sell its products to the graphic industry in the Far East. Its agency network was a mixture. In some countries, marketing was in the hands of small family businesses whose main ambition was to maximise their immediate earnings. In others, the agency was held by large conglomerates who treated the sale of Crosfield's products as an unimportant subsidiary activity.

—“Our problems were considerable. We had the best products in the world but our agents were not interested in expansion. And, even though our Far East distribution channels were unsatisfactory, we had problems finding a good alternative,” says Lars B. Janneryd, Swedish-born deputy managing director of Crosfield Electronics. Crosfield produces picture processing and transmission equipment and markets it to the graphic industry worldwide. Until 1983, EACgraphics was agent in the Far East for Crosfield's strongest competitor.

DIALOGUE

This prompted Crosfield to contact EACgraphics and a series of negotiations

followed. As a result, in 1983, Crosfield appointed EACgraphics as its exclusive distributor for the Far East, excluding Hong Kong, Taiwan, Korea and China.

PROGRESS

— “We immediately began to gain market share and EACgraphics expressed the wish to represent us in the whole region. At first, we were somewhat resistant to the idea, particularly out of loyalty to our established

representatives. On the other hand, we had to recognize that EACgraphics was achieving results. So, in 1984, we appointed EACgraphics to cover the whole region excluding Japan,” says Lars B. Janneryd.

He has not had cause to regret that decision. Although Crosfield has been selling its products in the Far East for more than 25 years, it was only after EACgraphics became involved that marketing was organized systematically and market shares began to increase.

— “EACgraphics' strength of course varies from country to country. But one thing that all the EACgraphics people have in common is a will to expand the business. This has resulted in the establishment of demonstration facilities in nearly all the countries concerned, as well as an expansion of after-sales service — vitally important to success in any territory.

More than 300 Magnascanners and 25 Studio Systems have been installed in the markets in which EACgraphics represents Crosfield. And there is every reason to predict that our joint efforts will result in increased growth in the Far East,” concludes Lars B. Janneryd.

Container station blessed



United Asiatic Company Ltd. (UAC) – a company owned by EAC and the Thai Viravan family – has begun using a new container station in one of Bangkok's industrial areas. During

the opening ceremony, the facilities were blessed by monks. The photograph shows a monk anointing the company sign, while Charmnarn Viravan, UAC's managing director, looks on.

Technical centre in Detroit

Heidelberg Eastern has killed two birds with one stone by investing in a new technical centre linked to its northern region head office in Detroit. It is used to train the company's own technical staff in repair and maintenance and to train customers in the use of advanced printing machinery. The centre has been

equipped with machines worth USD 2 million. There are always 14 young people under training, drawn from everywhere in the Heidelberg Eastern sales territory. The centre also arranges a programme of seminars for the graphic industry. The picture was taken in one of the classrooms.



Plumrose in the heart of the jungle

The fact that Plumrose products are distributed widely in Venezuela comes as no surprise to Ole Østergaard, production manager of Plumrose in Venezuela. But even he was taken aback to find the company's products on the shelves in a bar miles from civilization, when he was on an expedition in the Amazon jungle. The bar's owner, Señora P. Caballero, receives her supplies once a month from

the Plumrose wholesaler in Puerto Ayacucho. And "the system works well," she says, even though the last leg of the journey is by dug-out canoe. The local inhabitants buy the canned foods as an accompaniment to their beer or as snacks between meals. A second group of customers are members of the many expeditions which start out from Puerto de Samariapo, the town in which the bar is located. During Ole Østergaard's visit, a French film crew purchased a large quantity of Plumrose products for their stay in the Amazon jungle. The picture shows Señora Caballero in her bar, with her stock of Plumrose products on the shelves.



Training ship visits St. Thomas



The Danish training ship GEORG STAGE visited St. Thomas during its summer cruise. The ship's agent was the EAC subsidiary The West Indian Company Ltd. (WICO), which arranged various

events for the training ship's officers and crew during its four-day visit. The picture shows GEORG STAGE coming alongside at WICO's quay in Charlotte Amalie.

EAC has a look-out post in Portugal



Jørgen Finn Petersen is manager of EAC's new representative office in Lisbon

The establishment of a representative office in Lisbon means that EAC now has a look-out post in Portugal. Jørgen Finn Petersen has been manager of the new office since 1st April. His mission is to identify potential business opportunities for the EAC divisions in the Iberian peninsula – and particularly in Portugal.

In addition, Jørgen Finn Petersen will be producing market analyses for the individual groups of products which EAC manufactures and/or markets and distributes.

EAC has not previously had permanent representation in Portugal. The decision which has now been taken to invest resources in that country is based on the fact that Portugal – particularly after it joined the European Community in 1986 – is in a phase of profitable and stable economic development. This growth is assisted by the very significant financial support Portugal receives from the Community. Generally

speaking, EAC is paying greater attention to the European single market – and in particular to the Iberian peninsula.

BROAD EXPERIENCE

Jørgen Finn Petersen, who is 51, has worked for various companies in Europe, the Middle East, West Africa and – most recently – in Brazil and Portugal. As a result of his many years of employment in these different markets, he has developed substantial experience in international commerce.

The representative office in Lisbon reports direct to the Group headquarters, with its work coordinated by the headquarters department (known internally as KEU) which keeps a watch over European Community trends.

COOPERATION

Jørgen Finn Petersen is firmly convinced that Portuguese companies are very inter-

ested in establishing cooperative agreements of various kinds with EAC. The Portuguese recognize they are not particularly strong in terms of technology, know-how, marketing and management.

These are the areas in which EAC can come into the picture, with the Portuguese companies contributing conscientious and loyal workforces.

EAC's interest in Portugal is also based on that country's good relations with its former African colonies. These former colonies – including Angola, Mozambique and Guinea Bissau – are now, after many years of unrest, entering a phase of reconstruction. It may be assumed that Portugal, and therefore Portuguese companies, will have a substantial role to play in this process. And this also means that there will be business opportunities for EAC.

The export of drinking coconuts and pomeloes (a type of giant green grapefruit) from Thailand to Denmark is among the first of the new initiatives which EAC is taking with the aim of increasing the export of tropical fruit and vegetables.

EAC has rented a factory and refrigeration facilities close to Bangkok harbour. There, twenty young people pack 8,000 drinking coconuts every week. A month later, the coconuts are on sale in Danish supermarkets. The coconuts are harvested at a plantation 80 kilometres to the north on the Chao Praya river. The river also flows through Bangkok and it is used to transport the freshly-harvested coconuts to the factory, where they are made ready for their journey to Denmark in refrigerated containers.

CHOOSY PALM TREES

The coconut palm is very fussy about its surroundings and will not grow just anywhere. It does best in the tropical rain forest climate, which is why close to 90 per cent of world production is in the Philippines, Indonesia, India, Sri Lanka and Thailand areas which have been well known to EAC for many years.



A coconut is prepared before being shipped to Europe

All the Thai coconut plantations are in the southern part of the country because, for reasons unknown to science, the coconut palm prefers to be near the coast.

The development of the coconuts is checked daily, since the harvesting time is a decisive quality factor, particularly when the time it takes for the coconuts to reach the consumer is taken into account.

When the inspector has identified the clusters which are to be harvested, they are cut carefully and lowered to the ground on a rope. Trained monkeys are used for this work in some areas of Thailand.

EAC involved in the export of coconuts



A cluster of coconuts is carefully cut free

FLESH REMOVED

At EAC, the coconuts are prepared for the next stage of their journey. They are actually not nuts at all but a stone fruit, like plums and peaches. The coconuts we see in the shops are just the "stones". In their natural state, they are covered by thick, white, fibrous flesh and a thin green skin.

These two outer layers are removed during the preparation process. Thereafter, the coconut is immersed in a conserving liquid to prevent discoloration. It is then checked once more before being packed in cellophane and put in the refrigerated store.

Once a week a refrigerated container is filled with Thai coconuts and transported to Europe by ScanDutch, of which EAC is a co-owner. The coconuts are then distributed to Danish supermarkets.

CONTRACT WITH IRMA

In Denmark, EAC has signed an exclusive contract with the Irma supermarket chain

for regular supplies of these fruit from Thailand. Irma has some 200 supermarkets and the cooperation is both an experiment and an investment.



Refrigerated containers are used for the journey



On arrival, the fruit's quality is checked by, from the left: Bo Jakobsen, EAC Transport Agencies; P. Ole Clemmensen, ScanDutch; and Ole Larsen, Irma. This is a consignment of pomeloes

In the supermarket, Anne Mette Johansen of Irma demonstrates the technique for drinking coconut milk. Two holes are made and a straw is inserted in one of them. The red fruit in the centre is rambutan and there are green pomeloes to the left

Until now, exotic fruits have been expensive. They have had to be air-freighted to ensure their freshness when they go on sale and that is a costly way to transport goods. However, a combination of the correct harvesting time, appropriate packaging and technical improvements to the refrigerated containers means that it is now possible to transport certain types of fruit by ship, which is a much less expensive form of transport. The fruit do not lose their taste, even though it takes a month or more for them to make the journey from the plantation to the supermarket shelves at Irma.

BREAKTHROUGH IN PROSPECT

There is good news on the way for consumers who enjoy air-freighted exotic fruits but think that they are too expensive.

A new type of ship's container is to be introduced in a few months' time.

All the oxygen in the containers can be removed. As a result, the ripening process for the fruit and vegetables they contain is halted. The products remain as fresh as the day they were packed, even during a journey lasting a month.

Ole Larsen, the Irma manager in charge of the introduction of tropical fruit and vegetables, sees great potential in the new system. He believes that, as a result of the reduced freight costs and resulting lower retail prices, the Danes will give their approval to such fruits as carambola, mangosteen, durian, rambutan and papaya. These are all fruits which are so fragile that, in the past, air freight has been the only possibility.



EXPORT FROM MALAYSIA

EAC in Malaysia invests in fruit and vegetables

The goal of achieving a 40 per cent share of Malaysia's fruit and vegetable exports has been set for itself by EAC (Malaysia) Export Division. And they are well on the way, with European, Austra-

lian and Canadian supermarkets and wholesalers as their customers.

The European markets are Sweden, West Germany, France and Denmark. Of these, Sweden is the largest, responsible for close to 35 per cent of total sales. The supermarkets are marketing the products under the brand name "EMAS", which means "gold" in Malay.

SEA AND AIR

At present, equal quantities of fruit and vegetables are transported to Europe by sea and air. During the summer, an average of

two containers were sent each week, a figure which is expected to be doubled within the next 4-6 months.

TIGHT CONTROL

There is a demanding quality check of the produce before it is transported. This is carried out at a new warehouse which EAC (Malaysia) Export Division has just acquired. The warehouse can handle 1,000 cases of fruit and vegetables daily, which is double the previous capacity.



Carmen Urdaneta checks meat-cutting at the Cagua factory

Manager, mother and housewife all at once

When 32-year-old Carmen Urdaneta leaves Plumrose's food-processing plant in Cagua, Venezuela, in the late afternoon after nine and a half hours' work as a manager, there are two more jobs waiting for her at home. These are her job as mother to a boy of six and a baby girl of just eight months and her job as a housewife, with all that that entails in terms of cleaning, washing and cooking. Carmen Urdaneta's daily schedule is a demanding one. But that is not the reason why, as the only woman manager in the Plumrose organization, she was awarded the title of "Man of the Year". She won the title in 1982 in recognition of the results she achieved by establishing a set of rules for the production of foodstuffs. Since then, her career has been a steady progress upwards. Today, Carmen Urdaneta is in charge of productivity control.

SEVEN BROTHERS

Carmen Urdaneta was born in San Cristobal, near the Colombian border. As an only daughter with seven brothers, she faced

challenges from an early age. This childhood experience has been put to good use in her professional career.

After her university education as a technical engineer at Tachira University, Carmen Urdaneta joined Plumrose, in Cagua, 800 km from her native town. That was in 1981. She began her career in the work-study department and it was the results she achieved there which won her the award the following year.

LEARNING IN SPITE OF LANGUAGE BARRIER

As a part of the Plumrose staff-training strategy, Carmen Urdaneta was sent to Denmark on a two-month course in 1982. The course was about modern production methods and the opportunities available for improving processing techniques.

The fact that Carmen Urdaneta could only speak her mother tongue could have been an insurmountable problem. But no. She broke down the language barrier during her

stay. She absorbed many ideas and then applied them at the Cagua factory. The results were substantial improvements in both product quality and productivity.

Carmen Urdaneta also took back with her the educational system used by the Danish Meat Trade College to train meat-industry workers in Denmark. It is largely to her credit that the system was introduced in Cagua. As a result, the skill of employees has been enhanced and higher quality standards are being achieved.

FURTHER TRAINING

So Carmen Urdaneta has come a long way in Venezuela, where there are few women who can boast a similar career history. But it does not stop there. Plumrose's senior management knows that she represents a resource of considerable value. Carmen Urdaneta has been urged to undergo further professional training — and it is not a suggestion which needed repeating. Carmen Urdaneta is always ready and willing to take up new challenges. Even if she is manager, mother and housewife all at once.

Uneven share denominations cost more money

The registration of listed Danish shares began at Værdipapircentralen (the Danish Securities Centre, or VP for short) in the spring of 1988. Beforehand, the Copenhagen Stock Exchange converted its price quotations from a percentage basis to a price-per-share system. This step was taken to harmonize Danish practice with the system used by most other stock exchanges around the world. EAC and EAC Holding selected DKK 100 as the denomination for their shares, choosing

this figure partly on logical grounds and partly in response to the Copenhagen Stock Exchange's recommendation.

A PROBLEM

But this choice resulted in a problem in relation to the DKK 50 EAC shares and DKK 25 EAC Holding shares. The law requires all shares to be registered at VP regardless of their denomination. In consultation with Den Danske Bank, which is responsible for the EAC and EAC Holding shares which are in circulation, an agreement was reached with VP under which all shares issued in multiples of 100 would be listed under the securities code used for daily share trading. The DKK 50 and DKK 25

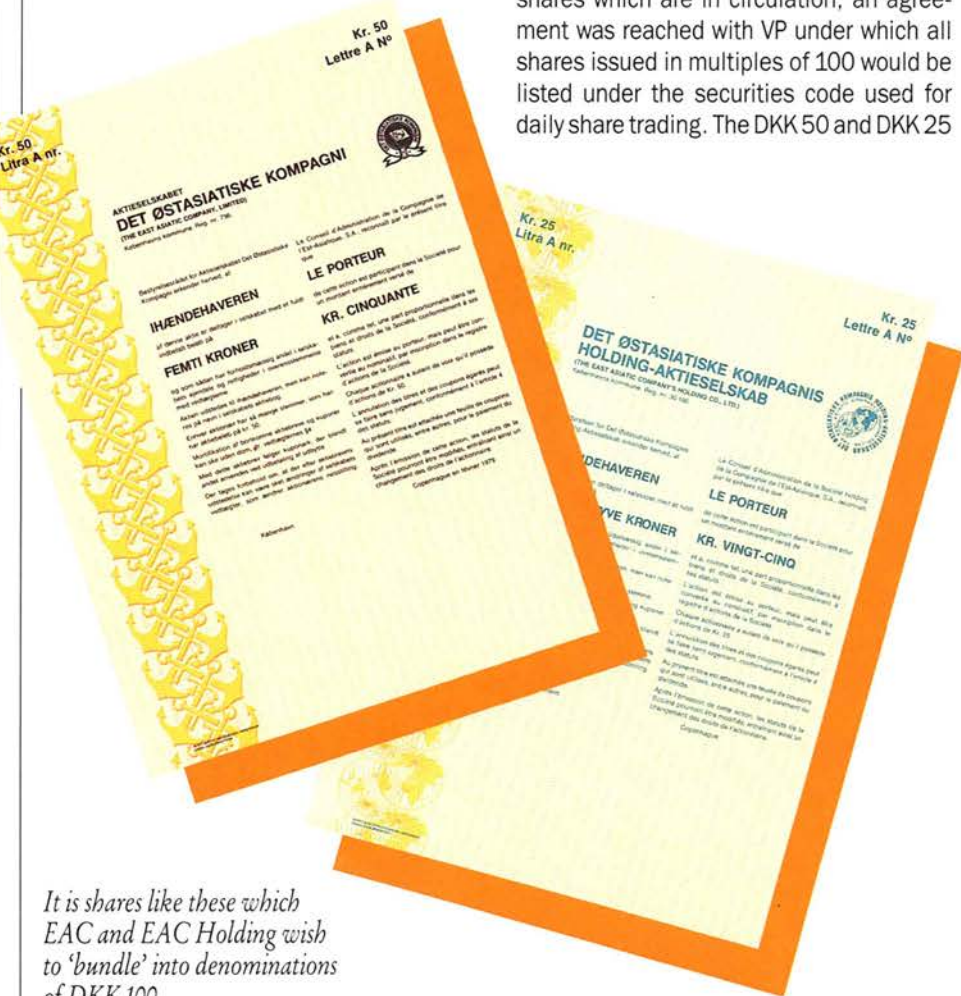
shares were listed under a so-called technical securities code. And, because every securities code costs money, EAC and EAC Holding pay some DKK 250,000 each year in extra charges to maintain these registrations.

BUNDLING A POSSIBILITY

The charges related to the technical securities code could be eliminated by gathering these share denominations together in rounded amounts, i.e. 'bundling' them. In other words, two DKK 50 EAC shares or four DKK 25 shares respectively become one DKK 100 share in EAC or EAC Holding. If investors cannot achieve such a rounding of their present holdings, EAC and EAC Holding are encouraging them either to sell their shares in these denominations or, if they wish to maintain their investment, to buy additional shares.

CONSENT BEING SOUGHT

Many shareholders have expressed the view that such a course of action is natural and should be undertaken without further ado. This is not, however, possible since each and every 'bundling' requires the consent of the individual shareholder concerned. On behalf of EAC and EAC Holding, Den Danske Bank has therefore asked banks which administer investors' accounts to urge those of their customers who have small numbers of these shares in their portfolios to accept bundling – if appropriate, linked to a rounding-up purchase – or to sell their shares. EAC and EAC Holding hope that this request will have a positive reception. It is of benefit to both shareholders and companies that shares should be in the DKK 100 denomination which is officially quoted. This rounding process will simplify trade in the shares and the companies will avoid the approx. DKK 250,000 extra cost of the special securities code.



It is shares like these which EAC and EAC Holding wish to 'bundle' into denominations of DKK 100

EAC's M.S. SELANDIA photographed during one of her frequent passages through the Panama Canal



America was an insurmountable barrier to the adventurers of the 16th century, who were searching for a westward route from Europe to Cathay, as China was then known. Even then, the Spanish started to plan the construction of a canal through the isthmus of Panama from the Atlantic to the Pacific.

GOLD WAS THE STIMULUS

Nothing came of these early plans. It was only when gold was discovered in California, in the middle of the last century, that things started to happen. There was a pressing demand for a fast sea route and the Americans began planning a canal. It was not Americans who constructed the canal. Instead, the contract was awarded in 1879 to a French company, headed by the designer of the Suez Canal, Ferdinand de Lesseps.

UNDERESTIMATE

But the French underestimated the scale of the task. They met many problems along the way and work came to a halt. The company went bankrupt, with a major scandal and a series of court cases as the consequences.

Other Frenchmen tried again.

The Panama Canal a difficult birth

EAC's S.S. TRANSVAAL was the first Danish vessel to sail through the Panama Canal, which has just celebrated its 75th anniversary



But there were other problems, apart from the financial ones. Construction was plagued by yellow fever and malaria. The French gave in and were replaced by an American consortium which began its preparations in January 1903.

DANISH INTEREST

Captain H.N. Andersen, EAC's

founder, was one of the first to appreciate the significance of the future Panama Canal. He wrote: "The opening of the Panama Canal will result in great changes for the world's seaborne trade. I am of the firm opinion that these changes will provide the Danish West Indies with the opportunity to occupy a central position – and it is es-

sential that we should keep these new opportunities in mind."

CONTRACT IN 1908

Disagreements continued for several years before President Theodore Roosevelt put a stop to them in 1908 by deciding that the US Army should be given the task. Time after time, landslides delayed construction. Even so, the canal was completed in August 1914. So it has just celebrated its 75th anniversary. The opening ceremony was cancelled because of the outbreak of the First World War, which occurred just a few days before the appointed date.

The first ocean-going vessel passed through the canal on 3rd August. The first Danish vessel – EAC's S.S. TRANSVAAL – followed a fortnight later.

GREAT SIGNIFICANCE

Since that time, the Panama Canal has had enormous significance for the world's maritime trade. EAC has used it regularly and the largest vessels in the EAC fleet of container ships – M.S. SELANDIA and M.S. JUTLANDIA – have been built to the largest dimensions possible for vessels wishing to pass through the canal.