



**Shareholders' Secretariat**

Copenhagen Stock Exchange  
6 Nikolaj Plads  
DK-1067 Copenhagen K  
Denmark

*The East Asiatic Company Ltd. A/S  
(A/S Det Østasiatiske Kompagni)  
East Asiatic House  
20 Indiakaj  
DK-2100 Copenhagen Ø  
Denmark*

*Tel.: +45 3525 4300  
Fax.: +45 3525 4313  
e-mail: [eac@eac.dk](mailto:eac@eac.dk)  
Internet: [www.eac.dk](http://www.eac.dk)*

*Registration No. 26 04 17 16*

*21.02.2007*

**Announcement No. 1/2007  
EAC's Preliminary Statement of Annual Results 2006**

*Résumé:*

EAC's consolidated revenue was DKK 3,590m, up 28 per cent in DKK compared to 2005. Operating profit from continuing operations increased by 36 per cent reaching DKK 312m based on strong performances by all three businesses.

Yours sincerely,

The East Asiatic Company Ltd. A/S  
(A/S Det Østasiatiske Kompagni)

*For additional information, please contact:*

*President & CEO Niels Henrik Jensen, +45 3525 4300, +45 2023 2188 (mobile), [nhj@eac.dk](mailto:nhj@eac.dk)  
Group CFO Michael Østerlund Madsen, +45 3525 4300, +45 2041 0957 (mobile), [mom@eac.dk](mailto:mom@eac.dk)  
[www.eac.dk](http://www.eac.dk)*

*This English version is provided for convenience only and in case of discrepancy the Danish version shall prevail.*

Preliminary Statement of  
Annual Results

2006



# Financial Performance in 2006

- EAC's consolidated revenue was DKK 3,590m, up 28 per cent in DKK compared to 2005. Operating profit from continuing operations increased by 36 per cent reaching DKK 312m based on strong performances by all three businesses.
- EAC Foods achieved revenue growth of 41 per cent in USD compared to 2005. Operating profit increased by 21 per cent in DKK to DKK 213m.
- EAC Industrial Ingredients achieved revenue growth of 23 per cent compared to 2005 in local currencies. Operating profit excluding non-recurring items increased by 29 per cent in DKK-terms to DKK 81m.
- EAC Moving & Relocation Services achieved revenue growth of 5 per cent relative to 2005 in local currencies. Operating profit grew by 36 per cent in DKK to DKK 53m.

## Revenue



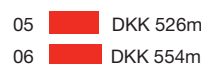
28%



39%



26%



5%

## Dividend

The Parent Company The East Asiatic Company Ltd. A/S achieved a net profit of DKK 248m. The Supervisory Board of Directors will propose to the Annual General Meeting that a dividend of DKK 10.00 per share be paid, consisting of DKK 5.00 in accordance with the Company's policy of distributing a dividend equal to 1/3 of the net profit and DKK 5.00 as a special dividend given the strong financial position of the Company. The total dividend payment proposed is DKK167m.

## Outlook for 2007

Expectations for the Group in 2007 are based on an average DKK/USD exchange rate of 570.00, while the actual results for 2007 will be consolidated using the average exchange rates for the year. This could potentially cause variances depending on movements in exchange rates.

The Group expects single-digit revenue growth both in local currencies and in DKK to around DKK 3.8bn (DKK 3.6bn).

The Group consolidated operating profit (EBIT) excluding non-recurring items is expected to be on level with 2006 (DKK 312m).

EAC's share of net income in associates is expected to contribute slightly above 2006 (DKK 25m).

The above outlook for 2007 reflects management's expectations of future events and must be viewed in the context of the business environments and currency markets, which may cause actual results to deviate materially from those projected by EAC.

## Presentation of financial results

The 2006 financial results will be presented by President & CEO Niels Henrik Jensen and Group CFO Michael Østerlund Madsen on 21 February 2007 at 15:00 (Danish time) at the Copenhagen Stock Exchange (CSE), 6 Nikolaj Plads, Copenhagen. The presentation will be streamed live on the web sites of the Co-

penhagen Stock Exchange ([www.cse.dk](http://www.cse.dk)) and EAC ([www.eac.dk](http://www.eac.dk)).

## For further information, contact:

President & CEO Niels Henrik Jensen,  
+45 35 25 43 00,  
+45 20 23 21 88 (mobile),  
[nhj@eac.dk](mailto:nhj@eac.dk)

Group CFO Michael Østerlund Madsen,  
+45 35 25 43 00,  
+45 20 41 09 57 (mobile),  
[mom@eac.dk](mailto:mom@eac.dk)

Further information on the EAC Group is available on the Group's web site: [www.eac.dk](http://www.eac.dk)

*Note that comparative figures for the previous year are stated in brackets. All currency effects refer to translation effects from reporting currencies unless otherwise stated.*

# Financial Highlights and Key ratios

| DKK million   | 2006      | 2005    |
|---|-----------|---------|
| <b>INCOME STATEMENT</b>                                 |           |         |
| Revenue   | 3,590     | 2,805   |
| Operating profit (EBIT)                                 | 312       | 229     |
| Net financials  | 52        | -16     |
| Revaluation of fixed assets investments                 |           | 2       |
| Share of profit in associates                           | 25        | 25      |
| Profit before income tax expenses                       | 389       | 240     |
| Income tax expense                                      | 100       | 94      |
| Profit from continuing operations                       | 289       | 146     |
| Profit/(loss) from discontinued operations              | -19       | 8,035   |
| Net profit  | 270       | 8,181   |
| Minority interests                                      | 30        | 27      |
| Equity holders of the parent EAC                        | 240       | 8,154   |
| Earnings per share from continuing operations           | 14.5      | 6.3     |
| Earnings per share (diluted) from continuing operations | 14.5      | 6.2     |
|   | 31.12     | 31.12   |
| DKK million   | 2006      | 2005    |
| <b>BALANCE SHEET</b>                                    |           |         |
| Total assets  | 2,760     | 11,628  |
| Working capital employed                                | 589       | 562     |
| Net interest bearing debt, end of period                | -752      | -291    |
| Net interest bearing debt, average                      | -521      | -805    |
| Invested capital  | 1,021     | 10,213  |
| Minority interests                                      | 104       | 150     |
| Equity  | 1,797     | 10,463  |
| Cash, cash equivalents and restricted cash              | 1,004     | 613     |
| Cash flow from:   |           |         |
| - Operating activities                                  | 297       | 348     |
| - Investing activities                                  | 8,631     | -803    |
| - Financing activities                                  | -8,970    | -283    |
| <b>RATIOS</b>   |           |         |
| Operating margin (%)                                    | 8.7       | 8.2     |
| Solvency ratio (%)                                      | 65.1      | 90.0    |
| Return on invested capital (%), annualised              | 5.6       | 4.1     |
| Return on equity (%), annualised                        | 3.9       | 127.5   |
| Equity per share (diluted), annualised                  | 106.6     | 555.4   |
| Market price per share                                  | 316.0     | 593.9   |
| Own shares  | 1,670,020 | 216,237 |
| Number of employees end of period                       | 4,331     | 3,922   |
| Exchange rate DKK/USD end of period                     | 566.14    | 632.41  |
| Exchange rate DKK/USD average                           | 594.35    | 598.22  |

The effects of the discontinuation of EAC Nutrition are stated in a separate line item in the income statement (Profit from discontinued operations).

For the detailed income statement, balance sheet, statement of changes in equity and cash flow statement refer to pages 14-18.

The ratios have been calculated in accordance with the guidelines of the Danish Association of Financial Analysts (Finansanalytikerforeningen).

# Growth and continued value creation in EAC

## Strategic focus and growth

In the annual report for 2005, EAC announced its strategy to continue the value creation of its three remaining businesses, EAC Foods, EAC Industrial Ingredients and EAC Moving & Relocation Services, while constantly assessing when time and market conditions were suitable for their divestment. Following this agenda in 2006, EAC completed a thorough analysis of its three businesses in order to achieve a detailed and updated overview of their current values and to identify further growth and value creation opportunities.

During 2006, all three businesses have continued their strong performance and, once again achieved record-high results beyond expectations. EAC expects that this positive development will continue, and that the longer-term growth potential and opportunities for further value creation are achievable, given the right amount of investments and a targeted growth strategy. In other words, although there are no product synergies between the three businesses, they each meet EAC's targets for growth and value creation and have the potential to continue to do so. Based on these considerations, EAC has revised its overall strategy and reached the conclusion that continued ownership and further development of the three businesses is likely to generate more value to the shareholders than divesting them in the short to medium term.

Following this conclusion, EAC has formulated new targets towards 2011 based on growth strategies for each of the businesses, including organic growth initiatives, such as product and service innovation, capacity upgrades and geographical expansion. In addition, EAC will proactively seek acquisition opportunities, which are meaningful in terms of value creation and fit the existing businesses' products, services and geographical coverage. Growth initiatives will be aimed at leveraging the existing business models and gaining further momentum, but attractive opportunities in close adjacencies where existing skills can add value may also be considered. EAC will take a broad approach to the expansion of the businesses and the possible implications are specified below under each business.

Consequently, EAC will not actively pursue divestment opportunities, nor encourage any such offers.

In view of the new long-term and acquisitive growth scenario, the organisation will be strengthened with competencies within M&A and treasury/finance and a new share option programme will be introduced.

## Group capital structure and targets

The EAC Group operates in the relatively volatile developing markets of Asia and South America where unexpected currency and interest movements have been experienced from time to time. Hence, it is the view of the Supervisory Board that the EAC Group should maintain a ratio between debt and equity that allows management to take measures necessary to abate or eliminate the effects of such unforeseen events, when appropriate. EAC will continuously strive to achieve an efficient debt to equity ratio in the operating subsidiaries, while maintaining a cautious solvency ratio and cash position in the Parent Company.

In line with its commitment to shareholder value, EAC will continue to return excess capital to the shareholders, which is not needed to fund acquisitions and/or investments. EAC expects yearly to distribute one third of the year's net profit as dividends and EAC also expects to carry out share buy-back programmes in the most appropriate way and timing.

Throughout the period, the EAC Group will strive for average double-digit organic revenue growth in local currencies. Results are targeted at generating an annual average return on the invested capital around 30%.

As acquisitions may lead to the changes in the composition of the Group, these objectives are not static and may be revised.

## Foods

### Strategic focus and growth

The further market development of EAC Foods will take place within the existing geography in Venezuela. Though concern has been voiced in the international press over the effects on private business of the Venezuelan Government's social reform programme, it is EAC's assessment that EAC Foods has an attractive growth potential backed by continued GDP growth, increasing living standards, and high fiscal spending. The businesses targeted for increased government ownership do not include food processing.

Through a very successful strategy of product and packaging innovation and a fully integrated value chain, EAC Foods has been able to achieve consistently strong growth and high profit margins over the past years. This strategy will be continued with further expansion into related product segments, which may offer synergies in relation to especially distribution and sales. Activities could include acquisitions of new brands or products, which continue to be produced by third party, but integrated into EAC Foods' efficient marketing and distribution systems. Also the food service unit, providing food products to the hotels, restaurants and catering segment, will be further developed.

The key growth-restraining factor to EAC Foods today, is the business' capacity limitations. In order to solve these, EAC is considering establishing a satellite, state-of-the-art factory with three new production lines for premium hams and sausages. If the final project is approved by the Venezuelan authorities and the Supervisory Board, the new factory could be in operation by 2010 and could, based on initial estimates, represent a strategic in-

vestment of up to USD 100m. It is expected that the realisation of this project medium to long term would result in savings in capital expenditure to improve and maintain the existing facility and enhance food safety, worker safety and productivity.

Meanwhile, EAC will constantly be monitoring the development and opportunities within the Mercosur trading community with a view to finding possible additional lower-cost sourcing solutions. Such solutions aiming to supply the business in Venezuela could include joint ventures or acquisitions in other Mercosur countries.

Efficiencies are expected as the new production unit starts operation and volumes improve. Until then, EAC Foods will focus on utilising its existing production facilities for high-margin branded quality products rather than volume products.

### Financial targets towards 2011

It is expected that the organic revenue growth will be somewhat lower than in the past until 2010 when the new plant extension is expected to be operational and provide sufficient capacity to ensure double-digit growth rates in average over the forecast period. It is expected that existing EBIT margins of 9-10 per cent can be maintained throughout the period. However, acquisitions of lower margin products in order to derive synergies in distribution may affect the overall margin while increasing profitability in absolute terms.

The expansion will be funded out of revenues from the existing operation combined with debt raised locally, which will affect financing expenditure medium to long term.

## Industrial Ingredients

### Strategic focus and growth

There is a significant potential for further development of EAC Industrial Ingredients through further leveraging of its positions in exiting markets combined with expansion into new geographical markets and industry sectors.

Over the past years, EAC Industrial Ingredients has successfully been building a regional business in South-East Asia based on the profitable and well-proven business concept developed in the original key market in Thailand. Today, 46 per cent of the business' revenue is generated in the region outside Thailand, and EAC intends to significantly raise that percentage over the next 5 years while still capturing growth opportunities in Thailand. The industrial development in the Asian markets, especially the markets on the Indian sub-continent, is progressing rapidly exhibiting strong growth rates and there is an increasing interest for these emerging markets among international manufacturers of industrial ingredients.

In the existing markets, EAC Industrial Ingredients will continue its focus on becoming industry specialist by expanding the product portfolio and increasing the relative percentage of specialty ingredients as each market achieves critical mass. This includes the high growth markets in Vietnam, Indonesia, The Philippines, the new markets in Singapore and Malaysia, and not least the recently acquired business in India.

In addition, the business will actively pursue market opportunities in a broader Asian geography, including China, Pakistan, Sri Lanka, and Bangladesh. Opportunities will be pursued both organically and via attractive, value-adding acquisi-

## Moving & Relocation Services

tions. The growth strategy also includes a general evaluation of opportunities to add related industry sectors to the focus by building or acquiring new specialist competencies. In order to further strengthen the ability to service principals and customers a comprehensive new IT platform will be rolled out during 2007 and 2008.

### Financial targets towards 2011

EAC expects continued strong double-digit growth. As the relatively higher growth of the regional businesses and new start-ups accelerates, the EBIT margins may reduce slightly from the present level of around 8 per cent. It is the aim to double the revenues of EAC Industrial Ingredients through organic growth combined with acquisitions within 3 years. Opportunities to introduce debt on operating level will be pursued as they arise, not least in the context of acquisitions.

### Strategic focus and growth

EAC Moving & Relocation Services will continue its successful expansion in both existing and new growth markets in Asia with the ambition to provide a truly Pan-Asian coverage.

Organically focus will be on further development of the records management concept offering corporate clients a series of storage and administrative services. As the cost of office space continues to increase in the business centres throughout Asia the demand for efficient solutions follows, and which offers continued attractive growth opportunities.

Likewise, EAC Moving & Relocation Services will continue to expand its offering of value-added relocation services. A continued strong inflow of foreign investments into Asia drives the international moving activity and continues to boost demand for relocation services from international accounts requesting Pan-Asian service solutions. This service concept will be further strengthened and expanded into new markets.

In 2006, the geographical expansion included the establishment of a new records management unit in Macao and the launch of green-field operations in Korea. In addition, preparations are made to establish offices in Taiwan, India and Vietnam.

The ongoing growth initiatives will be supported by hiring of new qualified staff and further development of the business' IT-solutions. Moreover, the organic development of the records management business may involve investments in dedicated storage facilities.

Parallel to the organic growth initiatives, EAC will continuously scan the market for possible value-adding acquisitions to add critical mass or bring the business into new attractive markets within the region.

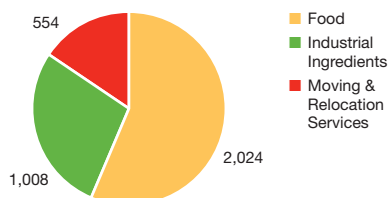
### Financial targets towards 2011

Revenue growth is not an appropriate measure of success for EAC Moving & Relocation Services as revenues are affected by volatility in underlying costs elements, primarily ocean freight rates, which have no effect on profits. However, it is expected that the business will continue to grow at a sound pace and that EBIT margins will continue to strengthen as the higher value services increase in relative share of total revenues.

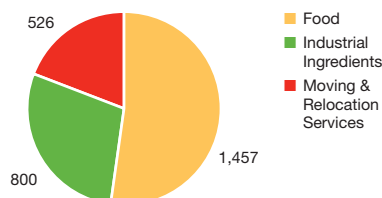
Acquisition opportunities are expected to be modest in size and geographical growth will primarily take place as green-field start-ups requiring modest capital investment. Acquisition of dedicated storage facilities may take place where strategically required and debt financing will be used where tax efficient locally.

# Management's Financial Review 2006

Revenue by businesses 2006  
DKK million



Revenue by businesses 2005  
DKK million



## Financial Performance

### Consolidated income statement

**Consolidated revenue** was DKK 3,590m (DKK 2,805m), an increase of 28 per cent in DKK and in local currencies.

EAC Foods and EAC Moving & Relocation Services exceeded both initial expectations and the outlook announced on 8 November 2006 (Q3, 2006), the latter due to a strong Q4 performance. EAC Industrial Ingredients completed the year in accordance with the outlook of 8 November 2006, but exceeded expectations from early 2006.

EAC Foods and EAC Industrial Ingredients both recorded double-digit revenue growth in DKK and local currencies. EAC Foods in Venezuela grew by 39 per cent in DKK and 41 per cent in USD. EAC Industrial Ingredients was up 26 per cent in DKK, with growth of 22 per cent in local currency in the Thai Distribution business, and growth in the regional distribution businesses of 24 per cent in local currencies.

EAC Moving & Relocation Services recorded a revenue growth of 5 per cent in both DKK and local currencies.

**Administrative expenses** for 2006 are reduced by 14 per cent to DKK 183m, primarily due to a reduction of corporate

overhead costs following the consolidation of all corporate functions in Copenhagen.

**Operating profit (EBIT)** for 2006 was DKK 312m (DKK 229m), equalling a growth of 36 per cent. Overall results exceeded expectations.

**Financial expenses and income, net** was an income of DKK 52m, or DKK 68m better than in 2005. The improved financial result was primarily caused by a very high cash holding in the Parent Company following the divestment of EAC Nutrition as at 31 December 2005 and before repurchase of shares and dividend distribution.

The **share of profit in associates** in Thailand declined 19 per cent to DKK 22m, as ICI Paints faced another challenging year. Part of the decline was offset by a better performance in Thai Poly

Acrylic due to increased sales of value added items to both the domestic and overseas markets. The overall share of profit in associates for the Group came out as expected at DKK 25m (DKK 25m).

**Income tax expenses** of DKK 100m (DKK 94m), of which DKK 14m (DKK 3m) was withholding tax, resulted in an effective tax rate, net of withholding tax of 22 per cent (38 per cent). The effective tax rate for 2006 is positively affected by financial income in the Parent Company offset by carry forward losses and tax exempt income in the pig farms in EAC Foods and negatively affected by the reversal of a previously recognised deferred tax asset in the Parent Company, for which the timing of utilisation is uncertain. Income taxes for 2005 were negatively affected in EAC Foods due to the reversal of a previously recognised deferred tax asset, which was not expected to be utilised.

### Operating profit (EBIT)

– Continuing Operations before corporate expenses and non-recurring items

| DKK million                  | 2006       | 2005             | Change     |
|------------------------------|------------|------------------|------------|
| Foods                        | 213        | 176              | 21%        |
| Industrial Ingredients       | 81         | 63 <sup>1)</sup> | 29%        |
| Moving & Relocation Services | 53         | 39               | 36%        |
| <b>Total</b>                 | <b>347</b> | <b>278</b>       | <b>25%</b> |

<sup>1)</sup> Excluding non-recurring items of DKK 28m mainly from the sale of properties



**Profit from continuing operations** was DKK 289m (DKK 146m), an increase of 98 per cent.

**Profit from discontinued operations** came out at a loss of DKK 19m, representing the settlement of closing accounts following the divestment of EAC Nutrition.

#### Net profit

Net profit was DKK 270m compared to DKK 8.2bn in 2005.

**Minority interests** was DKK 30m or an increase of DKK 3m, which is attributable to the high profitability in the Procer pig farm in Venezuela in 2006, which benefited the minority shareholder.

**Equity holders of the parent EAC's share** of the net profit was DKK 240m (DKK 8.2bn).

#### Exchange rates

Exchange rate effects for 2006 versus 2005 were limited on the income statement as the average USD exchange rates decreased by merely 0.6 per cent relative to DKK.

Exchange rate effects on the balance sheet were, however, sizeable as the USD depreciated by 10.5 per cent from 632.41 to 566.14 versus DKK.

#### Balance sheet

**Total assets** decreased from DKK 11,628m end of 2005 to DKK 2,760m of which DKK 9.3bn at year-end 2005 was a receivable from Numico associated with the divestment of EAC Nutrition.

**Investment** in intangible assets during the year amounted to DKK 3m. Investment in property, plant & equipment was DKK 93m with main investments in EAC Foods of DKK 79m, of which DKK 31m was invested in the pig farms and the feed mill and the remaining DKK 48m, was invested in production and distribution facilities. Depreciation and amortisation amounted to DKK 71m for the year.

#### Current assets

Current assets declined by DKK 8.7bn from year-end 2005. The 2005 balance sheet included a receivable from Numico of DKK 9.3bn associated with the divestment of EAC Nutrition, which outstanding was settled in early January 2006.

#### Equity

The approval by the Extraordinary General Meeting held on 6 December 2005 to cancel 241,737 treasury shares, equivalent to a reduction of the share capital by DKK 17m, was executed on 17 March 2006, following a three-month notice to creditors in the Danish Official Gazette.

In March 2006, EAC completed a safe harbour share buy-back programme consistent with the commitment to return approximately DKK 8bn of the proceeds from the Numico divestment to EAC shareholders during 2006. Shares representing a market value of DKK 599m were bought back under this programme. In addition, a Dutch Auction for a buy-back of shares amounting to DKK 588m was completed.

Further, the approval by the Annual General Meeting held on 30 March 2006 to cancel 1,855,381 treasury shares, equivalent to a reduction of the share capital by DKK 130m, was executed on 25 July 2006, following a three-month notice to creditors in the Danish Official Gazette. Accordingly, EAC's share capital was reduced to DKK 1,169,014,630.

In December 2006, a total of 1,670,020 shares were repurchased by EAC following completion of a Dutch Auction equivalent to 10% of the share capital, equaling the current holding of treasury shares. The total proceeds to the shareholders were approximately DKK 559m.

The Group equity was reduced as a result of share repurchases, settlement of the share option incentive programmes and payment of dividends.



#### Invested Capital – Continuing Operations

| DKK million                  | 31.12.     | 31.12.     | Change   |
|------------------------------|------------|------------|----------|
|                              | 2006       | 2005       |          |
| Foods                        | 627        | 622        | 5        |
| Industrial Ingredients       | 252        | 247        | 5        |
| Moving & Relocation Services | 89         | 92         | -3       |
| <b>Total</b>                 | <b>968</b> | <b>961</b> | <b>7</b> |

**Dividend**

A dividend of DKK 415.00 per share, or 14.3 per cent on the nominal capital relating to the 2005 result was approved by the Annual General Meeting held on 30 March 2006 and subsequently paid to shareholders listed in the share register.

**Minority interests**

The purchase of minority shareholders' interest in the AFI pig farm in EAC Foods in early January 2006 reduced the minority interests in the EAC Group.

**Working capital employed** at DKK 592m for the three businesses was 13 per cent above the level prevailing at the end of 2005 when adjusted for currency developments.

Inventories show an increase of 19 per cent and trade accounts receivable show an increase of 11 per cent versus a growth in revenue of 29 per cent, correspondingly adjusted for currency developments.

**Invested capital** for the continuing operations decreased by DKK 9.2bn as the receivable of DKK 9.3bn from Numico was settled in early January 2006. The return on invested capital (ROIC) was 5.6 per cent (4.1 per cent). Adjusted for the above-mentioned receivable, ROIC was 32.3 per cent.

Invested capital in the three businesses increased to DKK 968m compared to DKK 961m at the beginning of the year. ROIC in aggregate for the three businesses was 36 per cent compared to 35 per cent last year.

**Cash Flow**

Cash flows from **operating activities** were positive at DKK 297m, although the change in working capital was negative at DKK 41m primarily as a consequence of the high level of activity in EAC Foods, which increased inventories and trade receivables.

Net cash inflow from **investing activities** was DKK 8.7bn primarily due to cash received from Numico related to the divestment of EAC Nutrition, reversal of the investment in Unza, dividends received from associates of DKK 43m and investments of DKK 96m in intangible assets and property, plant & equipment as previously mentioned.

The net cash outflow from **financing activities** of DKK 9.0bn primarily relates to the payment of dividends of DKK 6,935m and to the repurchase of own shares and share option incentive programmes for an aggregate of DKK 1,928m.

# Foods

## Highlights

- Revenue grew by 39 per cent in DKK and 41 per cent in USD, driven by sales of premium products.
- Operating profit increased by 21 per cent in DKK. Operating margin was 10.5 per cent, down from 12.1 per cent in 2005 mainly due to higher labour and raw materials costs.
- Strong focus on premium product drives results and market shares.
- Outlook for 2007: Around 10 per cent growth in revenue and a sustained operating margin of 10 per cent.

## Market Developments

In 2006, results were driven by high product quality and innovation. A strong focus on premium products and more profitable sales channels, adequate pricing and continued strong advertising and promotion support also drove results. Improving market shares confirm EAC Foods' overall No. 1 market position and strong brand equity.

Processed meat product sales ended the year at a new volume high of 61,625 tons. Product demand was not fully satisfied, among others due to production slow down during negotiations of the new 3-year labour contract for plant workers and capacity shortages in certain product lines.

The premium deviled ham which was re-launched in late 2005 in a new innovative packaging grew strongly in 2006. According to A.C. Nielsen's November survey the Plumrose share of the deviled-ham category exceeded 32 per cent up from 23 per cent and 20 per cent in 2005 and 2004, respectively. The results were driven by intensive A&P campaigns which according to A.C. Nielsen also boosted

the general growth in the category which grew by 38 per cent.

The overall market share for hams declined due to production limitations, but strong focus on high-margin products ensured 17 per cent volume growth in premium hams thereby strengthening EAC's market share in this segment from 47.0 per cent to 50.0 per cent.

Premium priced sausages grew by 28 per cent supported by packaging innovation and continued advertising and a successful pricing policy under the Oscar Mayer and Plumrose brands.

The Food Service unit introduced in 2004, addressing the catering sector, reported an excellent performance in 2006. New products were included in the product offering among others frozen french fries resulting in 64 per cent growth in USD-terms.

The price of the average Venezuelan oil export basket increased 23 per cent and the high oil prices allowed for continued strong fiscal spending resulting in GDP growth of 10.3 per cent.

## Financial Results

Revenue increased by 41 per cent over 2005 in USD and 39 per cent in DKK. The most significant revenue growth was in the premium product segment such as hams, sausages, and deviled ham as mentioned above.

In terms of volume the total tonnage sold during 2006 increased by 26 per cent over 2005.

Operating profit increased by 21 per cent in DKK-terms. The operating margin was 10.5 per cent in 2006, down from 12.1 per cent in 2005, and mainly due to higher labour costs and higher raw materials costs.

## Outlook for 2007

EAC Foods expects revenue growth of around 10 per cent in USD-terms and a sustained operating margin of around 10 per cent under the following assumptions:

- GDP growth of about 5-6 per cent
- The VEB/USD exchange rate will remain at 2,150 and the current foreign exchange control regulations will remain in force
- Inflation will be 10-12 per cent mainly fuelled by fiscal spending
- Corporate lending rates will be at an average rate of 10 per cent per annum.

The new 3-year labour contracts and the effect of new labour and safety laws imposed in 2006 will increase production costs and impact the operating margin. A new labour contract with the truck drivers and warehouse workers is to be negotiated in 2007.



| DKK million          | 2006  | 2005  |
|----------------------|-------|-------|
| Revenue              | 2,024 | 1,457 |
| Operating profit     | 213   | 176   |
| Operating margin (%) | 10.5  | 12.1  |

# Industrial Ingredients

## Highlights

- Revenue grew by 26%, surpassing the DKK 1 billion mark.
- The operating margin was on level with 2005 (adjusted for non-recurring items)
- The strong growth was driven by new business development in Thailand, continued expansion in South East Asia, and the recently acquired business in India.
- Outlook for 2007: Revenue growth of approximately 11 per cent in local currencies with an operating margin equivalent to that of 2006 (8.0 per cent).

## Market Development

EAC Industrial Ingredients distributes a portfolio of industrial chemicals, which is skewed towards specialties. Customers buy specialty ingredients in quantities as low as one kilo at high unit prices offering good margins. Value drivers for these products are primarily product quality and value added services. In this market segment EAC Industrial Ingredients enjoys a significant position as a regional market leader.

EAC Industrial Ingredients is positioning itself as the regional industry specialist with focus on two distinct strategies.

One is the expansion of the market position outside Thailand, where the business is the market leader. EAC Industrial Ingredients is already operating in Vietnam, Cambodia, the Philippines, Indonesia, Malaysia and Singapore. With its recent acquisition of a platform in India, the business is now looking to expand within India and to penetrate into other South Asian markets. This strategy enables EAC Industrial Ingredients to differentiate itself from local competitors by offering international suppliers market coverage on a regional basis, benefiting from economies

of scale and transfer of knowledge across borders.

The other strategy is the drive to build product portfolios which complement each other for distinct industries. This strategy enables the business to be a one-stop application service and shopping centre for its customers thereby differentiating itself from the host of competitors offering a few products from a limited number of suppliers. EAC Industrial Ingredients expects to continue pursuing these strategies with the objective of obtaining the dominant regional market position within the distribution of specialty ingredients in South and South East Asia.

## Financial Results

EAC Industrial Ingredients achieved 26 per cent growth in revenue in DKK (equivalent to 23 per cent in local currencies).

In Thailand, where revenues increased by 22 per cent in local terms, a significant contribution was made by the supply-chain services initiated in the last quarter of 2005. Other business activities were ahead of expectations and influenced by strong demand and favourable pricing.

Sales in markets outside Thailand grew by 24 per cent in local currencies, with all major markets reporting strong performances. Continued robust growth was achieved in Indonesia as the benefits of earlier investments in establishment of countrywide distribution coverage, including warehouses, are being acknowledged by principals. Vietnam returned to growth following a challenging year and sales in the relatively new markets of Malaysia and India exceeded expectations.

The operating profit for 2005 included DKK 28m in non-recurring items. When adjusted for this amount year-on-year growth in operating profit was 29 per cent. The operating margin rose by 0.1pp to reach 8.0 per cent attributed to the relatively stable pricing experienced throughout 2006.

## Outlook for 2007

In 2007 EAC Industrial Ingredients expects growth in revenue of around 11 per cent.

GDP growth in Thailand about 3-4 per cent is expected.

It is expected that the operating profit will grow at a similar level resulting in an operating margin unchanged from 2006 (8.0 per cent). In making this outlook it is expected that the distribution business will develop along the lines seen in earlier years.



| DKK million          | 2006  | 2005             |
|----------------------|-------|------------------|
| Revenue              | 1,008 | 800              |
| Operating profit     | 81    | 63 <sup>1)</sup> |
| Operating margin (%) | 8.0   | 7.9              |

<sup>1)</sup> Excluding non-recurring items of DKK 28m mainly from sale of properties

# Moving & Relocation Services

## Highlights

- Revenue grew by 5 per cent to DKK 554m.
- Operating profit increased by 36 per cent to DKK 53m corresponding to an operating margin of 9.6 per cent.
- The results are based on continued strong growth in inbound relocations, strong sales of value-added relocation services and double-digit growth in the records management business.
- Outlook for 2007: Around 8.5 per cent growth in revenue in local currencies and an operating margin of around 8.5 per cent.

## Market Development

Continually improving economic conditions in Asia resulted in double-digit growth in inbound relocations whereas outbound relocations grew at a slower pace.

The value added relocation services product line achieved solid growth both in terms of revenue and contribution. Various factors facilitated the growth. The general increase in relocations to and within Asia resulted in a larger customer portfolio with new strategically important contracts signed with international corporate accounts. Growth was also driven by new business from a number of overseas relocation companies which used EAC Moving & Relocation Services as a local destination services provider as well as continued growing demand from existing customers.

In order to meet the continuously increasing demand for the complete Pan-Asian relocation services from large international corporate clients, an office was established in Korea. The process of setting up operations in Taiwan, Vietnam, and India has been initiated in cooperation with local partners and these locations are expected to be operational in the first half of 2007.

The records management business exceeded expectations sustaining double-digit growth. High growth was particularly achieved in developing markets such as China and Indonesia. In 2006 a new records management unit was established in Macau and the coverage will be expanded to Singapore and Malaysia in 2007.

General freight forwarding activities achieved results in line with expectations, but below the level of 2005.

The operations in Hong Kong, China, Singapore, Malaysia, Japan, Thailand, and the Philippines performed well ahead of last year whereas the operation in Indonesia performed below the level of 2005, but ahead of expectations.

## Financial Results

Revenue was DKK 554m, a 5 per cent increase on 2005 in both DKK and in local currencies.

The operating profit improved by 36 per cent to DKK 53m corresponding to an operating margin of 9.6 per cent. The improvement is primarily due to a higher level of activity in the household goods sector and continued growth in the high-margin relocation services.

## Outlook for 2007

Revenue in DKK is expected to grow by around 5 per cent and by 8.5 per cent in local currencies.

The operating margin is expected to be around 8.5 per cent.

It is expected that the growth in the high-margin value added relocation services product line experienced in 2006 will continue in 2007, but the positive margin effect from this development will be partly offset by expenditure and start-up costs incurred in connection with the geographical expansion of the business.



| DKK million          | 2006 | 2005 |
|----------------------|------|------|
| Revenue              | 554  | 526  |
| Operating profit     | 53   | 39   |
| Operating margin (%) | 9.6  | 7.4  |

# Management's Statement

The 2006 Preliminary Statement includes forward-looking statements, including forecasts of future revenue and future operating profit. Such statements are subject to risks and uncertainties of various factors, many of which are beyond the control of the EAC Group and may cause actual results and performance to differ materially from the forecasts made in the interim report. Factors that might affect expectations include, among others, overall economic and business conditions, fluctuations in currencies, demand and competitive factors.

The 2006 Preliminary Statements is published in Danish and English. The Danish text shall be the governing text for all purposes and in case of any discrepancy the Danish wording shall be applicable.

## Management's statement on the Preliminary Statement

The Executive and Supervisory Board have today considered and adopted the 2006 Preliminary Statements of The East Asiatic Company Ltd. A/S.

The Consolidated Financial Statement is prepared in accordance with International Financial Reporting Standards as adopted by the EU, and the Parent Company Financial Statement is prepared in accordance with the Danish Financial Statements Act. Further, the Preliminary Statements are prepared in accordance with additional Danish disclosure requirements for annual reports of listed companies. We consider the accounting policies applied appropriate so that the Preliminary

Statement gives a true and fair view of the financial position at 31 December 2006 of the Group, the results of the Group and consolidated cash flows for the financial year 2006.

Copenhagen, 21 February 2007

## The East Asiatic Company Ltd. A/S

### Executive Board

*Niels Henrik Jensen*

### Supervisory Board

*Jan Erlund, Chairman*

*Torsten Erik Rasmussen,*

*Deputy Chairman*

*Mats Lönnqvist*

*Henning Kruse Petersen*

*Kaare Vagner*

## FINANCIAL CALENDAR 2007

|          |                                    |
|----------|------------------------------------|
| 27.03.07 | Annual General Meeting             |
| 03.05.07 | Q1 Report 2007                     |
| 16.08.07 | Interim Report – six months – 2007 |
| 08.11.07 | Q3 Report 2007                     |

# Income Statement

| DKK million                                       | 2006       | 2005         |
|---|------------|--------------|
| <b>Continuing operations</b>                      |            |              |
| Revenue   | 3,590      | 2,805        |
| Cost of sales                                     | 2,658      | 2,066        |
| <b>Gross profit</b>                               | <b>932</b> | <b>739</b>   |
| Selling and distribution expenses                 | 454        | 342          |
| Administrative expenses                           | 183        | 212          |
| Other operating expenses                          | 9          | 10           |
| Other operating income                            | 26         | 54           |
| <b>Operating profit</b>                           | <b>312</b> | <b>229</b>   |
| Financing expenses and income, net                | 52         | -16          |
| Revaluation of financial fixed assets investments |            | 2            |
| Share of profit in associates                     | 25         | 25           |
| Profit before income tax                          | 389        | 240          |
| Income tax expense                                | 100        | 94           |
| <b>Profit from continuing operations</b>          | <b>289</b> | <b>146</b>   |
| <b>Discontinued operations</b>                    |            |              |
| Operating profit                                  | -19        | 8,085        |
| Financing expenses and income, net                |            | 6            |
| Share of profit in associates                     |            | 4            |
| Profit before income tax                          | -19        | 8,095        |
| Income tax expense                                |            | 51           |
| Minority interests                                |            | 9            |
| <b>Profit from discontinued operations</b>        | <b>-19</b> | <b>8,035</b> |
| <b>Net profit</b>                                 | <b>270</b> | <b>8,181</b> |
| Attributable to:                                  |            |              |
| Minority interests                                | 30         | 27           |
| <b>Equity holders of the parent EAC</b>           | <b>240</b> | <b>8,154</b> |
| Earnings per share (DKK)                          |            |              |
| from continuing operations                        | 14.5       | 6.3          |
| from discontinuing operations                     |            | 425.1        |
| Earnings per share diluted (DKK)                  |            |              |
| from continuing operations                        | 14.5       | 6.2          |
| from discontinuing operations                     |            | 420.5        |

# Balance Sheet – Assets

| DKK million                     | 31.12<br>2006 | 31.12<br>2005 |
|---------------------------------|---------------|---------------|
| <b>Non-current assets</b>       |               |               |
| Intangible assets               | 62            | 72            |
| Property, plant and equipment   | 492           | 518           |
| Livestock                       | 9             | 6             |
| Investment in associates        | 90            | 68            |
| Other investments               | 32            | 26            |
| Deferred tax                    | 12            | 36            |
| Bonds and other securities      |               | 91            |
| Trade and other receivables     |               | 1             |
| <b>Total non-current assets</b> | <b>697</b>    | <b>818</b>    |
| <b>Current assets</b>           |               |               |
| Inventories                     | 392           | 353           |
| Trade receivables               | 540           | 521           |
| Other receivables               | 127           | 9,414         |
| Bonds and other securities      |               | 100           |
| Cash and cash equivalents       | 554           | 422           |
| Restricted cash                 | 450           |               |
| <b>Total current assets</b>     | <b>2,063</b>  | <b>10,810</b> |
| <b>Total assets</b>             | <b>2,760</b>  | <b>11,628</b> |



# Balance Sheet – Equity & Liabilities

| DKK million                                  | 31.12<br>2006 | 31.12<br>2005 |
|--|---------------|---------------|
| <b>Equity</b>                                |               |               |
| Share capital                                | 1,169         | 1,316         |
| Other reserves                               | -14           | -86           |
| Retained earnings                            | 642           | 9,233         |
| <b>Share of equity</b>                       | <b>1,797</b>  | <b>10,463</b> |
| Minority interests                           | 104           | 150           |
| <b>Total equity</b>                          | <b>1,901</b>  | <b>10,613</b> |
| <b>Liabilities</b>                           |               |               |
| <b>Non-current liabilities</b>               |               |               |
| Borrowings                                   | 70            | 57            |
| Deferred tax                                 | 1             | 5             |
| Other long-term liabilities                  |               | 1             |
| Provisions for other liabilities and charges | 13            | 12            |
| <b>Total non-current liabilities</b>         | <b>84</b>     | <b>75</b>     |
| <b>Current liabilities</b>                   |               |               |
| Trade payables                               | 343           | 376           |
| Other payables                               | 216           | 254           |
| Current tax payable                          | 35            | 42            |
| Borrowings                                   | 181           | 265           |
| Provisions for other liabilities and charges |               | 3             |
| <b>Total current liabilities</b>             | <b>775</b>    | <b>940</b>    |
| <b>Total liabilities</b>                     | <b>859</b>    | <b>1,015</b>  |
| <b>Total equity and liabilities</b>          | <b>2,760</b>  | <b>11,628</b> |

# Consolidated Statement of Changes in Equity

| DKK million  | Share capital | Hedging reserve | Translation reserves | Fair value adjustment | Retained earnings | EAC's Share of equity | Minority interest | Total equity  |
|--|---------------|-----------------|----------------------|-----------------------|-------------------|-----------------------|-------------------|---------------|
| <b>Balance at 1 January 2006</b>   | <b>1,316</b>  | <b>30</b>       | <b>-116</b>          |                       | <b>9,233</b>      | <b>10,463</b>         | <b>150</b>        | <b>10,613</b> |
| Foreign currency translation adjustments   |               |                 | -63                  |                       |                   | -63                   | -12               | -75           |
| Reclassified to retained earnings  |               | -25             | 142                  |                       | -117              |                       |                   |               |
| Value adjustment, other investments  |               |                 |                      | 11                    |                   | 11                    |                   | 11            |
| Value adjustment, bonds  |               |                 |                      | -1                    |                   | -1                    |                   | -1            |
| Bonds, transferred to income statement   |               |                 |                      | 1                     |                   | 1                     |                   | 1             |
| Adjustments to unrealized exchange gain/losses, on non-current items hedging net investments |               | 9               |                      |                       |                   | 9                     |                   | 9             |
| Realised exchange gains/losses on non-current items, where hedging has ceased                |               | -2              |                      |                       |                   | -2                    |                   | -2            |
| Net income recognised directly in equity   |               | -18             | 79                   | 11                    | -117              | -45                   | -12               | -57           |
| Profit for the year  |               |                 |                      |                       | 240               | 240                   | 30                | 270           |
| <b>Total recognised income and expense for the period</b>                                    |               | <b>-18</b>      | <b>79</b>            | <b>11</b>             | <b>123</b>        | <b>195</b>            | <b>18</b>         | <b>213</b>    |
| Dividends paid to shareholders   |               |                 |                      |                       | -6,935            | -6,935                | -19               | -6,954        |
| Share options  |               |                 |                      |                       | -165              | -165                  |                   | -165          |
| Purchase/sales of own shares, net  |               |                 |                      |                       | -1,763            | -1,763                |                   | -1,763        |
| Reduction of share capital   | -147          |                 |                      |                       | 147               |                       |                   |               |
| Purchase of minority interests   |               |                 |                      |                       | 2                 | 2                     | -45               | -43           |
| Other movements in shareholders' equity  | -147          |                 |                      |                       | -8,714            | -8,861                | -64               | -8,925        |
| <b>Balance at 31 December 2006</b>   | <b>1,169</b>  | <b>12</b>       | <b>-37</b>           | <b>11</b>             | <b>642</b>        | <b>1,797</b>          | <b>104</b>        | <b>1,901</b>  |

At the end of the year proposed dividends of DKK 167m (DKK 5.00 per share in accordance with the Company's policy of distributing a dividend equal to 1/3 of the net profit and DKK 5.00 per share as an extraordinary dividend) are included in retained earnings. No dividend is declared on treasury shares.

|  |              |            |             |  |              |               |            |               |
|--|--------------|------------|-------------|--|--------------|---------------|------------|---------------|
| <b>Balance at 1 January 2005</b>   | <b>1,417</b> | <b>94</b>  | <b>-226</b> |  | <b>1,047</b> | <b>2,332</b>  | <b>202</b> | <b>2,534</b>  |
| Foreign currency translation adjustments   |              |            | 110         |  |              | 110           | -51        | 59            |
| Adjustments to unrealized exchange gain/losses, net tax on non-current items hedging net investments |              | -34        |             |  |              | -34           |            | -34           |
| Realised exchange gains/losses on non-current items, net tax where hedging has ceased                |              | -30        |             |  |              | -30           |            | -30           |
| Net income recognised directly in equity   |              | -64        | 110         |  |              | 46            | -51        | -5            |
| Profit for the year  |              |            |             |  | 8,154        | 8,154         | 27         | 8,181         |
| <b>Total recognised income and expense for the period</b>  |              | <b>-64</b> | <b>110</b>  |  | <b>8,154</b> | <b>8,200</b>  | <b>-24</b> | <b>8,176</b>  |
| Dividends paid to shareholders   |              |            |             |  | -74          | -74           | -32        | -106          |
| Share options  |              |            |             |  | 12           | 12            |            | 12            |
| Purchase/sales of own shares, net  |              |            |             |  | 6            | 6             |            | 6             |
| Reduction of share capital   | -101         |            |             |  | 101          |               |            |               |
| Other changes to minority interests  |              |            |             |  | -13          | -13           | 4          | -9            |
| Other movements in shareholders' equity  | -101         |            |             |  | 32           | -69           | -28        | -97           |
| <b>Balance at 31 December 2005</b>   | <b>1,316</b> | <b>30</b>  | <b>-116</b> |  | <b>9,233</b> | <b>10,463</b> | <b>150</b> | <b>10,613</b> |

At the end of the year proposed dividends of DKK 7.7bn (DKK 415 per share) are included in retained earnings. No dividend is declared on treasury shares.

# Consolidated Cash Flow Statement

| DKK million   | 31.12<br>2006 | 31.12<br>2005 |
|---|---------------|---------------|
| <b>Cash flows from operating activities</b>                         |               |               |
| Net profit  | 270           | 8,181         |
| Adjustment for:   |               |               |
| Depreciation  | 71            | 75            |
| Other non-cash items  | -71           | -7,974        |
| Change in working capital   | -28           | 85            |
| Interest paid   | -40           | -44           |
| Interest received   | 95            | 25            |
| <b>Net cash provided in operating activities</b>                    | <b>297</b>    | <b>348</b>    |
| <b>Cash flows from investing activities</b>                         |               |               |
| Dividends received from associates                                  | 43            | 34            |
| Investments in intangible assets and property, plant and equipment  | -96           | -261          |
| Proceeds from sale of non-current assets                            | 9             | 76            |
| Acquisition of activities   |               | -34           |
| Acquisition of associates   | -27           |               |
| Proceeds from sale of discontinued operations                       | 9,154         | -618          |
| Restricted cash   | -450          |               |
| Proceed from non-current assets investments                         | -2            |               |
| <b>Net cash provided/used in investing activities</b>               | <b>8,631</b>  | <b>-803</b>   |
| <b>Net cash provided/used in operating and investing activities</b> | <b>8,928</b>  | <b>-455</b>   |
| <b>Cash flows from financing activities</b>                         |               |               |
| Proceeds from borrowing   |               | 24            |
| Repayment of borrowing  | -45           | -27           |
| Dividend paid out to minority shareholders in subsidiaries          | -19           | -37           |
| Purchase of minority shares in subsidiaries                         | -43           | -175          |
| Purchase of own shares  | -1,763        |               |
| Sale of own shares, net   | 5             | 6             |
| Settlement of share option incentive programmes                     | -170          |               |
| Dividend paid out   | -6,935        | -74           |
| <b>Net cash used in financing activities</b>                        | <b>-8,970</b> | <b>-283</b>   |
| <b>Changes in cash and cash equivalents</b>                         | <b>-42</b>    | <b>-738</b>   |
| Cash and cash equivalents at beginning of year                      | 613           | 1,278         |
| Translation adjustments of cash and cash equivalents                | -17           | 73            |
| <b>Cash and cash equivalents at end of period</b>                   | <b>554</b>    | <b>613</b>    |
| <b>Cash</b>   | <b>1,004</b>  | <b>422</b>    |
| Restricted Cash   | -450          |               |
| Bonds   |               | 191           |
| <b>Cash and cash equivalents at end of period</b>                   | <b>554</b>    | <b>613</b>    |

# Quarterly Summary

(Unaudited)

| DKK million                                 | 2005       |            |            |            |              | 2006       |            |            |            |              |
|---|------------|------------|------------|------------|--------------|------------|------------|------------|------------|--------------|
|   | 1          | 2          | 3          | 4          | Full year    | 1          | 2          | 3          | 4          | Full year    |
| <b>EAC Foods</b>                            |            |            |            |            |              |            |            |            |            |              |
| <b>Revenue</b>                              | <b>288</b> | <b>310</b> | <b>385</b> | <b>474</b> | <b>1,457</b> | <b>443</b> | <b>485</b> | <b>525</b> | <b>571</b> | <b>2,024</b> |
| - Growth vs. same qtr. prev. year (%)       | -1.7       | 11.5       | 14.6       | 38.2       | 16.6         | 53.8       | 56.5       | 36.4       | 20.5       | 38.9         |
| <b>Operating profit</b>                     | <b>30</b>  | <b>21</b>  | <b>64</b>  | <b>61</b>  | <b>176</b>   | <b>33</b>  | <b>35</b>  | <b>63</b>  | <b>82</b>  | <b>213</b>   |
| - Operating margin (%)                      | 10.4       | 6.8        | 16.6       | 12.9       | 12.1         | 7.4        | 7.2        | 12.0       | 14.4       | 10.5         |
| <b>EAC Industrial Ingredients</b>           |            |            |            |            |              |            |            |            |            |              |
| <b>Revenue</b>                              | <b>173</b> | <b>200</b> | <b>208</b> | <b>219</b> | <b>800</b>   | <b>238</b> | <b>254</b> | <b>259</b> | <b>257</b> | <b>1,008</b> |
| - Growth vs. same qtr. prev. year (%)       | -1.7       | 4.7        | 7.2        | 15.9       | 6.7          | 37.6       | 27.0       | 24.5       | 17.4       | 26.0         |
| <b>Operating profit</b>                     | <b>14</b>  | <b>16</b>  | <b>16</b>  | <b>45</b>  | <b>91*)</b>  | <b>18</b>  | <b>22</b>  | <b>22</b>  | <b>19</b>  | <b>81</b>    |
| - Operating margin (%)                      | 8.1        | 8.0        | 7.7        | 20.5       | 11.4         | 7.6        | 8.7        | 8.5        | 7.4        | 8.0          |
| <b>EAC Moving &amp; Relocation Services</b> |            |            |            |            |              |            |            |            |            |              |
| <b>Revenue</b>                              | <b>95</b>  | <b>135</b> | <b>165</b> | <b>131</b> | <b>526</b>   | <b>119</b> | <b>137</b> | <b>160</b> | <b>138</b> | <b>554</b>   |
| - Growth vs. same qtr. prev. year (%)       | 2.2        | 9.8        | 16.2       | 19.1       | 12.4         | 25.3       | 1.5        | -3.0       | 5.3        | 5.3          |
| <b>Operating profit</b>                     | <b>0</b>   | <b>11</b>  | <b>19</b>  | <b>9</b>   | <b>39</b>    | <b>5</b>   | <b>13</b>  | <b>22</b>  | <b>13</b>  | <b>53</b>    |
| - Operating margin (%)                      | -          | 8.1        | 11.5       | 6.9        | 7.4          | 4.2        | 9.5        | 13.8       | 9.4        | 9.6          |
| <b>EAC Main Activities</b>                  |            |            |            |            |              |            |            |            |            |              |
| <b>Revenue</b>                              | <b>556</b> | <b>645</b> | <b>758</b> | <b>824</b> | <b>2,783</b> | <b>800</b> | <b>876</b> | <b>944</b> | <b>966</b> | <b>3,586</b> |
| - Growth vs. same qtr. prev. year (%)       | -1.1       | 9.0        | 12.8       | 28.3       | 12.8         | 43.9       | 35.8       | 24.5       | 17.2       | 28.9         |
| <b>Operating profit</b>                     | <b>44</b>  | <b>48</b>  | <b>99</b>  | <b>115</b> | <b>306</b>   | <b>56</b>  | <b>70</b>  | <b>107</b> | <b>114</b> | <b>347</b>   |
| - Operating margin (%)                      | 7.9        | 7.4        | 13.1       | 14.0       | 11.0         | 7.0        | 8.0        | 11.3       | 11.8       | 9.7          |
| <b>EAC Group - Continued Operations</b>     |            |            |            |            |              |            |            |            |            |              |
| <b>Revenue</b>                              | <b>570</b> | <b>649</b> | <b>759</b> | <b>827</b> | <b>2,805</b> | <b>802</b> | <b>877</b> | <b>943</b> | <b>968</b> | <b>3,590</b> |
| - Growth vs. same qtr. prev. year (%)       | -1.9       | 5.9        | 8.7        | 23.1       | 9.4          | 40.7       | 35.1       | 24.2       | 17.0       | 28.0         |
| <b>Operating profit</b>                     | <b>27</b>  | <b>24</b>  | <b>82</b>  | <b>96</b>  | <b>229</b>   | <b>42</b>  | <b>58</b>  | <b>100</b> | <b>112</b> | <b>312</b>   |
| - Operating margin (%)                      | 4.7        | 3.7        | 10.8       | 11.6       | 8.2          | 5.2        | 6.6        | 10.6       | 11.6       | 8.7          |

\*) Including non-recurring items of DKK 28m mainly from sale of properties

## Segmental information

| Primary segments  | Foods        |              | Industrial Ingredients |            | Moving & Relocation Services |            | Other activities and disposed businesses |            | Continuing Operations/ Group |               | Discontinued Operations |               |
|---|--------------|--------------|------------------------|------------|------------------------------|------------|--|------------|------------------------------|---------------|-------------------------|---------------|
|   | 2006         | 2005         | 2006                   | 2005       | 2006                         | 2005       | 2006                                     | 2005       | 2006                         | 2005          | 2006                    | 2005          |
| <b>Income statement, DKK million</b>  |              |              |                        |            |                              |            |  |            |                              |               |                         |               |
| Revenue   | 2,335        | 1,710        | 1,008                  | 800        | 588                          | 557        | 4  | 22         | 3,935                        | 3,089         |                         | 3,362         |
| Intra-group sales   | 311          | 253          |                        |            | 34                           | 31         |  |            | 345                          | 284           |                         | 921           |
| <b>External sales</b>   | <b>2,024</b> | <b>1,457</b> | <b>1,008</b>           | <b>800</b> | <b>554</b>                   | <b>526</b> | <b>4</b>                                 | <b>22</b>  | <b>3,590</b>                 | <b>2,805</b>  |                         | <b>2,441</b>  |
| <b>Operating profit before depreciation and amortisation (EBITDA) and non-recurring items</b> | <b>262</b>   | <b>226</b>   | <b>91</b>              | <b>69</b>  | <b>62</b>                    | <b>50</b>  | <b>2</b>                                 |            | <b>417</b>                   | <b>345</b>    |                         | <b>294</b>    |
| Depreciation and amortisation   | 49           | 50           | 10                     | 6          | 9                            | 11         | 2  | 2          | 70                           | 69            |                         | 50            |
| Impairment charges  |              |              |                        |            |                              |            |  |            |                              |               |                         | 42            |
| Non-recurring items   |              |              |                        | 28         |                              |            |  | -1         |                              | 27            |                         | -27           |
| <b>Segment operating profit</b>   | <b>213</b>   | <b>176</b>   | <b>81</b>              | <b>91</b>  | <b>53</b>                    | <b>39</b>  |  | <b>-3</b>  | <b>347</b>                   | <b>303</b>    |                         | <b>175</b>    |
| Unallocated operating profit before depreciation and amortisation (EBITDA)                    |              |              |                        |            |                              |            |  |            | -34                          | -74           |                         |               |
| Non-recurring items   |              |              |                        |            |                              |            |  |            |                              | 6             | -19                     | 7,910         |
| Depreciation and amortisation   |              |              |                        |            |                              |            |  |            | 1                            | 6             |                         |               |
| Unallocated operating profit/(loss)   |              |              |                        |            |                              |            |  |            | -35                          | -74           | -19                     | 7,910         |
| <b>Group operating profit</b>   |              |              |                        |            |                              |            |  |            | <b>312</b>                   | <b>229</b>    | <b>-19</b>              | <b>8,085</b>  |
| Share of profit from associates   |              |              | 22                     | 26         | 1                            | 1          | -2                                       | -2         | 21                           | 25            |                         | 4             |
| Share of profit from associates - Unallocated   |              |              |                        |            |                              |            |  |            | 4                            |               |                         |               |
| Share of profit from associates   |              |              | 22                     | 26         | 1                            | 1          | -2                                       | -2         | 25                           | 25            |                         | 4             |
| <b>Balance sheet, DKK million</b>   |              |              |                        |            |                              |            |  |            |                              |               |                         |               |
| Goodwill  |              |              | 4                      | 27         | 36                           | 41         |  |            | 40                           | 68            |                         | 107           |
| Other intangible assets   | 1            | 1            | 18                     |            | 2                            | 2          |  |            | 21                           | 3             |                         | 177           |
| Property, plant and equipment   | 361          | 374          | 25                     | 27         | 34                           | 36         | 63                                       | 67         | 483                          | 504           |                         | 390           |
| Financial fixed assets  | 4            |              | 29                     | 22         | 3                            | 3          |  |            | 36                           | 25            |                         | 11            |
| Investment in associates  |              |              | 55                     | 73         | 3                            | 3          | -12                                      | -10        | 46                           | 66            |                         | 29            |
| Inventories   | 243          | 232          | 145                    | 116        | 4                            | 4          |  | 1          | 392                          | 353           |                         | 287           |
| Trade receivables   | 223          | 220          | 228                    | 214        | 88                           | 83         | 1  | 4          | 540                          | 521           |                         | 311           |
| Other current assets  | 192          | 132          | 63                     | 70         | 65                           | 86         | 221                                      | 290        | 541                          | 578           |                         | 538           |
| Sub-total   | 1,024        | 959          | 567                    | 549        | 235                          | 258        | 273                                      | 352        | 2,099                        | 2,118         |                         | 1,850         |
| Unallocated corporate assets  |              |              |                        |            |                              |            |  |            | 661                          | 9,510         |                         |               |
| <b>Total assets</b>   | <b>1,024</b> | <b>959</b>   | <b>567</b>             | <b>549</b> | <b>235</b>                   | <b>258</b> | <b>273</b>                               | <b>352</b> | <b>2,760</b>                 | <b>11,628</b> |                         | <b>1,850</b>  |
| Current liabilities   | 267          | 225          | 187                    | 158        | 94                           | 90         | 24                                       | 46         | 572                          | 519           |                         | 1,510         |
| Non-current liabilities   |              | 4            | 8                      | 7          | 4                            | 2          |  |            | 12                           | 13            |                         | 21            |
| Sub-total   | 267          | 229          | 195                    | 165        | 98                           | 92         | 24                                       | 46         | 584                          | 532           |                         | 1,531         |
| Unallocated corporate liabilities   |              |              |                        |            |                              |            |  |            | 23                           | 161           |                         | -1            |
| <b>Liabilities</b>  |              |              |                        |            |                              |            |  |            | <b>607</b>                   | <b>693</b>    |                         | <b>1,530</b>  |
| Interest bearing debt   |              |              |                        |            |                              |            |  |            | 252                          | 322           |                         | 69            |
| Minority interests  |              |              |                        |            |                              |            |  |            | 104                          | 150           |                         | 1             |
| Equity  |              |              |                        |            |                              |            |  |            | 1,797                        | 10,463        |                         | 250           |
| <b>Total equity and liabilities</b>   |              |              |                        |            |                              |            |  |            | <b>2,760</b>                 | <b>11,628</b> |                         | <b>1,850</b>  |
| <b>Invested capital</b>   | <b>627</b>   | <b>622</b>   | <b>252</b>             | <b>247</b> | <b>89</b>                    | <b>92</b>  | <b>43</b>                                | <b>36</b>  | <b>1,011</b>                 | <b>997</b>    |                         | <b>830</b>    |
| <b>Invested capital - unallocated</b>   |              |              |                        |            |                              |            |  |            | <b>10</b>                    | <b>9,216</b>  |                         | <b>-1,019</b> |
|   |              |              |                        |            |                              |            |  |            | <b>1,021</b>                 | <b>10,213</b> |                         | <b>-189</b>   |
| <b>Working capital employed</b>   | <b>334</b>   | <b>322</b>   | <b>225</b>             | <b>208</b> | <b>33</b>                    | <b>33</b>  | <b>-3</b>                                |            | <b>589</b>                   | <b>563</b>    |                         | <b>387</b>    |
| <b>Cash flows, DKK million</b>  |              |              |                        |            |                              |            |  |            |                              |               |                         |               |
| Cash flows from operations  | 141          | 69           | -45                    | -2         | 35                           | 39         | -4                                       | -161       | 127                          | -55           |                         |               |
| Cash flows from investing activities  | -72          | -89          | 35                     | 44         | -9                           | -3         |  |            | -46                          | -48           |                         |               |
| Cash flows from financing activities  | -35          | 21           | 4                      | -13        | -21                          | -17        | -16                                      | 109        | -68                          | 100           |                         |               |
| Sub-total   | 34           | 1            | -6                     | 29         | 5                            | 19         | -20                                      | -52        | 13                           | -3            |                         |               |
| Unallocated cash flow, net  |              |              |                        |            |                              |            |  |            | -55                          | -662          |                         |               |
| Changes in cash & cash equivalents  | 34           | 1            | -6                     | 29         | 5                            | 19         | -20                                      | -52        | -42                          | -665          |                         |               |
| <b>Financial ratios in %</b>  |              |              |                        |            |                              |            |  |            |                              |               |                         |               |
| Operating margins:  |              |              |                        |            |                              |            |  |            |                              |               |                         |               |
| EBITDA (excluding Unallocated items)  | 12.9%        | 15.5%        | 9.0%                   | 8.6%       | 11.2%                        | 9.5%       | 50.0%                                    | -0.3%      | 11.6%                        | 12.3%         |                         | 12.0%         |
| EBIT (excluding Unallocated items)  | 10.5%        | 12.1%        | 8.0%                   | 11.4%      | 9.6%                         | 7.4%       | -  | -14.1%     | 9.7%                         | 10.8%         |                         | 7.2%          |
| EBITDA (Group)  |              |              |                        |            |                              |            |  |            | 10.7%                        | 9.7%          |                         |               |
| EBIT (Group)  |              |              |                        |            |                              |            |  |            | 8.7%                         | 8.2%          |                         |               |
| Return on average invested capital (ROIC) including goodwill                                  | 34.1%        | 31.3%        | 32.5%                  | 41.3%      | 58.6%                        | 43.9%      |  | -9.0%      | 5.6%                         | 4.1%          |                         | 24.3%         |
| Return on average invested capital (ROIC) excluding goodwill                                  | 34.1%        | 31.3%        | 34.6%                  | 44.0%      | 101.9%                       | 76.8%      |  | -9.0%      | 5.6%                         | 4.2%          |                         | 29.1%         |

# Contacts

## **The East Asiatic Company Ltd. A/S**

(A/S Det Østasiatiske Kompagni)  
East Asiatic House  
20 Indiakaj  
DK-2100 Copenhagen Ø  
Denmark

Telephone + 45 3525 4300  
Telefax + 45 3525 4313  
www.eac.dk

### *Shareholders' Secreteriat:*

Telephone + 45 3525 4300  
Telefax + 45 3525 4313  
investorinformation@eac.dk

## **Plumrose Latinoamericana C.A.**

Edificio Plumrose  
Urbanización Los Ruices Sur  
Prolongacion Avenida Trieste Cruce con Calle Miranda  
Caracas 1071  
Venezuela

### *Mailing address:*

Plumrose Latinoamericana C.A.  
P.O. Box 3941  
Caracas 1010-A  
Venezuela

Telephone + 58 212 273 8711  
Telefax + 58 212 256 0025  
www.plumrose.com

## **The East Asiatic (Thailand) Public Company Ltd.**

1168/98-100 Lumpini Tower, 33rd Floor  
Rama IV Road, Kwang Thungmahamek  
Khet Sathorn  
Bangkok 10120  
Thailand

### *Mailing address:*

P.O. Box 228  
Bangrak  
Bangkok 10500  
Thailand

Telephone + 66 2689 5999  
Telefax + 66 2689 5888  
www.eac.co.th

## **Santa Fe Transport International Ltd.**

18 Floor, C.C. Wu Building  
302-308 Hennessy Road  
Wanchai  
Hong Kong

Telephone + 852 2574 6204  
Telefax + 852 2834 5380  
www.santafe.com.hk