THE EAST ASIATIC COMPANY LTD. A/S | **Annual Report 2010**

Annual Report

2010

ANNUAL REPORT 2010

MANAGEMENT'S REVIEW

ACCOUNTS

The Annual Report 2010 is published in Danish and English. The Danish text shall be the governing text for all purposes.

Creating a transparent value proposition

Henning Kruse Petersen
Chairman

"The focused EAC consisting of two profitable businesses will enable us to create a more transparent value proposition. We aim to grow both businesses into strong and potentially independent companies – each with its own identity, a convincing scale and an attractive equity story."

Niels Henrik Jensen
President & CEO

2010 was marked by a number of events supporting our strategic ambitions and continued efforts to create value for our shareholders. We focused our activities into two strategic businesses: EAC Moving & Relocation Services (Santa Fe) and EAC Foods (Plumrose). We took significant steps to further expand and strengthen these activities. On 30 September we paid an interim dividend of DKK 20 per share, and during the second half of the year, we initiated a share buy-back programme of up to 10 per cent of the share capital as authorised by the shareholders at the Annual General Meeting in March. The programme was completed in early January 2011.

Accelerated geographical expansion

For Santa Fe, the market for relocations to and from Asia returned to growth as foreign direct investment into Asia kept increasing. A significant outsourcing trend is emerging among large corporate customers demanding one-stop service solutions across large geographical regions. In order to harvest the benefits from this trend, it is necessary to control and efficiently operate an international platform that can accommodate the growing and refined demand of customers driving the continued globalisation. This validates the geographical expansion we have pursued for Santa Fe, but also means that the expansion needs to be accelerated if we are to maintain our leadership position.

The acquisition of Australia's leading moving and relocation company, Wridgways, which we completed in December, is an example of such acceleration. It effectively doubled the scale of Santa Fe and established a unique, regional powerhouse in the Asia-Pacific region ready to capitalise on more market opportunities.

Divestments add financial flexibility

Also in Asia, EAC Industrial Ingredients experienced revived growth as the markets recovered from the financial crisis. A strong wave of international consolidation led by large, global players entering the Asian markets increased competitive pressures significantly, and the opportunity for EAC Industrial Ingredients to continue to grow through acquisitions, was significantly reduced. Consequently, in view of EAC's determination to derive optimum value for our shareholders, we divested EAC Industrial Ingredients at the very favourable price of DKK 1.2bn. In December we further completed the sale of our 33 per cent stake in the associated company AkzoNobel Paints Thailand for a consideration of DKK 220m as the investment no longer had strategic rationale.

Net of this year's proposed dividend, the proceeds from the two divestments provide EAC with a sound financial foundation and the necessary flexibility to pursue new strategic growth opportunities.

Tackling challenges in Venezuela

At the beginning of 2010, the Venezuelan government introduced a new multi-tiered currency regime to replace the previous official exchange rate between the Bolivar (VEF) and the USD. This de facto devaluation affected the translation of Foods' accounts into DKK, effectively cutting the results in half. In addition, the devaluation entailed an immediate, significant increase of our Venezuelan cost base, which we were unable to pass on to our selling prices during the early months of the year due to substantial political attention. As experienced on previous occasions, however, EAC Foods successfully navigated the challenges and continued to make strategic investments which further expanded the capacity and infrastructure and resulted in a very strong performance. In January 2011 we experienced yet another currency adjustment, which this time increased the exchange rate at which we source raw material imports by 60 per cent, thus significantly raising production costs. This development obviously presents additional challenges, but we are confident that the strategy of continually reinvesting EAC Foods' cash flows and thereby strengthening our position in Venezuela is the best way to create long-term value under the prevailing circumstances.

Creating value for shareholders

The complexity of the EAC Group – and not least the challenging business conditions in Venezuela – has made it difficult for the market to determine a fair valuation of the EAC share. These issues have undoubtedly kept some investors from buying EAC shares, and it is a constant concern that the uncertainties associated with the operations in Venezuela prevent the share price from fully reflecting the potential of our businesses. From a shareholder value perspective this is obviously not viable in the long term. Our key ambition is to effectively leverage the value proposition of each of our businesses in order to create value for our shareholders going forward. We believe that the best way to do this is to grow both businesses into strong and potentially independent companies – each with its own identity and a convincing scale.

Over the past five years, we have returned some DKK 11bn to our shareholders in the form of dividends and share buy-backs. Over the coming years, we will continue to create shareholder value with undiminished dedication. Recent years' track-record hopefully confirms that this commitment is not something we take lightly – we act on it and create results – driven by the relentless dedication and hard work of our employees and management teams across the world.

CONSOLIDATED FINANCIAL HIGHLIGHTS AND KEY RATIOS

DKK million	2010*	2009*	2008	2007	2006
CONSOLIDATED INCOME STATEMENT					
Revenue	3,858	5,260	5,310	4,402	3,586
Earnings before interest, taxes, depreciation and amortisation (EBITDA)	329	622	717	677	384
Operating profit (EBIT)	205	454	630	603	313
Financials, net	-45	-44	-48	-37	51
Share of profit in associates including gain/loss on Disposal of associates	210	18	31	42	27
Income tax	156	248	130	139	100
Profit from continuing operations	214	180	483	469	291
Profit/(loss) from discontinued operations	547	34	19	4	-21
Net profit for the year	761	214	502	473	270
Earnings per share (diluted) from continuing operations	14.2	12.4	32.7	28.9	14.5

DKK million	31.12 2010	31.12 2009	31.12 2008	31.12 2007	31.12 2006
CONSOLIDATED BALANCE SHEET					
Total assets	4,217	4,472	3,319	2,687	2,760
Working capital employed	783	1,329	1,183	835	589
Net interest bearing debt, end of period	115	416	208	-207	-760
Net interest bearing debt, average	112	312	1	-476	-735
Invested capital	2,305	2,830	1,996	1,349	1,021
EAC's share of equity	2,362	2,355	1,759	1,531	1,797
Minority interests	95	106	79	110	104
Cash and cash equivalents	1,054	604	504	546	1,004
Investments in intangible assets and property, plant and equipment	258	379	394	234	96
CASH FLOW					
Operating activities	185	342	149	284	297
Investing activities	477	-337	-239	304	8,631
Financing activities	-94	90	59	-579	-8,970
RATIOS					
Operating margin (%)	5.3	8.6	11.9	13.7	8.7
Equity ratio (%)	56.0	52.7	53.0	57.0	65.1
Return on invested capital (%)	8.0	21.1	37.7	50.9	5.6
Return on parent equity (%)	31.2	10.9	28.2	25.9	3.8
Equity per share (diluted)	187.1	175.9	128.9	104.0	100.7
Number of employees end of period	5,328	5,706	5,516	5,027	4,331
Exchange rate DKK/USD end of period	561.33	519.01	528.49	507.53	566.14

* Income statement 2010 and 2009 continuing operations.

The ratios have been calculated in accordance with definitions on page 30.

Solid foundation to continue growth

EAC GROUP

Including hyperinflation adjustments, the consolidated revenue from continuing operations amounted to DKK 3,858m (DKK 5,260m).

Earnings before interests, taxes, depreciation and amortisation (EBITDA) amounted to DKK 329m (DKK 622m).

Operating profit (EBIT) amounted to DKK 205m (DKK 454m).

Operating profit including profit from discontinued operations amounted to DKK 752m.

The reported results were materially impacted by the devaluation in Venezuela.

EAC GROUP OUTLOOK FOR 2011

Revenue is expected to be of around DKK 5.8bn at the exchange rate DKK/USD 550.00 for 2011.

EBITDA margin is expected at around 8 per cent.

MOVING & RELOCATION SERVICES

Revenue increased by 5.0 percent in local currencies and translated to DKK amounted to DKK 640m (DKK 560m).

Operating profit (EBIT) was DKK 57m representing an operating margin of 8.9 per cent (8.8 per cent).

Outlook:
Revenue is expected to grow around 120 per cent in local currencies with an EBITDA margin of around 10 per cent.

FOODS

Revenue including hyperinflation adjustments and devaluation of the Bolivar (VEF) amounted to DKK 3,218m (DKK 4,700). Excluding the devaluation impact, revenue rose 36.2 per cent in DKK

Operating profit (EBIT) amounted to DKK 206m (DKK 453m) corresponding to an operating margin of 6.4 per cent (9.6 per cent).

Outlook:
Revenue is expected to be around USD 800m with an EBITDA margin of around 8.5 per cent.

Strategic businesses

EAC GROUP

The focused EAC consists of two strategic businesses located in Venezuela, Asia and Australia. Both businesses are wholly owned by EAC, but organised as independent groups, each with highly experienced, locally based management teams. Both businesses are profitable beyond their respective industry averages and have strong brands and market positions representing high, intrinsic value.

www.eac.dk

2010 DKK million	
Revenue	3,858
Operating profit	205
Operating margin (%)	5.3
Number of employees - year end	5,328

Denmark
Founded in 1897
Listed on NASDAQ OMX Copenhagen

MOVING & RELOCATION SERVICES

Operating under the Santa Fe brand, EAC Moving & Relocation Services is a leading provider of moving, value-added relocation and records management services to corporate and individual clients in 15 countries in Asia, the Middle East and Australia. The business operates under the Santa Fe and WridgWays brands and through a global network of partners. Earnings are driven by a unique concept of high-margin relocation services, providing in- and outbound expatriate families with a full range of services, including immigration/visa, home/school search, language/cultural training and domestic services.

www.santaferelo.com

2010 DKK million	
Revenue	640
Operating profit	57
Operating margin (%)	8.9
Number of employees* - year end	1,971

*Total number of employees before the acquisition of Wridgways amounted to 1,560

China, Dubai, Hong Kong, Indonesia, Japan, Macau, Malaysia, the Philippines, Singapore, South Korea, Taiwan, Thailand, Vietnam, India and Australia

FOODS

EAC Foods (Plumrose) has operated in Venezuela for more than 50 years, and today the company is the country's largest player within processed meat. The business owns and controls the entire value chain, from production of feedstuff, pig farms, slaughtering and meat processing to marketing, sales and nationwide chilled distribution. With strong brands such as Plumrose and Oscar Mayer and a track-record of highly innovative product development, EAC Foods has delivered an unbroken history of growth and operating margins significantly above the industry average.

www.plumrose.com

2010 DKK million	
Revenue	3,218
Operating profit	206
Operating margin (%)	6.4
Number of employees - year end	3,349

Venezuela

Geographic expansion

Since 2006, EAC has pursued a strategy rooted in growth of each of its businesses, and acquisitions have been a key strategic tool for maintaining market leadership. This has been the basis of the successful growth of EAC Moving & Relocation Services as well as EAC Industrial Ingredients. Following the global economic downturn of the past few years, however, a strong wave of large, global competitors entering the Asian markets significantly reduced the opportunities available to EAC Industrial Ingredients to continue to grow through acquisitions. In line with EAC's corporate vision to derive optimum value for our shareholders, EAC decided to divest EAC Industrial Ingredients, thereby releasing resources and securing the financial flexibility to continue to exploit the full potential of the remaining two businesses.

EAC believes there are numerous and attractive opportunities to create value and growth within its continuing business units, and EAC's future growth strategy will include expansion of the Group's geographical reach in order to rapidly recapture the scale and profit given up through the sale of EAC Industrial Ingredients.

Overall, EAC aims to grow its two profitable businesses into strong and potentially independent companies – each with its own identity, a convincing scale and an equity story to attract investors.

The strategy to drive future growth in the EAC Group will, as always, be based on EAC's fundamental goal to create optimum shareholder value. Furthermore, EAC's financial strength and management ensures that the Group can continue to strengthen its business foundation and competitive position going forward in order to sustain value creation.

EAC will present its strategy for future growth in each of the two businesses and financial targets for the strategy period in connection with the Annual General Meeting to be held in March 2011.

Follow-up on targets

Since 2006, EAC has pursued two overall financial targets of double-digit revenue growth in local currencies and a return on invested capital of around 30 per cent. EAC has performed convincingly on these targets, and by the end of 2009, the Group reported average organic revenue growth of 20 per cent and an average return on invested capital of 39 per cent. With the divestment of EAC Industrial Ingredients in 2010 and IAS 29 "Financial Reporting in Hyperinflationary Economies" being applied for EAC Foods since 2009, the underlying foundation for a comparative follow-up on these targets from 2006 is no longer valid.

Consolidated financial results for 2010

FINANCIAL PERFORMANCE

Restatement of comparatives

Profit after tax from EAC Industrial Ingredients is presented separately in the income statement under discontinued operations. Comparatives have been restated accordingly.

Devaluation and exchange rate effects

The following outline of the financial developments in 2010 versus 2009 is based on reported hyperinflation figures (IAS 29). For details on the impact from hyperinflation accounting, refer to note 37.

The devaluation of the VEF/USD exchange rate as of 8 January 2010 had a significant impact on the 2010 figures reducing consolidated assets by DKK 1.6bn and equity by DKK 0.9bn, cf. the EAC Foods segment section.

Developments in exchange rates between DKK and the functional currencies of subsidiaries impacted the EAC Group's revenue and operating profit (EBIT) for 2010 reported in DKK. In a number of countries (particularly in Asia) where the EAC Group has activities, the currency correlates partly with developments in USD. In 2010, the average DKK/USD rate (563.62) was 5.3 per cent higher than in 2009 (DKK/USD 535.44). Consequently revenue and operating profit (EBIT) for 2010 increased in EAC Moving & Relocation Services by DKK 49m and DKK 6m respectively.

In foreign subsidiaries that operate in hyperinflationary economies, income and expenses are, however, translated at the exchange rate at the balance sheet date which had a positive impact in EAC Foods due to the appreciation of the exchange rate from DKK/USD 519.01 end of 2009 to DKK/USD 561.33 end of 2010. The associated impact on revenue and operating profit (EBIT) was an increase of DKK 243m and DKK 16m respectively, which only to a minor extent offset the effect of the devaluation effective from 8 January 2010, which reduced revenue and operating profit (EBIT) by DKK 3.0bn and DKK 191m respectively provided all other factors remain unchanged.

CONSOLIDATED INCOME STATEMENT

Continuing operations

Revenue in 2010 amounted to DKK 3,858m (DKK 5,260m). The result was on par with the latest outlook as announced in Q3 2010. The revenue was lower than the originally outlook of DKK 5.8m primarily due to the divestment of EAC Industrial Ingredients combined with lower than expected revenue in EAC Foods. The reported revenue was materially impacted by the devaluation in Venezuela.

Operating profit (EBIT) in 2010 was DKK 205m (DKK 454m). The result including profit from discontinued operations was DKK 752m which was sligthly lower than the latest outlook as announced in Q3 2010. The reported operating profit (EBIT) in EAC Foods was significantly affected

"The financial reporting process at the end of 2010 was impacted by material complexity due to the acquisition of Wridgways Australia Limited, the restatement of comparative figures in connection with the divestment of EAC Industrial Ingredients, the adoption of IFRS in the parent company's financial statements and by the continued high complexity in EAC Foods with hyperinflation adjustments and devaluation impact etc.".

Michael Østerlund Madsen, Group CFO

by the devaluation of the VEF. EAC Foods achieved an operating profit of DKK 206m (DKK 453m) which apart from the devaluation was impacted by significantly increased salaries and increased variable costs. Implemented price increases, especially during Q3, prior to the Christmas season, had a positive effect on the the operating profit.

Operating profit (EBIT) included costs related to share-based incentives of DKK 10m (DKK 10m) with no cash flow effect.

Non-recurring cost in the Parent Company amounted to DKK 12m relating to acquisition costs. For further information refer to note 6.

Financial expenses and income, net was an expense of DKK 45m (DKK 44m). Net exchange losses of DKK 26m were primarily related to the devaluation of the VEF/USD exchange rate which affected the value of outstanding royalties in the parent company and USD trade payables in EAC Foods. The exchange loss was partly offset by the exchange gains due to the appreciation of the DKK/USD exchange rate during the year. Interest expenses and other fees of DKK 89m were mainly attributable to loans in EAC Foods. Gain on the net monetary position arising under hyperinflation accounting amounted to DKK 60m (DKK 42m).

Share of profit in associates was DKK 13m (DKK 18m). DKK 10m (DKK 11m) was attributable to associates in Thailand, primarily Akzo Nobel Paints (Thailand) Ltd., which was not part of the divestment of EAC Industrial Ingredients completed in July 2010.

AkzoNobel Paints (Thailand) Ltd. and Griffin Travel (HK) Ltd. were divested in December and June respectively. The **gain on disposal of these associates** was DKK 194m and DKK 3m respectively.

Reported (IAS 29) income tax was an expense of DKK 125m (DKK 182m) excluding withholding tax. The reported (IAS 29) effective tax rate (adjusted), was 78.1 per cent (44.4 per cent). The effective tax rate was severely impacted by the hyperinflation adjustments in EAC Foods.

The effective tax rate (adjusted) under historical accounting principles was 24.3 per cent (26.0 per cent). The decrease was primarily attributable to higher profitability in the taxempted farms combined with lower profit in Plumrose Latinoamericana compared to 2009.

Profit from continuing operations was DKK 214m in 2010 (DKK 180m). Profit from continuing operations was significantly affected by gains on the disposal of associates amounting to DKK 197m.

Profit from discontinued operations was DKK 547m (DKK 34m) corresponding to the gain of DKK 503m from the disposal of EAC Industrial Ingredients, which was divested on 13 July 2010, and the net profit of EAC Industrial Ingeredients in the period until the divestment amounting to DKK 44m (DKK 34m).

Non-controlling interet's share of profit amounted to DKK 26m (DKK 16m).

Equity holders of the parent company
EAC's share of the net profit in 2010 was DKK 735m (DKK 198m) primarily due to the divestment of EAC Industrial Ingredients and disposal of associates.

Financials DKK million	**Reported 2010 (IAS 29)**	**2009* (IAS 29)**
Financial income		
Interest income	8	13
Net monetary gains	60	42
Exchange gains	5	19
Other interest income	3	4
Total financial income	**76**	**78**
Financial expenses		
Inerest expenses and other fees	89	110
Net exchange losses	31	12
Other interest expense	2	
Total financial expenses	**121**	**122**
Financial, net	**-45**	**-44**

Tax continuing operations DKK million	Reported 2010 (IAS 29)	2010 (historical accounting policy	Reported 2009 (IAS 29)	2009 (historical accounting policy
Income tax	111	102	159	138
Deferred tax	14	-36	23	-5
Other taxes	27	25	65	62
Income tax expenses	**152**	**91**	**248**	**195**
Witholding tax	-12	-12	-19	-19
Other taxes	-15	-13	-47	-43
Corporate income tax	125	66	182	133
Profit before income tax, excluding share of profit in/gain from associates	160	272	410	520
Effective tax rate (%)	**78.1**	**24.3**	**44.4**	**25.6**

BALANCE SHEET

The balance sheet was to a large extent affected by the devaluation of the VEF in Venezuela in January 2010 and the divestment of EAC Industrial Ingredients. Furthermore the acquired business in Australia (Wridgways) was consolidated as of 16 December 2010.

Total equity by end of 2010 was DKK 2.5bn in line with end of 2009. Equity was influenced by the devaluation in Venezuela combined with →

payment of dividends partly offset by profit for the year, inflation adjustments and translation adjustments of the opening balances.

Dividend and interim dividend payment

A dividend of DKK 5 per share (DKK 67m) related to the 2009 result was approved by the Annual General Meeting held on 24 March 2010 and subsequently paid to shareholders.

On 30 September 2010 EAC paid an interim dividend of DKK 20 per share equal to total payment of DKK 267m net of dividend on treasury shares.

Return on average invested capital (ROIC), was 8.0 per cent in 2010 compared to 21.1 per cent in 2009. The shortfall was primarily due to the drop in profitability in EAC Foods caused by the devaluation. ROIC of continuing operations adjusted for Wridgways and devaluation was 13.5 per cent.

Cash by segments, DKK million	2010	2009
EAC Foods	252	320
EAC Moving & Relocation Services	118	84
EAC Parent	442	141
Other	242*	7
Cash in discontinued operations		52
EAC Group	**1.054**	**604**

*Primarily proceeds from divestment of AkzoNobel Paints (Thailand) Ltd.

Cash and cash equivalents at the end of the period of DKK 1.1bn (DKK 0.6bn) was affected by the divestment of EAC Industrial Ingredients with a cash flow impact of around DKK 0.9bn although partly offset by dividend payments of DKK 0.3bn and the devaluation of the VEF reducing the cash position in EAC Foods by DKK 0.2bn.

PARENT COMPANY

The EAC Parent Company separate financial statements has been prepared in accordance with IFRS, which is a change from previously applying the Danish Financial Statements Act. Please refer to note 1 and note 24 in the Parent Company financial statements for further details on the transition to IFRS.

In the Parent Company financial statements, shares in subsidiaries are recognised at cost.

The profit for the year amounted to DKK 606m (DKK 112m), positively impacted by the gain on disposal of EAC Industrial Ingredients A/S of DKK 601m.

Cash flow from operating activities DKK 201m (DKK 19m) was positively impacted by receipt of royalty payments from EAC Foods in Venezuela.

Cash balances at 31 December 2010 amounted to DKK 442m (DKK 141m).

Of total assets at year-end of DKK 2,353m (DKK 2,140m), equity totaled DKK 1,959m (DKK 1,796m) equal to an equity ratio of 83% (84%).

SUBSEQUENT EVENTS

Share buy-back programme

In January 2011 EAC A/S acquired 279,231 treasury shares at a total consideration of DKK 50m. As of 7 January 2011 the company held 1,371,476 treasury shares equal to 10.0 per cent of the share capital.

No other material events have taken place after 31 December 2010.

Royalty payments

EAC has received payments of USD 25.9m in approved royalties from EAC Foods in 2010. The payment was effectuated at the official preferential rate of VEF/USD 2.60 which was introduced in connection with the devaluation on 8 January 2010. The payments cover outstanding royalty up to Q4 2009.

GROUP OUTLOOK FOR 2011

Based on the assumptions set out below, the EAC Group expects consolidated revenue of around DKK 5.8bn. The earnings before interests, taxes, depreciation and amortisation (EBITDA margin) margin is expected to be around 8 per cent.

The Group outlook is based on an exchange rate of DKK/USD 5.50 for 2011. The official foreign exchange rate in Venezuela is assumed at VEF/USD 4.30.

Any assessment of the Group's outlook for 2011, should take into account current volatile macroeconomic situation, not least in Venezuela. Assumptions made are likely to change and that may significantly affect the outlook.

OTHER GROUP ISSUES

Share-based payments

EAC operates a share-based incentive programme according to which management and certain other key employees of the EAC Group have been granted share options. General guidelines for the programme were approved by the Annual General Meeting in 2008. For further information, please refer to note 13 in the 2010 Annual Report or to the EAC Group's website: www.eac.dk.

Disclaimer

The Annual Report 2010 consists of forward-looking statements including forecasts of future revenue and future operating profit (EBIT). Such statements are subject to risks and uncertainties in respect of various factors, of which many are beyond the control of the EAC Group and may cause actual results and performance to differ materially from the forecasts made in the annual report. Factors that might affect expectations include, among other things, overall economical, political and business conditions and fluctuations in currencies, demand and competitive factors.

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The Wridgways acquisition: Creating an Asia-Pacific powerhouse

INVESTMENT CASE

Attractive growth potential from geographic platform
- For EAC Moving & Relocation Services, combining the strengths of Wridgways and Santa Fe creates a market-leading Asia-Pacific powerhouse.
- Increasing demand from international, corporate clients for innovative full-service solutions to their relocation needs offers potential for further growth.

Improving profitability from de-commoditisation of product mix
- Service innovations towards more value-added services will increase pricing power.

Limited capital requirements and strong return on investments
- Strong cash flows from operations and limited working capital requirements for continued organic growth.
- The return on investments from underlying business development is highly attractive.

Integration risk offset by strengthened value proposition
- Further synergy potential from increased scale, the expanded geographical platform, an improved direct customer base and opportunities to leverage competencies and product development strengthen the competitive position.

Competitive landscape allows for further consolidation
- With Wridgways and Santa Fe, EAC Moving & Relocation Services holds a unique position in Asia-Pacific in an otherwise fragmented industry, where the opertunities for further consolidation are improving as customers seek regional and global solutions.
- Multiple consolidation opportunities and limited competition for targets offer attractive potential for further growth and transformation.

"The dynamic Asian economies have returned to high growth rates and are experiencing increased foreign direct investments. This has begun to benefit the mobility industry, and the effects were particularly noticeable in the latter part of 2010".

Lars Lykke Iversen, CEO

STRATEGIC FOUNDATION

Moving with the clients

The strategic objective of EAC Moving & Relocation Services is to strengthen its market leadership in integrated mobility management focusing on relocation services.

Fuelled by increasing demand for integrated mobility management, Santa Fe plans to expand its product offering and geographical presence in order to advance its growth pattern.

As corporate clients move to new geographies, EAC Moving & Relocation Services will follow, extending its network in the Asia-Pacific region and the Middle East. Further expansion in the Middle East will be spearheaded from the Dubai office.

Due to the knowledge-based and people-driven nature of the business, manpower restraints mandate that geographic expansion is implemented gradually, and that acquisitions focus on quality companies with highly skilled management teams already in place.

Relocation services will focus on continued growth in all markets.

Records management is currently only offered in selected markets and will be expanded into all markets where EAC Moving & Relocation Services is present.

PRODUCTS AND MARKETS

Single-source solution to relocation needs

Based on a customer-centric philosophy and growing demand from international corporations, it is the objective of EAC Moving & Relocation Services to offer a single-source solution to all relocation needs, combining comprehensive services with the highest quality and environmental standards to maximise the value brought to the customers.

Product development

As corporate, international clients seek to streamline their own operations to save costs, EAC Moving & Relocation Services continuously develops new services and procedures in order to proactively anticipate customer needs and demands and thereby enhance customer satisfaction.

Growing market shares in competitive markets

Foreign direct investment (FDI) into the Asia-Pacific region and the Middle East is an important driver of the relocation business. This has secured a high level of relocations to and from Asia for a number of years offering attractive growth markets for EAC Moving & Relocation Services.

EAC Moving & Relocation Services has successfully expanded its operations throughout the Austral-Asian region and the Middle East achieving a market leading position. Through its relocation partners within the FIDI, and worldwide ERC networks, Santa Fe offers services to customers relocating globally.

High-quality service solutions

EAC Moving & Relocation Services operates under the brands Santa Fe and Wridgways. Using the newest technology available and being in full compliance with ISO standards, all services are designed to provide customers with a high quality experience.

The service range includes immigration/visa handling, home/school search, language/cultural training, tenancy management, financial management services and move management. These services, along with the moving services, allow customers to take full advantage of EAC Moving & Relocation's local knowledge and expertise.

The records management business offers a series of archive storage and administrative services based on state-of-the-art technology. The service offerings are available in eight countries and hold an attractive growth and earnings potential as commercial centres across Asia continue to grow, and the costs of office space increase.

RISK PROFILE

Economic risk

EAC Moving & Relocation Services is highly sensitive to fluctuations in foreign direct investment (FDI), primarily into Asia.

Operating risk

The most important risk factor is the potential loss of corporate customers. To mitigate the risk, EAC Moving & Relocation Services strives to offer its customers consistent, efficient and integrated mobility services through a global service platform.

Product risk

EAC Moving & Relocation Services limits the product risk by exercising strict control of service delivery through internal quality systems and by complying with industry standards.

2010 IN REVIEW

Significant market decline

In recent years the global economic crisis has had an adverse effect on the mobility industry, resulting in a significant drop in both in- and outbound relocations in Asia. The dynamic Asian economies have, however, returned to high growth rates, and direct investment into Asia has increased. This trend is slowly starting to have a positive effect on the mobility industry despite its traditional position late in the economic cycle. As a consequence, EAC Moving & Relocation Services' Asian markets

have gradually picked up, particularly during the final quarter of 2010, as both outbound and inbound relocations recorded double-digit growth rates.

The high-margin relocation services continued to grow during the year partly due to continued efforts to expand and refine the service offerings through increased business from existing customers and overseas relocation companies, and partly through a project in Dalian, China.

The records management business continued to gain market share and to expand its geographical coverage with double-digit growth in most markets.

Consolidating the business foundation

On 16 December 2010, Santa Fe Holdings Ltd. completed the acquisition of Wridgways Australia Ltd.

The acquisition has doubled EAC Moving & Relocation Services' revenue and customer base and established a unique regional platform for the combined businesses in the Austral-Asian region and the Middle East. The combined business operates from 71 offices in 15 countries, has more than 1,950 employees and handles in excess of 64,000 relocations annually.

The acquisition strengthens EAC Moving & Relocation Services' ability to provide customers with high-quality, full-service solutions across the region and offers new and attractive opportunities for further growth.

In line with the strategy, the Indian operation in Bangalore achieved FAIM certification (FIDI Accredited International Mover) and became a member of the FIDI Global Alliance, a network of quality international moving companies. This membership will further enhance the image of the operation.

It is increasingly important for major multinational clients to operate in accordance with international standards for information security and data protection. To support this effort and further strengthen the market-leadership position, the operations in Indonesia, Malaysia and the Philippines achieved ISO 27001 accreditation thereby joining the operations in Hong Kong, Singapore, Beijing and Shanghai which achieved this accreditation in 2008 and 2009.

The operations in Delhi, Bangalore and Hyderabad all achieved ISO 14001 accreditation in 2010, thus joining the other Santa Fe offices in helping to protect the environment.

To ensure consistent service deliveries the offices in Chengdu, Dalian, Delhi, Bangalore, Hyderabad and Taiwan were all accredited to the ISO 9001 standard during the year.

FINANCIAL RESULTS

The financial results reviewed in the following are presented for Santa Fe only.

Revenue

Total revenue grew by 14.3 per cent in 2010, reaching DKK 640m. In local currencies, revenue increased by 5.0 per cent, in line with the previous outlook.

Revenue growth was significantly affected by the planned discontinuation of the freight forwarding business which was finally terminated in March 2010.

Revenue from moving services increased by 10.0 per cent in local currencies partly due to the participation in a hotel installation project in Singapore and partly due to increased freight rates to the USA and Europe. Following a very strong Q4, overall outbound relocations from Asia increased by 3.6 per cent, and inbound relocations increased by 1.7 per cent.

Revenue from the high-margin relocation services increased by 15.4 per cent in local currencies.

Revenue from the records management business developed positively at 8.7 per cent growth in local currencies. Measured by volume, the business grew by 24.4 per cent.

Operating profit (EBIT)

At DKK 57m, operating profit (EBIT) increased by 16.3 per cent in DKK and by 3.4 per cent in local currencies, corresponding to an operating margin of 8.9 per cent which was in line with the previous outlook.

Moving services recorded a decline in profit mainly due to lower margins.

The high-margin relocation services performed well relative to 2009.

Records management services performed slightly better than in 2009 when profitability did not match the increase in revenue due to higher fixed costs, primarily rental costs, which could not be passed on to customers.

Total assets increased by DKK 63m due to higher sales and an increase in trade receivable days.

Investment in intangible assets and property, plant and equip- →

→ **ment** amounted to DKK 9m representing investments in trucks, installation of warehouse racking and in technology.

Working capital employed was DKK 56m in 2010, up by 30.0 per cent in local currencies compared to 2009. The working capital employed increased due to sales growth as well as an increase in working capital days.

Cash flow from operating activities was DKK 34m compared with DKK 74m in 2009 as a result of the increase in working capital.

Invested capital was down by 1.6 per cent in local currencies mainly due to the payable in India for the purchase of the remaining 30 per cent of the local Santa Fe company now being classified as a short-term payable. Eliminating this payable, the invested capital increased by 17.6 per cent mainly due to the increase in working capital.

Return on invested capital was 44.2 per cent, up by 8.6 percentage points compared to 2009 due to the increase in operating profit.

OUTLOOK FOR 2011

The recovery of the worldwide mobility industry experienced in the last quarter of 2010 is expected to continue in 2011.

Double-digit growth is expected in relocations to/from Asia-Pacific as well as in high-margin, value-added relocation services.

The records management business is expected to grow at a faster pace than in 2010 as storage quantities will return to a normalised level.

EAC Moving & Relocation Services expects growth in revenue of around 120 per cent in local currencies and an EBITDA margin of around 10 per cent.

Financial summary (DKK million) - Santa Fe	2010	2009	2008
Revenue	640	560	668
EBITDA	69	60	86
EBITDA margin (%)	10.8	10.7	12.9
Operating profit (EBIT)	57	49	76
Operating margin (%)	8.9	8.8	11.4
Total assets	398	335	367
Working capital employed	56	37	67
Invested capital	131	123	152
Net interest bearing debt, year-end	-75	-60	-41
Return on invested capital in % p.a.	44.2	35.6	62.3
Cash flows from operating activities	34	74	55
Cash flows from investing activities	0	-11	-56
Employees, number year-end	1,971	1,629	1,655
Employees, average number	1,595	1,657	1,610

CSR in EAC Moving and Relocation Services

Committed to becoming industry leaders in corporate social responsibility

EAC Moving & Relocation Services is a global and multicultural company offering global relocation services to more than 64,000 families annually, thereby facilitating a transfer of skills, knowledge sharing and competences to markets where they are most needed. Being a key player in the moving and relocation industry means opportunities and challenges; opportunities to use its key competences in logistics for the benefit of the communities where it operates; and challenges primarily in respect of reducing the environmental impact of its operations. Transportation across borders also poses risks to biosecurity by potentially causing dispersion of invasive organisms harmful to the environment and people. As one of the means of countering such risks, EAC Moving & Relocation Services has adopted the WHO Pandemic Alert Period Warning System, and EAC Moving & Relocation Services is working to reduce their environmental footprint.

More and more multinational corporations demand CSR compliance from its service providers. For EAC Moving & Relocation Services, a strategic approach to CSR is key to maintaining and improving the company's market leading position, and the company is working to become the industry's CSR leader in the markets, in which it operates, for example by becoming carbon neutral. As a consequence, the company is an independent member of the United Nations Global Compact Programme and has established a strict set of ethical values and standards based on the 10 principles of the UN Global Compact.

A major achievement in 2010 has been the implementation of a whistle blower system and a grievance mechanism to further support the CSR roll-out and ongoing CSR compliance management.

The full implementation of the CSR programme was completed in the Hong Kong operation during 2010. The offices in Singapore, China and Indonesia have started the implementation phase which is scheduled to be up and running by the end of Q1 2011. The remaining offices including the recently acquired Australian company Wridgways will commence systematic implementation in 2011. To support the implementation of Santa Fe's CSR efforts, an e-learning and data collection programme is scheduled to be initiated in the first half of 2011.

People – High standards for high quality

To maintain high quality standards that result from employee satisfaction and low employee turnover, EAC Moving & Relocation Services works to ensure good working conditions for all employees and in general strive to be an exemplary employer. The company also has a supplier code of conduct setting the same high standards for its subcontractors.

The company also strives to make its resources available through involvement in many local-based community projects, among other things by providing free logistical support to NGOs or local schools. EAC Moving & Relocation Services is active in a variety of community events, including sponsorships of chambers and other expatriate organisations that are dedicated to fostering international business and social relationships.

Furthermore, EAC Moving & Relocation Services supports fundraising activities and donations to worthy causes in the regions where it operates. EAC Moving & Relocation Services donates a total of USD10 per move to the Johns Hopkins Breast Cancer Research Fund, having raised more than USD 1.2m to date. In addition to directly benefitting the selected causes, these activities have the overall effect of creating goodwill and motivating staff.

EAC MRS	2010	2009
Employees*- year end	1,971	1,650
Average seniority (years)	5.3	5.1
Employee turnover	20.6%	17.7%
Salary + benefits	HKD 232m	HKD 229m

* Total number of employees before acquiring Wridgways amounted to 1,560 persons

The table shows selected indicators on EAC MRS' social responsibility impact.

Planet – An industry challenge and priority

As a leader in logistics, reducing the environmental impact of the company's activities and responding to climate change takes high priority. The ISO14001 certification constitutes the framework under which these efforts are managed across countries. As a logistics provider with a large fleet of trucks, vehicle emission control is a primary concern, and EAC Moving & Relocation Services applies higher standards than required by law. Despite an increase of 16.4 per cent in volume transported, a 9.5 per cent decrease in the consumption of gasoline and diesel was achieved in 2010.

Profit - Compliance with international anti-bribery standards

EAC Moving & Relocation Services is committed to complying with international anti-bribery standards. The employee manual clearly states that it will deal with all customers, suppliers and others in a straightforward manner and in compliance with international anti-bribery and business ethics standards as stated in the Global Compact and local anti-corruption and bribery laws.

The acquisition of the Australian moving and relocations company Wridgways has added 31 extra offices and a new continent to Santa Fe's geographical coverage. Implementing the overall CSR programme in these activities will be an important priority in 2011.

Solid performance despite economic slowdown and devaluations

INVESTMENT CASE

Strong demand and market-leading position

- With demand for high-quality food products continuing to grow, the Venezuelan market offers an attractive growth potential.
- From its market-leading position, EAC Foods can further drive growth through intelligent product innovation, effective marketing and by integrating new food categories into the value chain.
- Capacity expansion is a prerequisite for strengthening the product range and increasing volumes.

Maintaining strong profitability

- Continued focus on product mix, active price management and further investments in production efficiencies create a strong potential for maintaining attractive operating margins and enhanced overall profitability.

Channelling cash flows to new value creation

- The strong cash flows from operating activities constitute a dynamic platform for continuing the flow of investments to expand activities and ensure long-term value creation in spite of high inflation and currency controls.
- The convincing ROIC performance continues.

Opportunities for further expansion

- The market leadership, strong demand and high brand recognition create a solid foundation for further expanding the offering of products and services in the local market.
- With growing economies throughout the Latin American region, opportunities to pursue geographical expansion become increasingly attractive.

"EAC Foods is capable of producing large quantities of quality products from prime raw materials. The company has a solid record of delivering strong growth and profits which are significantly above industry average due to its control of the entire value chain."

Bent U. Porsborg, CEO

STRATEGIC FOUNDATION

Overall strategic objective

EAC Foods continues to focus on growth and expansion, thereby further strengthening its position by capitalising on its distinctive capabilities and its profound insight into the local market.

PRODUCTS AND MARKETS

A successful value-adding business model

EAC Foods is the undisputed leading manufacturer and distributor of branded, processed meat products in Venezuela; a nation of 28 million people where EAC has been operating a business for more than 50 years.

EAC Foods markets its premium, high-margin products under the highly recognised Plumrose and Oscar Mayer (licensed) brands through a wide product portfolio. In addition, a series of other EAC-owned and licensed brands, which target other market segments, provide for a balanced portfolio offering to consumers.

EAC Foods is capable of producing large quantities of quality products from prime raw materials. The company has a solid record of delivering strong growth and profits which are significantly above industry average due to its control of the entire value chain; from production of feed stuff, pig production, slaughtering and manufacturing of meat products to sales, marketing and a unique nationwide chilled distribution. In addition, the high brand equity is obtained through targeted product and packaging innovation.

Through its long history of operating in a high-inflation economy, EAC Foods has demonstrated its ability to effectively pass on cost increases to selling prices while growing and protecting market shares by means of effective sales and marketing processes.

Leadership in a growing market

EAC Foods is the leader on the Venezuelan market for processed meat products.

Products are distributed to more than 5,000 retail stores. Restaurants, hotels and caterers are served through the Food Service Unit.

EAC Foods continues to play a significant role in driving market growth through targeted product innovation and expansion of production capacity by means of continued investments in existing facilities and acquisitions.

Robust branded product portfolio

According to independent market surveys, Plumrose and Oscar Mayer are the most preferred brands and enjoy the highest recognition among consumers in Venezuela within the ham and sausage product categories.

EAC Foods' understanding of consumer behaviour, needs and habits along with effective advertising and promotions have supported the development of the Plumrose and Oscar Mayer brands to positions where they command premium prices.

Product quality has been instrumental in this process. EAC Foods will continue to build on these capabilities to grow and expand its branded portfolio.

To further enhance growth, EAC Foods plans to move into new categories within complementary value-added meat and non-meat products either by expanding its own production range or through external business partners. Studies have identified a series of product categories offering a synergy potential in production, sales and distribution, including chicken, BBQ sausages, marinated products, cheese, frozen products and ready-to-eat-meals.

Expansion into value-added frozen products will be supported by a new, multi-temperature national distribution centre and a unique nationwide delivery fleet with freezing capacity.

RISK PROFILE

Economic risk

Volatility of oil prices can affect the Venezuelan economy which is highly dependent on oil exports.

Currency risk

EAC Foods has calculated its currency risks and exposure in accordance with International Financial Reporting Standards (IFRS) since 2005. This implies that the Bolivar (VEF) is the functional currency.

EAC Foods is exposed to currency transaction and translation risks on fluctuations between the VEF and other currencies. The exchange controls established in February 2003 remained in force throughout 2010. On 8 January 2010, the official exchange rate of the Bolivar (VEF) to USD, which had been at VEF/USD 2.15 since March 2005, was fixed at VEF/USD 2.60 for the importation of food, pharmaceuticals and other essential goods. For all other items the USD exchange rate was fixed at VEF/USD 4.30 which is now the exchange rate used for translation of the VEF financial statements into USD.

On 30 December 2010, the Venezuelan government announced the new parity of the VEF at VEF/USD 4.30 for all imports of food, health and education products, machinery and equipment with effect from 1 January 2011. Authorisation for imports granted by the currency board CADIVI (Venezuela's Commission of Foreign Exchange Administration that controls the sale and purchase of foreign currency at the official rates) before 31 December 2010 assumed honoured at the VEF/USD 2.60 exchange rate prevailing in 2010. Also on 30 December 2010, the →

applicable VEF/USD exchange rate for remittances of future dividends and royalty to the parent company was ratified at VEF/USD 4.30.

Interest rate risk

Interest rate levels in Venezuela have been capped by the Venezuelan central bank since 2005, and this has since brought significant stability to the local financial markets. EAC Foods uses debt instruments with the longest maturities available in the local financial market and is eligible for the preferential agro loan rates. By the end of 2010, the entire portfolio consisted of agro loans at an annual interest rate of up to 13 per cent.

Country risks and political aspects

Nationalisations made by the Venezuelan government with the main objective of securing local production of basic food items at subsidised costs have lifted the country risk factor. Products of EAC Foods portfolio are not included in the basic food basket.

Product risk

The priority on the pig farms is the health of the herds. Accordingly, EAC Foods pursues the highest biosecurity standards. The animals are subject to regular veterinarian controls and vaccination programmes.

In order to prevent product contamination during manufacturing processes, EAC Foods applies best international practices for cleaning and hygiene procedures.

Every year the production facilities are inspected by local health authorities and are also subject to international independent audits.

Commodity risk

Pork is the main raw material for the production of EAC Foods' products, and supply is secured through company-owned farms, a network of preferred suppliers and maintenance of adequate inventory levels.

In order to control costs and quality, EAC Foods operates its own feed mill. Corn and soy bean meal used for feed are imported at international market prices. Local yellow corn is bought at regulated prices when stocks are available.

2010 IN REVIEW

Market and macroeconomic developments

According to the central bank of Venezuela, the economy contracted for the second year in a row as GDP was down by 1.4 per cent in 2010 (down by 2.9 per cent in 2009).

Venezuela's economy is highly dependent on oil exports, and although oil prices increased during 2010, they have not recovered to the levels before 2009. Hence, lower oil export earnings have compelled the Venezuelan government to reduce fiscal spending, causing a retrenchment of the economy.

During 2010 non-oil exports remained practically unchanged.

Inflation reached 27.2 per cent in 2010, an increase of 2.1 percentage points from the 2009 rate of 25.1 per cent. Inflation was propelled by the above-mentioned devaluation of the official exchange rate on 8 January 2010.

Although affected by administrative delays, EAC Foods, operating in a prioritised industry, received the USD requested for imports from CADIVI at the exchange rate of VEF/USD 2.60 in 2010.

In 2010, the Venezuelan government continued to supply basic food staples at subsidised prices to citizens in low and medium income groups under its social food and health programmes. EAC Foods continued to participate in this subsidised food programme with low-margin, refrigerated and shelf stable products, though the government has made cuts in the programmes so volumes are lower than the previous years.

Marketing focus driving growth

During 2010 EAC Foods concentrated on recapturing market shares in important product categories, such as premium hams and devilled hams together with marketing and promotional activities to support the new products launched in 2009 and 2010.

An innovative package for the traditional Plumrose Christmas ham including a handy storage container was introduced on the market and gained widespread acceptance from consumers which further pushed sales of this high-margin product.

New advertising campaigns were developed and aired for Plumrose hams, Christmas hams, Wieners and devilled hams.

Investments to enhance efficiency

The construction of a new centrally located, refrigerated warehouse was under completion with operations expected to start in February 2011. Numerous other investments which will increase production capacity are under way.

FINANCIAL RESULTS

Currency regime

The devaluation in January 2010 had a material impact on the comparison of year-over-year financial information as the translation exchange rate of VEF/USD 4.30 now used represents a 100 per cent increase compared to the VEF/USD 2.15 exchange rate applied in 2009.

On 14 May 2010, the Venezuelan government announced that it would be taking over management of the VEF/USD parallel market. As a consequence, USD can only be purchased from CADIVI or via the central bank of Venezuela through the new SITME allocation system at a rate of VEF/USD 5.30. This has only a limited effect on EAC as close to all USD allocations for EAC Foods' imports are made through CADIVI.

The flow of USD at the preferential and official exchange rate of VEF/USD 2.60 for the purchase of raw materials for the production and payment of royalties continued through 2010.

On 30 December 2010, the Venezuelan government announced that as

of 1 January 2011, the VEF/USD 2.60 exchange rate would be eliminated, creating a single official exchange rate for all transactions of VEF/USD 4.30. The lower rate had been used mostly for food and pharmaceutical imports, as previously mentioned.

Financial performance presentation

The following outline of financial developments in 2010 is based on pro forma figures prepared under the historical accounting policies without hyperinflation adjustments incorporated as per IAS 29.

For comparison purposes and for the convenience of the reader, comparative figures are adjusted for the 100 per cent devaluation impact.

Pro forma figures (historical accounting policies)

Revenue growth outperforming volume growth

Excluding devaluation effects, revenue rose 36.2 per cent in 2010 as compared to 2009 in DKK, reaching DKK 2,956m. In USD, revenue growth was 28.5 per cent .

Sales were driven by an average net price increase above the annual inflation rate and by the high-margin product mix. In USD terms, despite a slight decrease in total volumes, sales increased for all products except for fresh meat sales which were down by 11.7 per cent. Processed meat products grew by 29.7 per cent relative to 2009, while feed mill sales to third parties were resumed during the year achieving an 80 per cent increase.

Two 500 gram minibulk packages of ham and chicken breast introduced on the market during the first quarter of the year were positively received by consumers.

Volumes remained almost unchanged

In line with the estimated loss of 8 per cent in consumer purchasing power due to the high inflation rate of 27.2 per cent and the 1.4 per cent GDP contraction, sales of processed meat products declined by 5 per cent to around 63,000 tons from around 66,000 tons in 2009.

The reintroduction of feedstuff sales to third parties compensated for the volume decline in processed meat products.

Strong overall profitability

Operating profit improved by 24.7 per cent on 2009, excluding the devaluation impact, reaching DKK 374m.

The operating margin fell from 13.8 per cent in 2009 to 12.7 per cent in 2010.

The operating margin was affected by the limited access to implement price increases during the early months of the year combined with higher pig prices and salary expenses.

Working capital employed increased by 43.9 per cent in USD, excluding devaluation, as there was a higher level of activity due to price inflation of raw material and pig prices.

Inventory values, excluding the devaluation effect, rose by 38.1 per cent as compared to 2009 due to higher prices of raw materials and a larger number of pigs held as inventory, as the farms expanded.

Trade receivables increased by 38.2 per cent relative to 2009 mainly due to higher selling prices.

Invested capital increased by 37.4 per cent in USD, excluding the devaluation effect, mainly due to the increase in working capital employed and new investments to enhance capacity and efficiency in the manufacturing plants, the national distribution centre, farms and the feed mill.

Return on invested capital (ROIC) was 23.2 per cent, a reduction compared with 2009 (37.6 per cent) due to a slightly lower operating profit and the increase in invested capital as explained above.

Investments in intangible assets and property, plant and equipment amounted to DKK 231m, of which DKK 180m was invested in production and distribution facilities. The remaining DKK 51m was invested in the pig farms and the feed mill.

Investments were mainly focused on the construction of the new multi-temperature national distribution centre. Other investments made involved the expansion of the plant, slaughterhouse and farms as well as a new pelletizer tower for the feed mill.

Net interest-bearing debt was exclusively in VEF amounting to DKK 531m which represents an increase of 94.5 per cent compared to 2009 adjusted for the devaluation impact. This increase was mainly due to capital expenditures and the financing of royalty payments to the parent company.

Net bank debt accounted for 51 per cent of the approved credit facilities by year-end.

The debt portfolio consists of agro-industrial loans at the current rate of 13 per cent.

→

→ **Cash flow** from operating activities were adversely affected by the increase in working capital.

Royalty payments

CADIVI royalty approvals and payments amounted to USD 25.9m covering H2 2008 and the first three quarters of 2009, these royalties being settled at the exchange rate of VEF/USD 2.60.

Outstanding royalty and dividend is disclosed in note 27.

OUTLOOK 2011 (REPORTED UNDER IAS 29)

Inflation is expected to be around 30 per cent in 2011, impacted by price increase for basic goods such as foods and medicines due to the elimination of the VEF/USD 2.60 exchange rate and the introduction of the single rate of VEF/USD 4.30.

Hence, in the outlook for 2011 EAC Foods assumes that oil prices (Venezuelan basket) will average around USD 81 per barrel for the year as international prices have been on a rising trend.

Expected oil price increases in 2011 vs. 2010 are unlikely to prevent the contraction of the Venezuelan economy. GDP is expected to decline by 2.5 per cent during 2011 due to weaker demand for goods and services and based on the inflationary effects of the elimination of the VEF/USD 2.60 exchange rate and the resulting deterioration of purchasing power.

The economic recession predicted for 2011 will impact demand for EAC Foods' products. Consequently, total revenue is expected to be around USD 800m.

In 2011, increased labour costs and a difficult political and economic environment in combination are expected to reduce recent years' very high margins. The EBITDA margin is expected at around 8.5 per cent.

HYPERINFLATION ACCOUNTING (IAS 29)

The most material inflation accounting adjustments between the historical accounting policies of EAC Foods and recognition and measurement according to IAS 29 can be explained as follows:

• Revenue increases as it is restated for changes in the general price index from the date of the transaction until 31 December 2010.

• EBITDA decreases due to higher costs of goods sold and fixed costs following restatement for changes in the general price index from the date of the transaction until 31 December 2010.

• EBIT decreases due to higher depreciation charges following the restatement of property, plant and equipment for changes in the general price index from the date of the transaction until 31 December 2010.

• Total assets increases primarily due to the restatement of property, plant and equipment to a higher, adjusted level reflecting current purchasing power.

For further details, refer to note 37.

Financial summary (DKK million)

Reported (IAS 29)	2010	2009	2008
Revenue	3,218	4,700	-
EBITDA	317	609	-
EBITDA, margin (%)	9.9	13.0	-
Operating profit (EBIT)	206	453	-
Operating margin (%)	6.4	9.6	-
Total assets	2,343	3,176	-
Working capital employed	727	941	-
Invested capital	1,713	2,255	-
Net interest bearing debt, year-end	531	546	-
Return on invested capital in % p.a.	10.4	25.2	-
Cash flows from operating activities	-	207	-
Cash flows from investing activities	-	-331	-
Employees, number year-end	3,349	3,321	-
Employees, average number	3,331	3,204	-

Financial summary (DKK million)

Pro forma (historical accounting policies)	2010	2009	2008
Revenue	2,956	4,340	3,347
EBITDA	425	680	598
EBITDA, margin (%)	14.4	15.7	17.9
Operating profit (EBIT)	374	600	538
Operating margin (%)	12.7	13.8	16.1
Total assets	1.992	2,771	1,988
Working capital employed	712	915	713
Invested capital	1,375	1,850	1,338
Net interest bearing debt, year-end	532	546	280
Return on invested capital in % p.a.	23.2	37.6	50.7
Cash flows from operating activities	509	-	136
Cash flows from investing activities	-191	-	-264

CSR in EAC Foods

Promoting nutrition, health and resource optimisation

Safe and nutritious food is essential in today's world and will continue to be an important factor in the years to come. Demographic developments will increasingly lead to water and land scarcity, resulting in growing pressure on food security. These issues place the agricultural sector and foods producers including EAC Foods as key players in the efforts to ensure high yields and healthy products.

From a sustainability point of view EAC Foods is committed to producing high quality and safe food products to meet the continuously growing consumer demand in Venezuela. As an integral part of its operations, the company seeks to lower the negative impact of its production activities on the environment and to promote sustainable social development through job creation and favourable working conditions. The main long-term sustainability challenges for EAC Foods are food safety and availability, emissions and waste management, employee health and safety and the use of natural resources, all of which will increasingly influence the company's room for actions in the coming years.

EAC Foods' strategy is to turn these long-term development issues into business opportunities – thereby seeking to provide profitable and sustainable solutions. The rationale for the company's wider CSR efforts is to increase EAC Foods' ability to operate in an ever changing market, improve the company's licence to operate, protect and increase its brand value, promote the ability to attract and retain talented and productive employees and increase customer loyalty.

People – Promoting health and nutrition

EAC Foods is considered a preferred employer in Venezuela. 82 per cent of its 3,500 employees in 11 locations are organised in five different unions and are covered by collective bargaining with benefits rating among the top companies in Venezuela. In 2010, EAC Foods spent almost USD 20 million on benefits and productivity incentives in addition to employee salaries. The table shows selected indicators on EAC Foods social responsibility impact.

EAC FOODS	2010	2009
Employees - year end	3,349	3,321
Average seniority (years)	6.9	6.4
Employee turnover	9.5%	10.7%
Salary + benefits	VEF 531m	VEF 409m

Employee turnover for EAC Foods is not comparable to EAC MRS due to a national decree on freeze of dismissals.

EAC Foods continuously invests in upgrading its production facilities and training of its employees. The production facilities are audited regularly by external specialists and achieved improved ratings on food safety in 2010.

Alongside the core business, EAC Foods seeks to promote health and nutrition by providing know-how and resources to local communities. In that way, the company can become a positive contribution to society as malnutrition is a problem officially recognised in Venezuela. In 2010, EAC Foods initiated sponsoring of two school education programmes in the Aragua state, reaching 525 children and teachers with the aim of improving nutritional habits. EAC Foods also donated own products to municipalities, public service and NGOs totalling more than USD 98,000.

In 2011, EAC Foods will continue the current programmes and start implementing a CSR communications programme for all employees. The aim is to promote voluntary programmes and to increase awareness on issues of sustainable development.

Planet – Implementation of environmental management system

In 2010, EAC Foods decided to implement a structured environmental management system covering the entire value chain. Kick-off of the implementation is scheduled for the second half of 2011. Assessment of improved manure handling at the pig farms in order to reduce methane emissions was also conducted. The company currently removes 30 per cent of solids from the manure and uses it as fertiliser. In 2011, it is expected that more techniques will be implemented to further reduce methane emissions.

EAC Foods' pig farms are highly efficient and on an equal level with international industry peers in terms of converting feedstuff into pig weight gain. This results in limited waste of resources and low pig mortality, reduced need for processing, storage, transportation and manure handling. In 2010, water consumption was 9.5 litres per kilo of meat. The target is a further 10 per cent reduction in 2011.

Profit – Business integrity campaign

Actions in 2010 include reinforcement of the company's code of business conduct which was communicated and implemented throughout the organisation. EAC Foods conducted a comprehensive integrity and value campaign focusing on anti-corruption, anti-bribery, non-discrimination and harassment. Covering eight facilities and reaching 2,300 employees, the campaign involved easily intelligible information materials, contests and rewards for sharing company values and standards.

The code of business conduct is upheld through a permanent internal control programme reporting directly to the CEO. A dedicated team plans year-round audits on procedures and results in all operations. No incidents or allegations of corruption were recorded during the year.

Going forward, the CSR efforts in EAC Foods will focus on the implementation of the environmental management system.

Optimise value creation

Annual statutory statement on corporate governance, cf. section 107b of the Danish Financial Statements Act.

This statement for The East Asiatic Company Ltd A/S is part of the Supervisory Board's 2010 report and covers the period 1 January to 31 December 2010.

EAC's Supervisory Board and Executive Management consistently seek to ensure that the company observes the policies and procedures to achieve good corporate governance and optimise value creation of the Group's activities. In this connection, the Supervisory Board continuously considers to what extent NASDAQ OMX Copenhagen's recommendations on corporate governance are relevant to the Company. The Company complies with a majority of the recommendations, but there are recommendations that the Supervisory Board has chosen not to follow.

The position of the Supervisory Board on each of the recommendations of NASDAQ OMX Copenhagen on corporate governance is available on EAC's website http://www.eac.dk/phoenix.zhtml?c=138567&p=irol-govSchedules.

The Supervisory Board's views on some of the recommendations are set out in the following, including those the Supervisory Board has chosen not to follow:

The role of the shareholders and their interaction with the management of the company

The Supervisory Board and the Executive Board support an open dialogue with EAC's shareholders, among others, at general meetings, as shareholders can have their suggestions included on the agenda and/or address the assembly.

The role of stakeholders and their importance to the company and the company's corporate social responsibility

Responsible behaviour and respect for the environment form an integral part of EAC's way of doing business. EAC has policies and procedures for its stakeholder relations and social responsibility as reflected in this annual report.

Openness and transparency

EAC aims to maintain an open and active dialogue with current and potential investors, financial analysts, the news media and other stakeholders. EAC's communication activities are intended to ensure that EAC shares remain attractive with high liquidity and a true and fair value.

The tasks and responsibilities of the Supervisory Board

The Supervisory Board is responsible for the overall strategy and management of the Company, and it lays down the rules of procedure and supervises the work of the Executive Management. The Executive Management attends meetings and telephone conferences of the Supervisory Board, and in addition the Chairman of the Supervisory Board is in close contact with the Executive Management. The Supervisory Board is responsible for defining the overall group strategy, and once a year a strategy seminar is held, which is attended by the Executive Management.

At annual general meetings, the Chairman of the Supervisory Board together with the Executive Board report on the main events of the past year. At the same time major developments and new strategic initiatives are presented to the shareholders. Also, the financial position and major initiatives of the Group are reviewed.

Composition and organisation of the Supervisory Board

Members of the Supervisory Board are elected by the shareholders in general meetings for 12 months. Supervisory Board members whose term of office has expired are eligible for re-election. When proposing a nomination to the general meeting, the Supervisory Board takes into account the skills required to perform the task as a member of the Supervisory Board. The Supervisory Board does not find it relevant to post a specification of these skills on the company website. All members of the Supervisory Board are independent and have no special interest in EAC except as minority shareholders. There are no employee-elected members on the Supervisory Board. The Supervisory Board undertakes an annual evaluation of its performance and achievements, but does not find that publishing the details of the procedure or the outcome would serve a useful purpose. According to the Rules of Procedure, members of the Supervisory Board must retire when they reach the age of 70.

Board committees

Due to the size of the Supervisory Board (four members) and its competencies, the Supervisory Board has decided not to establish any board committees other than an audit committee consisting of the members of the Supervisory Board. Preben Sunke is chairman of the audit committee.

Remuneration of members of the governing bodies

The Executive Management receives an all-inclusive fixed remuneration and participates in a long-term incentive programme in the form of share options, which was completed during the first half of 2009 (refer to note 12 and 13 to the consolidated financial statements). The terms of the programme can be found on EAC's website (www.eac.dk), where the total number of share options and the nominal value of the programme are disclosed together with the number of eligible employees. The Supervisory Board is currently contemplating how to structure a new incentive programme for the Executive Management, which better reflects the performance and long-term value creation of the individual business units. The Supervisory Board expects to present a new programme at the 2012 annual general meeting. EAC has no retention or severance programmes in force for the Executive Management.

The remuneration of the members of the Supervisory Board consists of a fixed annual fee. The total remuneration for 2010 granted for each member of the Supervisory Board is stated in note 12 to the financial statements and is submitted for approval at the annual general meeting. The annual fee for the current financial year will be submitted for approval by the shareholders in Annual General Meeting on 24 March 2011 and henceforth at each Annual General Meeting.

Financial reporting

All relevant information regarding financial and non-financial developments essential to EAC is included In the annual report and the three interim reports.

Risk management and internal control

Given the scope of EAC's activities, investments and financing, the Group is exposed to adverse movements in foreign exchange rates, interest rates and commodity prices. EAC's risk management is coordinated within a policy framework approved by the Supervisory Board.

The risk management procedures are focused on risk minimisation. Particular focus is on reducing the volatility of the Company's cash flows in local currencies. For further information, see note 27 to the consolidated financial statements.

EAC's internal controls and risk management systems are described in further details on the next page. The Supervisory Board reviews and considers EAC's policy on insurance as well as its insurance coverage on an annual basis.

A whistle-blower system is being implemented in EAC Moving & Relocations Services. For the time being, it is the view of the Supervisory Board that no benefit would be achieved by introducing a similar system in EAC Foods or elsewhere in the Group.

Audit

The existing control and reporting procedures are subject to regular review. It is the view of the Supervisory Board that establishing an internal audit function would not add any value to the existing procedures.

True and fair view of financial position

EAC operates in high growth markets in Asia and South America, implying considerable market risk. EAC has many years of experience working under such conditions, and the company's structured risk management approach includes, among other things, systematic internal controls based on an individual risk assessments of each of the two businesses.

The internal controls and procedures of the financial reporting process are important management tools for the EAC Group and are designed to ensure that both the internal and the external financial reporting give a true and fair view of the Group's financial position and performance without material errors.

The internal controls and procedures of the financial reporting process are modelled around the EAC corporate structure consisting of Group Management (EAC Corporate Centre) and two individual business segments.

Control environment

A set of risk management policy guidelines has been approved by the Supervisory Board. These guidelines along with other internal policies and procedures, the management structure, legislation and regulations constitute the Group's overall control environment.

The EAC Group's financial reporting process comprises monthly reporting, budgets, yearly estimates and supplementary information regarding particular, high risk items.

Furthermore, the individual business segments have implemented specific reporting procedures based on local conditions.

The day-to-day application of internal controls and their effectiveness is handled at segment level. Based on an assessment of risk and materiality, a framework of internal control procedures has been prepared at group and segment level.

Risk assessment

Each year the Supervisory Board and the Executive Board make a general analysis of material entries and other financial reporting issues, including items and issues that may be subject to special risk. The assessment of risks is made at Group level.

Essential financial estimates and evaluations are described in further detail in note 2 to the consolidated financial statements.

Control activities

The control procedures are based on the risk assessment and are structured in a control catalogue setting out the minimum control activities to be performed.

The control procedures include manual as well as automatic controls.

The objective of the control activities is to ensure that the financial reporting process complies with the instructions laid down by management in order to prevent, detect and correct errors in due time.

The control catalogue constitutes an important tool through which the Supervisory Board and the Executive Board monitor the Group's internal control and risk management systems.

Information and communication

The EAC Group's material risks and internal controls regarding the financial reporting process and measures taken as well as changes made to these are communicated to the business segments on a regular basis.

Year-end and other reporting procedures as well as manuals regarding specific IFRS standards are handled by the EAC Corporate Centre and communicated to the business segment managements.

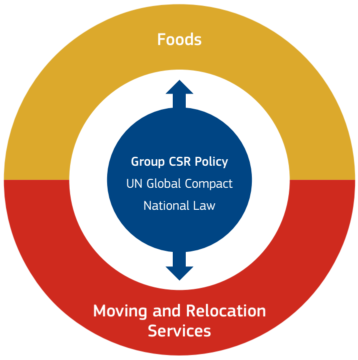
Monitoring

Monthly financial reporting is analysed and monitored by segment management and controllers, and consolidated data is analysed and monitored by the EAC Corporate Centre.

Business segment managements report annually on the control procedures, confirming and documenting at the same time their compliance with the internal controls and supplementing with contingent plans of action to identify weaknesses etc. The results are summarised and reported to the Supervisory Board.

The EAC Group Management periodically follows up on identified weaknesses as well as recommendations to ensure that such are handled in due time according to the agreed plans of action.

Sustainability matters



In EAC's mindset running profitable businesses that live up to their social, environmental and financial responsibilities is the best way to contribute to the communities that EAC forms an active part of. For EAC, long-term profitability is based on strategic integration of sustainable social, environmental and economic development. Such integration results in appropriate risk management for the benefit of EAC's shareholders, other stakeholders and society alike.

EAC's business activities are inherently linked to globalisation and sustainability issues with more than 5,300 employees, operations in global growth markets and activities in the relocation and food production industries. However, with the technologies currently available, both of these industries impact the environment negatively. EAC is, therefore, committed to continuing to play a positive role and to meet the demand for low carbon relocations and the need for high yields in the meat production at a minimum of water consumption. EAC assesses risks and opportunities on a regular basis and assists both businesses in the development of appropriate responses to challenges and opportunities. This is key in order to proactively prepare the businesses for, say, higher energy prices and future caps or taxes on emissions.

Group CSR policy

The CSR policy of the EAC is based on the 10 UN Global Compact principles (UNGC) along with compliance with international and national laws. Where international minimum standards for CSR are higher than required by national law, EAC strives to uphold international standards. In addition, EAC goes beyond legal compliance in a number of areas where the company can contribute to sustainable development by applying its core competences. The CSR policy outlines EAC's social, environmental and economic responsibility and commitment. For the full CSR policy of the EAC and more information about how each business segment implements and plans to implement CSR, refer to EAC's website: www.eac.dk.

Facilitating long-term CSR strategies

2010 was a year of continued strategic planning and assessment following the comprehensive screening in 2009 of the Group's performance, risks and opportunities according to the 10 UN Global Compact principles. During 2010, focus was on developing solutions and systematic implementation plans in collaboration with external CSR experts. EAC Management supervises the CSR processes and efforts in close co-operation with the management of the business segments including the development of the capacity of each business in order to ensure that strategic CSR continues to create value for the company and contributes to sustainable development.

In 2011, the EAC will focus on the general enhancement of the CSR performance measurements across countries and operations. Implementation throughout the Group will be facilitated through training programmes, including e-learning.

A learning process

EAC Moving & Relocation Services and EAC Foods operate in markets where national law, poverty or cultural factors can result in potential CSR-related risks e.g. with suppliers or local authorities. EAC is aware of these risks and acknowledges that CSR integration is a learning process and is committed to working to improve systems and processes.

The close cooperation between EAC and the businesses has in 2010 helped strengthen policies and systems such as HR systems, staff manuals, supplier codes of conduct, the internal grievance mechanism and the whistle-blower function. EAC also assisted the business segments in better anchoring CSR management in their local organisations, rolling-out new policies across offices and operations including training, CSR performance measurement, internal and external communications and reporting.

Under the segment sections more information is provided about CSR implementation, performance and planned activities in EAC Moving & Relocation Services and EAC Foods.

The current management's review does not include a complete statement on EAC's corporate social responsibility. Reference is made to the separate report on sustainability which also acts as EAC's Global Compact Communication on Progress report and meets the requirements to sustainability reporting in the Danish Financial Statements Act.

The Global Compact Communication on Progress report for 2010 is available on www.eac.dk/phoenix.zhtml?c=138567&p=irol-govSchedules

EXCERPTS FROM EAC'S GROUP CSR POLICY

EAC pledges to:

PEOPLE
- Continuously improve EAC's governance system to ensure compliance with basic human rights
- Identify ways of maximising the positive social impact of EAC's business operations where EAC has special skills, products or services to make a difference.

PLANET
- Assess and reduce the negative impact of EAC's operations on the environment including climate change
- Meet or exceed applicable regulatory requirements wherever EAC conducts its operations
- Continuously seek to improve EAC's awareness, processes and production facilities in order to set new environmental standards in markets whenever possible.

PROFIT
- Apply a zero-tolerance approach with respect to corruption, extortion and bribery in accordance with principle 10 of the UN Global Compact.
- Continuously work to improve governance structures to combat corruption in all its forms.

Enhanced transparency

Investor relations

EAC provides information to investors and other stakeholders proactively and on an ongoing basis about relevant financial and operational matters, strategies and other company developments. The aim is to ensure transparency for a fair valuation of the EAC share based on the Company's current situation, financial position and strategic potential.

EAC holds presentations for investors, analysts and the press when publishing interim and annual reports, and the presentations are webcasted. The Executive Management furthermore participates in international and Danish investor and analyst presentations. The EAC share is covered by the analysts listed on the corporate website, www.eac.dk.

EAC's website is one of the main sources of investor related information. All annual reports, interim reports and webcasts are available online immediately after being published.

According to standard practice, the Company does not comment on issues related to its financial performance or expectations three weeks prior to planned releases of full-year and interim financial reports.

The EAC share

In 2010, the price of the EAC share listed on NASDAQ OMX Copenhagen A/S fell by 1 per cent and was traded at a price of DKK 180.00 at the end of the year. With total dividend payments in 2010 of DKK 25 per share – composed by an ordinary dividend of DKK 5 following the Annual General Meeting on 24 March 2010 and an interim dividend of DKK 20 paid on 30 September 2010 – the share yielded an overall positive return of 12.8 per cent in 2010. By comparison, the Mid Cap index increased by 12.5 per cent during the period.

The daily average turnover of EAC shares in 2010 was around DKK 6.5m, corresponding to a total traded volume of DKK 1.7bn. The total volume of EAC shares traded in 2009 was DKK 2.3bn. On 31 December 2010, the market capitalisation of the Company was DKK 2.3bn.

The EAC share is 100 per cent free float, i.e. all EAC shares are negotiable.

Share data	
Stock exchange:	NASDAQ OMX Copenhagen
Index:	MidCap
Sector:	Consumer staples
Trading code:	DK0010006329
Name:	EAC
Share capital:	DKK 960,033,515
No. of shares:	13,714,765
Negotiable papers:	Yes
Shares with special rights:	No

Trading and share key figures as of 31 December 2010	2010	2009	2008	2007	2006
Share closing price	180.0	181.8	177.5	397.5	316.0
Share high/low	187/125	208/134	447/160	440/245	330/205
Total number of outstanding shares	13,714,765	13,714,765	14,083,915	15,030,190	16,700,209
Treasury shares	1,092,245	334,000	703,150	1,280,275	1,670,020
Nominal value	70	70	70	70	70
Share capital (DKK m)	960	960	986	1,052	1,169
EAC's share of equity	2,362	2,355	1,759	1,531	1,797
Market value (DKK m)*	2,272	2,432	2,375	5,466	4,750
Earnings per share (EPS)**	14.2	14.8	32.7	28.9	14.6
Equity per share	187	176	129	104	101
Dividend per share (DKK)	25	5	5	10	10
P/E ratio	12.7	12.3	5.4	13.8	21.6
P/BV	1.0	1.0	1.4	3.6	2.6
Payout ratio (%)	35	32	14	32	62

Per share ratios are calculated based on diluted earnings per share
*) Excl. treasury shares
**) Earnings per share from continuing operations excl. treasury shares

Share capital

The EAC share capital amounts to DKK 960,033,515 consisting of 13,714,127 shares at a nominal value of DKK 70 each, equalling DKK 959,988,890, and 1,275 shares at a nominal value of DKK 35 each, equalling DKK 44,625. Consequently, the total number of shares is 13,714,765. There is only one class of shares.

The Supervisory Board has been authorised to allow the Company to acquire treasury shares in the period until the next annual general meeting up to a combined nominal value equalling 10 per cent of the Company's share capital; see Section 48 of the Danish Companies Act. The purchase price may not deviate by more than 10 per cent from the official price quoted on NASDAQ OMX Copenhagen at the time of acquisition.

On 31 December 2010, EAC held 1,092,245 treasury shares, equivalent to 7.96 per cent of the total share capital, compared with 334,000 on 31 December 2009. The shares were purchased in the market during the second half of 2010 at an average price of DKK 157.25 per share. These shares are held at zero value in EAC's books.

Subsequently, in January 2011, EAC purchased additional treasury shares, bringing the total holding to 1,371,476 shares corresponding to 10.0 per cent of the total share capital.

Ownership information

At the end of 2010, approximately 21,000 shareholders were listed in EAC's register of shareholders which was roughly unchanged from the end of 2009. About 76 per cent of EAC's total share capital is held by registered shareholders (75 per cent in 2009), the ten largest of which hold in aggregate 27 per cent of the registered share capital. Some 25 per cent of the registered share capital is held by shareholders based outside Denmark.

Only ATP, 8 Kongens Vænge, DK-3400 Hillerød (a Danish public pension fund), has reported a holding of more than 5 per cent of the shares in reference to section 29 of the Danish Securities Trading Act.

EAC strives to maintain an open dialogue with current and potential shareholders and encourages shareholders to register their holdings in the Company's Register of Shareholders and thereby make use of their influence. Registration can take place through the shareholder's own bank securities department or securities broker.

Management's holdings of EAC shares

As of 31 December 2010 the members of the Supervisory Board and Executive Management combined held a total of 19,065 EAC shares.

EAC maintains a list of insiders in accordance with applicable law. Insiders and related persons may only undertake transactions in EAC shares for a period of four weeks after publication of the annual result and the three interim reports.

Register of shareholders

EAC's Register of Shareholders is administered by:
VP Investor Services A/S
14 Weidekampsgade
DK - 2300 Copenhagen S

Annual General Meeting and dividend

The Annual General Meeting of The East Asiatic Company Ltd. A/S will be held on:

Thursday, 24 March 2011 at 16.00 at:
Radisson Blu Falconer Hotel & Conference Center
9 Falkoner Allé
DK 2000 Frederiksberg

The notice to convene the meeting will be advertised in the press and sent to those shareholders who have requested it. A notice will also be posted on EAC's website (www.eac.dk).

EAC aims to ensure the necessary equity to fund the Group's operations and to achieve the Group strategy. Surplus capital will be distributed to the shareholders through dividend payments including interim dividends and/or share buybacks. EAC has in recent years operated a practise of returning one third of the annual results to the shareholders. Ordinary dividends are decided at annual general meetings.

The Supervisory Board will propose to the Annual General Meeting that an ordinary dividend of DKK 5 per share be paid in respect of the 2010 financial year in accordance with the Company's dividend policy. The total dividend payment proposed amounts to DKK 69m.

For further information

Contacts for institutional investors, analysts and media:
President & CEO Niels Henrik Jensen
Tel. +45 35 25 43 00

Group CFO Michael Østerlund Madsen
Tel. +45 35 25 43 00

Contact for private shareholders:
Shareholders' Secretariat
Tel. +45 35 25 43 00
E-mail: eac@eac.dk

Announcements to Nasdaq OMX Copenhagen A/S in 2010

Date	No.	Subject
11.01.	1	Venezuela introduces multi-tiered exchange rate regime
21.01.	2	EAC revised outlook following Venezuelan devaluation and adjusted accounting principles
25.02.	3	EAC Group Annual Report 2009
11.03.	4	Notice convening the Annual General Meeting of The East Asiatic Company Ltd. A/S
24.03.	5	EAC Annual General Meeting
11.05.	6	EAC Interim Report Q1 2010
27.05.	7	EAC receives payments of outstanding royalties from Venezuela of USD 15m
05.07.	8	EAC divests EAC Industrial Ingredients
18.08.	9	EAC Interim Report H1 2010
20.09.	10	Santa Fe (EAC Moving & Relocation Services) offers to acquire Wridgways, Australia's leading removal company
11.11.	11	EAC Interim Report Q3 2010
17.11.	12	EAC purchase of treasury shares
25.11.	13	Wridgways' shareholders approve Santa Fe's acquisition offer
02.12.	14	Santa Fe's acquisition of Australia's leading removal company now effectuated
07.12.	15	EAC sells non-strategic minority holding
16.12.	16	EAC financial calendar 2011
20.12.	17	EAC's sale of non-strategic minority holding a reality

Financial calendar 2011

24.02.	Annual Report 2010
24.03.	Annual General Meeting
12.05.	Interim Report Q1 2011
18.08.	Interim Report H1 2011
10.11.	Interim Report Q3 2011

Accounts 2010

DEFINITIONS

Equity per share	EAC's share of equity divided by the number of shares of DKK 70 nominal value each adjusted for portfolio of own shares and dilution effect of share options.
P/BV	Year-end stock exchange quotation divided by equity per share.
Market value	Year-end stock exchange quotation multiplied by the number of shares excluding treasury shares.
EPS	Earnings per share equals net profit in DKK per share of DKK 70 nominal value each adjusted for portfolio of treasury shares and dilution effect of share options.
P/E ratio	Year-end stock exchange quotation divided by earnings per share.
Operating margin	Operating profit (EBIT) in per cent of revenue.
Return on invested capital	Operating profit (EBIT) in per cent of average invested capital.
Return on parent equity	Net profit in per cent of EAC's share of equity (average opening/closing balances).
Equity ratio	EAC's share of equity in per cent of total assets.
Cash and cash equivalents	Bank and cash balances included in current and non-current assets.
Working capital employed	Inventories plus trade accounts receivable less trade accounts payable and prepayments from customers.
Invested capital	Intangible assets plus property, plant and equipment plus deferred tax asset plus current assets (excl. receivables from associates and bank and cash balances) less: non-interest bearing liabilities and provisions.
Interest bearing debt	Long-term debt plus short-term bank debt and accounts payable to associates.
Net interest bearing debt	Interest bearing debt less cash and cash equivalents.

GROUP CONSOLIDATED FINANCIAL STATEMENTS

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STATEMENT BY THE EXECUTIVE AND SUPERVISORY BOARDS

The Executive and the Supervisory Boards have today discussed and approved the annual report of The East Asiatic Company Ltd. A/S for the financial year 2010.

The annual report has been prepared in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

In our opinion the consolidated financial statements and parent company financial statements give a true and fair view of the Group's and the parent company's financial position at 31 December 2010 and of the results of the Group's and the parent company's operations and cash flow for the financial year 1 January – 31 December 2010.

In our opinion, the Management's review includes a fair review of the development in the Group's and the parent company's operations and economical conditions, the results for the year and the parent company's financial position, and the financial position as a whole for the entities included in the consolidated financial statements, as well as a review of the significant risks and uncertainties affecting the Group and the parent company.

We recommend that the annual report be approved at the annual general meeting.

Copenhagen, 24 February 2011

The East Asiatic Company Ltd. A/S

Executive Board

Niels Henrik Jensen

Supervisory Board

Henning Kruse Petersen Chairman	Preben Sunke Deputy Chairman
Connie Astrup-Larsen	Mats Lönnqvist

INDEPENDENT AUDITOR'S REPORT

To the shareholders of The East Asiatic Company Ltd. A/S

We have audited the consolidated financial statements and the parent company financial statements of The East Asiatic Company Ltd. A/S for the financial year 1 January - 31 December 2010, pp. 31-91. The consolidated financial statements and the parent company financial statements comprise income statement, statement of comprehensive income, balance sheet, statement of changes in equity, cash flow statement and notes for the Group as well as for the parent company. The consolidated financial statements and the parent company financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

In addition to the audit, we have read the Management's review, which is prepared in accordance with Danish disclosure requirements for listed companies, and provided a statement on this.

Management's responsibility

Management is responsible for the presentation and preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies. This responsibility includes: designing, implementing and maintaining internal control relevant for the presentation and preparation of consolidated financial statements and parent company financial statements that give a true and fair view that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances. Management is also responsible for the preparation of a Management's review that includes a fair review in accordance with Danish requirements for listed companies.

Auditors' responsibility and basis of opinion

Our responsibility is to express an opinion on the consolidated financial statements and the parent company financial statements based on our audit. We conducted our audit in accordance with Danish Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements and the parent company financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements and the parent company financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatements in the consolidated financial statements and the parent company financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's presentation and preparation of the consolidated financial statements and the parent company financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as the overall presentation of the consolidated financial statements and the parent company financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit has not resulted in any qualification.

Opinion

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the parent company's financial position at 31 December 2010 and of the results of the Group's and the parent company's operations and cash flow for the financial year 1 January – 31 December 2010 in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

Statement on the Management's review

Pursuant to the Danish Financial Statements Act we have read the Management's review. We have not performed any further procedures in addition to the audit of the consolidated financial statements and the parent company financial statements. On this basis, it is our opinion that the information provided in the Management's review is consistent with the consolidated financial statements and the parent company financial statements.

Copenhagen, 24 February 2011

KPMG
Statsautoriseret Revisionspartnerselskab

Jesper Ridder Olsen	Jens Thordahl Nøhr
State Authorised Public Accountant	State Authorised Public Accountant

CONSOLIDATED INCOME STATEMENT

DKK million	Note	2010	2009
Revenue	4	**3,858**	**5,260**
Cost of sales		2,740	3,620
Gross profit		**1,118**	**1,640**
Selling and distribution expenses		633	815
Administrative expenses		272	372
Other operating income	5	4	3
Other operating expenses	6	12	2
Operating profit		**205**	**454**
Financial income	7	76	78
Financial expenses	7	121	122
Share of profit in associates	18	13	18
Gain on disposal of associates	18	197	
Profit before income tax expense		**370**	**428**
Income tax expense	8	137	201
Other taxes		19	47
Profit from continuing operations		**214**	**180**
Profit from discontinued operations	32	**547**	**34**
Net profit for the year		**761**	**214**
Attributable to:			
Equity holders of the parent EAC		735	198
Non-controlling interests		26	16
Earnings per share (DKK)	9	**55.4**	**14.8**
from continuing operations		14.2	12.4
from discontinuing operations		41.2	2.4
Earnings per share diluted (DKK)		**55.4**	**14.8**
from continuing operations		14.2	12.4
from discontinuing operations		41.2	2.4

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

DKK million	2010	2009
Net profit for the year	**761**	**214**
Other comprehensive income:		
Foreign exchange adjustments etc.:		
Foreign currency translation adjustments, foreign entities	274	-13
Foreign currency translation adjustments, transferred to profit from discontinued operations	-36	
Foreing currency translatiion adjustments, transferred to gain on disposal of associates	9	
Devaluation of the Bolivar (VEF) in EAC Foods, January 2010	-855	
Inflation adjustment for the year (and at 1 January)	299	649
Value adjustments:		
Value adjustment, hedging instruments		-25
Realised exchange gains/losses, where hedging has ceased, transferred to financial income		-19
Other adjustments:		
Tax on other comprehensive income (primarily deferred tax related to inflation adjustments at 1 January 2009)	-2	-82
Other comprehensive income net of tax	**-311**	**510**
Total comprehensive income	**450**	**724**
Total comprehensive income attributable to:		
Equity holders of the parent EAC	450	653
Non-controlling interests	0	71

CONSOLIDATED BALANCE SHEET

Assets

DKK million	Note	**31.12.2010**	31.12.2009
Non-current assets			
Intangible assets	14	614	141
Property, plant and equipment	15	1,188	1,500
Livestock	16	15	21
Investment in associates	18	25	54
Other investments	18	11	11
Deferred tax	8	15	18
Other receivables		1	1
Total non-current assets		**1,869**	**1,746**
Current assets			
Inventories	21	514	880
Trade receivables	22	595	916
Other receivables	23	185	326
Cash and cash equivalents		1,054	604
Total current assets		**2,348**	**2,726**
Total assets		**4,217**	**4,472**

Equity and liabilities

DKK million	Note	31.12.2010	31.12.2009
Equity			
Share capital	20	960	960
Other reserves		103	388
Retained earnings		1,230	938
Proposed dividend		69	69
EAC's share of equity		**2,362**	**2,355**
Non-controlling interests		95	106
Total equity		**2,457**	**2,461**
Liabilities			
Non-current liabilities			
Borrowings	26	586	546
Deferred tax	8	93	31
Provisions for other liabilities and charges	24	33	53
Other liabilities		0	18
Total non-current liabilities		**712**	**648**
Current liabilities			
Borrowings	26	354	475
Trade payables		335	481
Prepayments from customers		2	3
Other liabilities	25	285	299
Current tax payable	8	67	88
Provisions for other liabilities and charges	24	5	17
Total current liabilities		**1,048**	**1,363**
Total liabilities		**1,760**	**2,011**
Total equity and liabilities		**4,217**	**4,472**

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

DKK million	Share Capital	Hedging reserve	Translation reserves	Retained Earnings	Proposed dividend for the year	EAC's Share of Equity	Non-con-trolling Interests	Total Equity
Equity at 1 January 2010	**960**	**9**	**379**	**938**	**69**	**2,355**	**106**	**2,461**
Comprehensive income for the year								
Profit for the year				392	343	735	26	761
Other comprehensive income								
Foreign currency translation adjustments, foreign entities			267			267	7	274
Reclassified		-9	9			0		0
Foreign currency translation adjustments, transferred to profit from discontinued operations			-36			-36		-36
Foreign currency tranlation adjustments, transferred to gain on disposal of associates			9			9		9
Devaluation of the Bolivar (VEF) in EAC Foods, January 2010			-808			-808	-47	-855
Inflation adjustment for the year			285			285	14	299
Tax on other comprehensive income			-2			-2		-2
Total other comprehensive income	0	-9	-276	0	0	-285	-26	-311
Total comprehensive income for the year	**0**	**-9**	**-276**	**392**	**343**	**450**	**0**	**450**
Transactions with the equity holders of the parent EAC								
Ordinary dividends paid to shareholders					-67	-67	-11	-78
Dividends, treasury shares				2	-2			
Interim dividend paid to shareholders					-267	-267		-267
Interim dividend, treasury shares				7	-7			
Purchase of treasury shares				-119		-119		-119
Share based payments				10		10		10
Total transactions with the equity holders of the parent EAC	0	0	0	-100	-343	-443	-11	-454
Equity at 31 December 2010	**960**	**0**	**103**	**1,230**	**69**	**2,362**	**95**	**2,457**

At the end of the year proposed dividends of DKK 69m are included in retained earnings (DKK 5 per share). Total paid dividend during the year amounts to DKK 25 per share. No dividend is declared on treasury shares.

DKK million	Share Capital	Hedging reserve	Translation reserves	Retained Earnings	Proposed dividend for the year	EAC's Share of Equity	Non-con-trolling Interests	Total Equity
Equity at 1 January 2009	**986**	**54**	**-121**	**770**	**70**	**1,759**	**79**	**1,838**
Comprehensive income for the year								
Profit for the year				129	69	198	16	214
Other comprehensive income								
Foreign currency translation adjustments, foreign entities		-3	-9			-12	-1	-13
Inflation adjustment for the year (and at 1 January)			591			591	58	649
Value adjustment, hedging instruments		-23				-23	-2	-25
Realised exchange gains/losses where hedging has ceased, transferred to financial income		-19				-19		-19
Tax on other comprehensive income			-82			-82		-82
Total other comprehensive income	0	-45	500	0	0	455	55	510
Total comprehensive income for the year	**0**	**-45**	**500**	**129**	**69**	**653**	**71**	**724**
Transactions with the equity holders of the parent EAC								
Ordinary dividends paid to shareholders					-70	-70	-44	-114
Dividends, treasury shares				3		3		3
Reduction of share capital by cancellation of treasury shares	-26			26		0		0
Share based payments				10		10		10
Total transactions with the equity holders of the parent EAC	-26	0	0	-39	-70	-57	-44	-101
Equity at 31 December 2009	**960**	**9**	**379**	**938**	**69**	**2,355**	**106**	**2,461**

At the end of the year proposed dividends of DKK 69m are included in retained earnings (DKK 5 per share in accordance with the Company's policy of distributing a dividend equal to 1/3 of the net profit) . Paid dividend during the year amounts to DKK 5 per share. No dividend is declared on treasury shares.

CONSOLIDATED CASH FLOW STATEMENT

DKK million	Note	31.12.2010	31.12.2009*
Cash flows from operating activities			
Operating profit		205	510
Adjustment for:			
Depreciation and gain/loss from changes in fair-value of livestock		124	187
Other non-cash items	28	113	15
Change in working capital	29	-20	-21
Interest paid		-89	-122
Interest received		11	17
Corporate tax paid		-159	-244
Net cash flow from operating activities		**185**	**342**
Cash flows from investing activities			
Dividends received from associates		11	21
Investments in intangible assets and property, plant and equipment		-258	-371
Proceeds from sale of non-current assets		10	19
Acquisition of businesses	31	-426	-5
Proceeds from sale of discontinued operations	30	912	
Sale of associates		228	-1
Net cash flow from investing activities		**477**	**-337**
Net cash flow from operating and investing activities		**662**	**5**
Cash flows from financing activities			
Proceeds from borrowings		417	558
Repayment of borrowing		-47	-357
Dividend paid out to minority shareholders in subsidiaries		-11	-44
Purchase of own shares		-119	
Dividend paid out		-334	-67
Net cash flow from financing activities		**-94**	**90**
Net cash flow from discontinued operations	32	**6**	
Changes in cash and cash equivalents		**574**	**95**
Cash and cash equivalents at beginning of year		604	504
Translation adjustments of cash and cash equivalents including devaluation impact		-124	5
Cash and cash equivalents at end of period		**1,054**	**604**
Bank balances		1,054	604
Cash and cash equivalents at end of period		**1,054**	**604**

* Not restated for discontinued operations.

The Group's cash balance included DKK 252m (2009: DKK 320m) relating to cash in subsidiaries in countries with currency control or other legal restrictions. Accordingly this cash is not available for immediate use by the Parent Company or other subsidiaries.

1. Accounting policies for the consolidated financial statements

General information

The East Asiatic Company Ltd. A/S (the Company) and its subsidiaries (together the Group) have the following two lines of business:

- EAC Foods is an integrated manufacturer and distributor of processed meat products in Venezuela.
- EAC Moving & Relocation Services provides moving, value-added relocation and records management services to corporate and individual clients.

The Company is a limited liability company incorporated and domiciled in Denmark. The address of its registered office is 20 Indiakaj, DK-2100 Copenhagen Ø, Denmark.

The annual report comprises both consolidated financial statements and separate Parent Company financial statements.

The Company has its listing on Nasdaq OMX Copenhagen A/S.

On 24 February 2011, the Supervisory Board approved this annual report for publication and approval by the shareholders at the annual general meeting to be held on 24 March 2011.

The financial statements are presented in DKK millions unless otherwise stated.

Refer to page 31 for further details about the EAC Group and page 72 for details about the Parent Company.

Basis of preparation of the consolidated financial statements

The consolidated financial statements of EAC for 2010 are prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU and Danish disclosure requirements for listed companies. Danish disclosure requirements for listed companies are laid down by the statutory order on the adoption of IFRS issued pursuant to the Danish Financial Statements Act and the reporting requirements of Nasdaq OMX Copenhagen A/S for listed companies.

In addition, the annual report has been prepared in compliance with IFRS as issued by the IASB.

Accounting estimates and judgements considered material for the preparation of the consolidated financial statements are described in note 2.

Divestment of EAC Industrial Ingredients

In connection with the divestment of EAC Industrial Ingredients on 5 July 2010, this business has been presented as discontinued operations.

Hyperinflation

Effective from 2009, Venezuela has been classified as a hyperinflationary economy. As a consequence, the accounting figures for EAC Foods' activities in Venezuela have been adjusted for inflation prior to translation to the Group's presentation currency. The effect of the inflation adjustment is further described in note 37.

Changes in accounting policies

Effective from 1 January 2010, the EAC Group adopted:

- IFRS 3 (revised 2008) Business Combinations,
- Amendments to IAS 27 (revised 2008) Consolidated and Separate Financial Statements,
- Several amendments to IAS 39, Parts of improvements to IFRSs (May 2008), Amendments to IFRIC 9, Amendments to IFRS 2, Amendments to IFRS 1, Parts of improvements to IFRSs (April 2009) as well as IFRIC 17 and IFRIC 18.

The implementation of new standards and interpretations comply with the effective date set by the IASB, unless otherwise stated.

IFRS 3 has been applied prospectively from 1 January 2010. Significant changes impacting the EAC Group relate to costs directly attributable to the acquisition and subsequent changes in contingent considerations, which from 1 January 2010 are recognised in the income statement.

Apart from IFRS 3, none of the above changes have impacted recognition and measurement in 2010. The impact of IFRS 3 is a reduction in net profit for the year of DKK 12 million and in basic / diluted earnings per share of DKK 1.

New accounting regulation for the coming years is disclosed in note 3.

Consolidated financial statements

Subsidiaries

Subsidiaries are entities over which the EAC Group has control of financial and operating matters, generally accompanying a shareholding of more than one half of the voting rights. Potential voting rights, which are exercisable or convertible on an ongoing basis, are considered when assessing whether control is exercised.

Subsidiaries are fully consolidated from the date on which control is transferred to the EAC Group. They are deconsolidated from the date on which control ceases.

Intercompany transactions, balances and unrealised gains on transactions between consolidated companies are eliminated.

The acquisition method

The cost of an acquisition is measured as the fair value of the assets transferred, equity instruments issued and liabilities incurred or assumed at the date of acquisition. If part of the consideration is contingent on future events, such consideration is recognised in cost at fair value. Subsequent changes in the fair value of contingent consideration are recognised in the income statement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest.

A positive excess (goodwill) of the cost of acquisition (including any previously held equity interests and any non-controlling interests in the acquired business) over the fair value of the identifiable net assets acquired is recorded as goodwill. A negative excess (negative goodwill) is recognised directly in the income statement.

Costs directly attributable to the acquisition are expensed as incurred.

Non-controlling interests
The share of the non-controlling interests of profit / loss for the year and of equity in subsidiaries that are not wholly-owned is included as part of the Group's profit/loss and equity, respectively, but are disclosed separately.

Associates
Associates are entities over which the EAC Group has significant influence but not control, generally accompanying a shareholding of between 20 per cent and 50 per cent of the voting rights.

Investments in associates are measured under the equity method at the proportionate share of the companies' net asset values calculated in accordance with the Group's accounting policies minus the proportionate share of unrealised intercompany profits and plus any goodwill identified on acquisition.

In the Group's income statement, the proportionate share of the associates' results after tax and elimination of the proportionate share of intercompany profits/losses is recognised.

When the EAC Group's share of losses in an associate equals or exceeds its interest in the associate, the EAC Group does not recognise further losses, unless it has a legal or constructive obligation to cover a deficit.

Operating segments
Information about operating segments is provided in accordance with the Group's accounting policies and follows the internal management reporting.

Segment revenue and costs and segment assets and liabilities comprise items which are directly attributable to the individual segment and certain allocated items. Unallocated items primarily comprise the Group's administrative functions.

Discontinuing operations and assets held for sale
Assets which according to the EAC Group's strategic plan are to be sold, closed down or abandoned are classified as assets held for sale when their carrying amount is primarily expected to be realised in connection with a sale within 12 months. Such assets and related liabilities are presented separately in the balance sheet. Profit/loss after tax from discontinuing operations that represent a separate major line of a business are also presented separately in the income statement and comparative figures are restated.

Foreign currency translation and hyperinflation
Items included in the financial statements of each of the EAC Group's entities are measured using the currency of the primary economic environment in which the entity operates ('functional currency'). As the EAC Group is a Danish listed group, the consolidated financial statements are presented in DKK ('presentation currency').

Transactions and balances
Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign currency translation adjustments resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.

EAC Group companies
The items of the income statements and balance sheets of foreign subsidiaries and associates with a functional currency other than DKK are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing rate at the date of the balance sheet;
- (ii) income and expenses are translated at the rate of the transaction date or at an approximate average rate; and
- (iii) all resulting foreign currency translation adjustments are recognised as a separate component of equity.

In foreign subsidiaries and associates that operate in hyperinflationary economies, income and expenses are, however, translated at the exchange rate at the balance sheet date. Prior to translating the financial statements of foreign operations in hyperinflationary economies, the income statement and non-monetary balance sheet items are restated taking into account changes in the general purchasing power of the functional currency based on the inflation up to the balance sheet date ('inflation adjustment'). The effect of the inflation adjustment is recognised as a separate item in the EAC Group's equity in the translation reserve. In the income statement, gain/loss on the monetary net position in the foreign entities is recognised as financial income or expense. The assessment as to when an economy is hyperinflationary is based on qualitative as well as quantitative factors, including whether the accumulated inflation over a three-year period is in the region of 100%.

Foreign currency translation adjustments of a loan or payable to subsidiaries which are neither planned nor likely to be settled in the foreseeable future and which are therefore considered to form part of the net investment in the subsidiary are recognised directly in equity.

When a foreign operation is sold, the accumulated foreign exchange adjustments are recognised in the income statement as part of the gain or loss on the sale.

Goodwill arising on the acquisition of a foreign entity is treated as assets of the foreign entity and translated at the rate of the balance sheet date.

Dual exchange rates
Where a system of dual exchange rates exists, individual transactions and monetary items denominated in foreign currencies are translated into the functional currency at the expected settlement rate of the transaction.

Foreign subsidiaries and associates with a functional currency other than DKK are translated into the presentation currency using the translation rate which is expected to apply for capital repatriation in the form of royalties and dividends to the EAC Group.

Derivative financial instruments and hedge accounting
Derivative financial instruments are recognised in the balance sheet at fair value from the trade date. Positive and negative fair values of derivative financial instruments are included as other receivables and other liabilities, respectively.

On initial recognition, a derivative is either designated as a hedge of the fair value of recognised assets or liabilities, hedge of probable forecast transactions or commitments or hedge of a net investment in a foreign entity.

Changes in the fair value of derivatives, which do not qualify for hedge accounting, are recognised immediately in the income statement.

Changes in the fair value of derivatives, which are designated and qualify as fair value hedges, are recorded in the income statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognised in equity. The gain or loss relating to the ineffective portion is recognised immediately in the income statement.

Amounts accumulated in equity are recycled in the income statement in the periods when the hedged item will affect profit or loss (e.g. when the forecast sale that is hedged takes place). However, when the hedged forecast transaction results in the recognition of a non-financial asset (e.g. inventory), the gains and losses previously recognised in equity are transferred to the cost of the hedged asset.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative amounts remain in equity until the forecast transaction is recognised. When a forecast transaction is no longer expected to occur, the cumulative amount is immediately transferred to the income statement.

Hedges of net investments in foreign entities are treated as cash flow hedges.

Fair value estimation
The fair value of financial instruments traded in active markets (e.g. publicly traded available-for-sale securities) is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined by using generally accepted valuation techniques based on observable input from active markets exclusive of trading in unquoted markets.

Forward exchange transactions and interest rate swaps are measured in accordance with generally accepted valuation techniques based on relevant observable swap curves and foreign exchange rates.

The fair value of financial liabilities for disclosure purposes is estimated by discounting future contractual cash flows at the current market interest rate.

INCOME STATEMENT

Revenue recognition
Revenue comprises the fair value for the sale of goods and services, net of value-added tax, rebates and discounts and after elimination of intercompany sales in the EAC Group.

Sales of goods - wholesale
Sales of goods are recognised when the products have been delivered to the customer, when the customer has accepted the products and the collectibility of the related receivables is reasonably assured.

Sales of services
Sales of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction.

Royalty income
Royalty income is recognised on an accrual basis in accordance with the substance of the relevant agreements.

Dividend income
Dividend income is recognised when the right to receive payment has been established.

Cost of sales comprises costs incurred to achieve sales for the year, including raw materials, consumables, direct labour costs and production overheads such as maintenance and depreciation, etc., as well as operation, administration and management of factories.

Selling and distribution expenses comprise costs in the form of salaries to sales and distribution staff, advertising and marketing expenses as well as operation of motor vehicles, depreciation, etc.

Administrative expenses comprise expenses for management, administrative staff, office expenses, depreciation, etc.

Other operating income and expenses comprise items of a secondary nature to the EAC Group's main activity, including gains and losses on the sale of intangible assets and property, plant and equipment.

Financial income and expense comprise interest income and expenses, changes in the fair value of securities and derivative financial instruments not acquired for hedging purposes, exchange gains and losses on debt and transactions in foreign currencies, amortisation of financial assets and liabilities as well as surcharges and allowances under the tax on account scheme, etc. Moreover, gains and losses on the monetary net position calculated in connection with the adjustment for inflation are included.

Borrowing costs relating to both specific and general borrowing that directly relate to construction or development of qualifying assets are allocated to the cost of such assets. Borrowing costs relating to assets subject to inflation adjustments are only allocated to the cost of such assets to the extent that these exceed inflation. .

Corporation tax and deferred tax
The tax for the year consists of current tax and movements in deferred tax for the year. The tax relating to the profit for the year is recognised in the income statement, whereas the tax directly relating to items recognised in equity is recognised directly in equity.

Deferred tax is measured using the balance sheet liability method on all temporary differences between the carrying amount and the tax base of assets and liabilities. However, deferred tax is not recognised on temporary differences relating to goodwill which is not deductible for tax purposes and on other items where temporary differences, apart from business combinations, arise at the date of acquisition without affecting either profit/loss for the year or taxable income. Deferred tax is measured at the tax rates (and in accordance with the tax rules) applicable in the respective countries at the balance sheet date when the deferred tax is expected to be realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that future taxable income will be available against which the temporary differences can be utilised.

Adjustment is made for deferred tax concerning unrealised intercompany profits and losses eliminated.

Changes in deferred tax due to changed tax rates are recognised in the income statement.

Deferred tax is provided on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the EAC Group, and it is probable that the temporary difference will not reverse in the foreseeable future.

ASSETS

Intangible assets

Goodwill

In connection with the acquisition of subsidiaries, goodwill is determined in accordance with the purchase method.

Goodwill is tested annually for impairment and measured at cost less accumulated impairment losses.

Goodwill is allocated to cash generating units for the purpose of impairment testing. Each of those cash generating units represents the investment of the business segments in each country of operation.

Brands, trademarks and licences

Brands, trademarks and licences with a definite useful life are measured at cost less accumulated amortisation and impairment losses. Amortisation is provided on a straight-line basis over the estimated useful lives of the assets.

Trademarks with finite useful life	max. 20 years
Software etc.	3-5 years
None-compete agreements	Max. 5 years Depending on contract
Supplier contracts	Max. 5 years Depending on contract
Customer relationships	3-5 years Depending on customer loyalty

Trademarks with an indefinite useful life are not amortised but tested annualy for impairment.

Software

The cost of acquired software licences comprises the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives (3-5 years).

Costs that are directly associated with the production of identifiable and unique soft- ware products controlled by the EAC Group, and that will probably generate economic benefits are recognised as intangible assets. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Software development costs recognised as assets are amortised over their estimated useful lives (3-5 years).

Property, plant and equipment are measured at cost less accumulated depreciation. Cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset when it is probable that future economic benefits associated with the item will flow to the EAC Group, and the cost of the item can be measured reliably.

Land is not depreciated. Depreciation on other assets is provided on a straight-line basis over their estimated useful lives, as follows:

Buildings	20-30 years
Plant, etc.	20-30 years
Other installations	3-15 years
IT equipment	3 years

The cost of an asset is divided into separate components which are depreciated separately if their useful lives differ.

The assets' residual values and useful lives are reviewed and adjusted annually if appropriate.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

Leases

Leases of property, plant and equipment, where substantially all the risks and rewards of ownership are transferred to the Group, are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower end of the fair value of the leased property and the present value of the minimum lease payments. For the calculation of the net present value, the interest rate implicit in the lease or the Group's incremental borrowing rate is used as discount rate. Finance leases are treated as described under property, plant and equipment and the related obligation as described under financial liabilities.

All other leases are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight line basis over the lease term unless another systematic base is more representive of the time pattern of benefits.

Livestock (in the farms owned by EAC Foods) are measured at their fair value less estimated point-of-sale costs. The fair value of livestock is determined based on market prices of livestock of similar age, breed and genetic merit in the local area. Changes in the fair value of livestock are recognised in the income statement. Reproducing livestock is measured at cost less accumulated depreciation (useful life estimated at 2.5 year for pigs and 5 years for cows).

Impairment of non-current assets

Goodwill and assets with indefinite useful lives are subject to annual impairment tests. Other non-current assets are tested for impairment when there is an indication that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Inventories are measured at the lower of cost and net realisable value. Cost is determined using the first-in, first-out (FIFO) method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Trade receivables are recognised at the trade date, initially measured at fair value and subsequently at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the EAC Group will not be able to collect all amounts due according to the original terms of receivables.

Prepayments and deferred income Prepayments comprise expenses paid relating to subsequent financial years.

Deferred income comprises payments received relating to income in subsequent years.

Other investments consist of other securities categorised as available for sale. Other investments are recognised at the trade date and initially measured at fair value plus transaction costs. Subsequently, other investments are measured at fair value.

Gains or losses are recognised directly in equity, except for impairment losses. On realisation, the cumulative value adjustment of equity is recognised in the income statement.

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments.

SHAREHOLDERS' EQUITY

Dividend distribution to the Company's shareholders is recognised as a liability in the EAC Group's financial statements in the period in which the dividends are approved by the Company's shareholders. Dividends proposed for the year are disclosed separately in equity.

The acquisition price and consideration for treasury shares, including dividends on treasury shares, are recognised directly in equity.

Translation reserve comprises foreign exchange differences arising on translation to DKK of financial statements of foreign entities including inflation adjustments.

The hedging reserve comprises the cumulative net change in the fair value of hedging transactions that qualify for recognition as a cash flow.

LIABILITIES

Provisions are recognised when the EAC Group has a legal or constructive obligation as a result of past events and it is probable that there will be an outflow of resources embodying economic benefits to settle the obligation. The amount recognised as a provision is Management's best estimate of the present value of the amount at which the liability is expected to be settled.

Employee benefits

Pension obligations

EAC's pension plans are defined contribution plans. The EAC Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are earned.

Other long-term benefits

A number of employees are covered by a long-service benefit plan including jubilee benefits. The liability recognised in the balance sheet is the present value of the obligation at the balance sheet date. The obligation is calculated annually using the projected credit unit method.

Share option programme

The EAC Group operates an equity-settled, share-based compensation plan. The value of services received in exchange for granted options is measured at the fair value of the options granted at the grant date. The amount is recognised over the vesting period, and the counter entry is recognised directly in equity. The amount is adjusted for changes in the estimate of the number of options ultimately vested.

When the options are exercised, the proceeds received net of any directly attributable transaction costs are recognised in equity.

Financial liabilities are recognised at the amount of the proceeds received, net of transaction costs incurred. In subsequent periods, the financial liabilities are measured at amortised cost; any difference between the proceeds and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

Financial liabilities also include the outstanding obligation under finance leases, which is measured at amortised cost.

Financial liabilities are classified as current liabilities unless the EAC Group has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

STATEMENT OF CASH FLOWS

Cash flows from operating activities are stated as the consolidated profit/loss adjusted for non-cash operating items, including depreciation, amortisation and impairment losses, provisions and changes in working capital, interest received and paid and corporation taxes paid. Working capital comprises current assets less short-term debt excluding the items included in cash and cash equivalents.

Cash flows from investing activities comprise cash flows from business acquisitions and sales and cash flows from the purchase and sale of intangible assets, property, plant and equipment and investments.

The cash flow effect of the acquisition and sale of companies is shown separately in cash flows from investing activities. Cash flows relating to acquisitions are recognised in the statement of cash flows as of the date of acquisition, and cash flows relating to sales are recognised up to the date of sale.

Cash flows from financing activities comprise changes in the amount or composition of the Group's share capital and related expenses as well as cash flows from borrowing, repayment of interest-bearing loans as well as payment of dividends to shareholders.

Cash and cash equivalents comprise cash as well as short-term securities with a term to maturity of less than 3 months, which are easily realisable and only subject to immaterial risk of change in value.

Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

2. Significant accounting estimates and judgements

In connection with the preparation of the consolidated financial statements, Management has made accounting estimates and judgements that affect the assets and liabilities reported at the balance sheet date as well as the income and expenses reported for the financial period. Management continuously reassesses these estimates and judgements based on a number of other factors in the given circumstances.

The following **accounting estimates** are considered significant for the financial reporting.

- The useful life for **property, plant and equipment** is set on the basis of periodic examinations of actual useful lives and the planned use of property, plant and equipment. Such examinations are carried out or updated when new events occur which may affect the setting of the useful life of property, plant and equipment, for example, when events or circumstances occur which indicate that the carrying amount of property, plant and equipment is greater than the recoverable amount and therefore should be impairment tested. Any change in the useful life for property, plant and equipment is included in the financial statements as soon as such a change has been identified. The carrying amount of property, plant and equipment at the balance sheet date is: DKK 1,188 million (2009: DKK 1,500 million).
- The measurement of **inventories** is subject to some uncertainty in relation to the fair value of livestock. Moreover, the need for impairment write-down is estimated at net realisable value based on Management's assessment of the selling price anticipated at the balance sheet date under normal business conditions. The carrying amount of inventories at the balance sheet date is DKK513 million (2009: DKK 880 million). See note 21.
- Write-down is made for **trade receivables** based on an assessment of the collectibility at the balance sheet date. As a result of the general international economic development, the risk of bad debt losses is increasing, which has been accounted for in the assessment of writedowns at the balance sheet date. The carrying amount of trade receivables at the balance sheet date is DKK 595 million (2009: DKK 916 million). See note 22.
- EAC carries out **impairment tests** of goodwill once a year and when events or other circumstances indicate impairment. In connection with the annual impairment tests, Management makes significant estimates when defining various assumptions, including expectations for future cash flows, discount factors and future growth rates. The sensitivity to changes in the above assumptions may in the aggregate and individually be considerable. The carrying amount of goodwill at the balance sheet date is DKK 402 million (2009: DKK 104 million).

The following **judgements** in relation to the application of the group accounting policies apart from the above estimates are considered significant for the financial reporting:

- In connection with the preparation of the consolidated financial statements, Management decides which **foreign exchange** rate to apply for translation of the financial statements of foreign entities into DKK. Foreign entities operating under dual exchange rates use the translation rate in which return in the form of royalties and dividends is repatriated. Uncertainty in this respect may in subsequent reporting periods lead to significant changes in the carrying amount of the activities in these foreign entities measured in DKK. In connection with the financial reporting for 2010, Management estimated based on the **devaluation** of the Venezuelan Bolivar in January 2010 and the suspension of the parallel exchange market in May 2010 that the financial statements of foreign entities in Venezuela (EAC Foods) are to be translated at an exchange rate of VEF/USD 4.30 as this is the exchange rate expected to be applied for royalties as well as dividends following a brief transition period in 2010. The alternative parallel exchange rate at 14 May 2010 (prior to the suspension of the parallel exchange market) was in the region of VEF/USD 7.50. In connection with the financial reporting, Management estimated that the simplification of the Venezuelan Exchange Rate system announced on 30 December 2010 (discontinuing the special rate used for importation of certain prioritised product categories for VEF/USD 2.60) will primarily impact future import transactions into Venezula (at VEF/USD 4.30) based on approvals obtained from authorities at 31 December 2010.
- The decision as to whether foreign entities operate in **hyperinflationary economies** is based on qualitative as well as quantitative factors, including whether the accumulated inflation over a three-year period is in the region of 100%. In connection with the financial reporting for 2010, Management assessed that Venezuela where EAC Foods operates continues to be a hyperinflationary economy. As a consequence, adjustments for inflation are made to the foreign entity's income statement and non-monetary balance sheet items taking into consideration changes in the purchasing power based on the inflation up to the balance sheet date. See note 37 for further details.

3. New accounting regulation

The IASB has issued the following new accounting standards (IFRS) and interpretations (IFRIC) which are not mandatory for the EAC Group in the preparation of the annual report for 2010:

- IFRS 9, amendment to IFRIC 14, IFRIC 19, revised IAS 24, amendments to IFRS 1, amendment to IFRS 7, amendment to IAS 32, improvements to IFRSs (May 2010) and amendments to IAS 12.

- IFRS 9, amendments to IFRS 1, amendment to IFRS 7 and amendments to IAS 12 have not yet been adopted by the EU.

The EAC Group expects to adopt the new accounting standards and interpretations when they become mandatory. The standards and interpretations which are adopted by the EU with effective dates that differ from the corresponding effective dates of the IASB will be adopted early so that the adoption complies with the effective dates of the IASB.

None of the new standards or interpretations is expected to have a significant effect on the financial reporting of the EAC Group. IFRS 9 Financial Instruments, which becomes mandatory for the Group's annual report for 2013, could change the classification and measurement of financial assets, etc. The impact is expected to be limited; however, it is undetermined at this point.

4. Operating segments

(Products and services)	Foods (Processsed meat products)		Moving & Relocation Services (Moving & relocation services)		Reportable Segments		Parent and unallocated activities		EAC Group, pro forma, continuing operations historical accounting policy		Inflation adjustment, Foods		Reported EAC Group, continuing operations (IAS 29)	
DKK million	**2010**	**2009**	**2010**	**2009**	**2010**	**2009**	**2010**	**2009**	**2010**	**2009**	**2010**	**2009**	**2010**	**2009**
Income statement														
External revenue	**2,956**	**4,340**	**640**	**560**	**3,596**	**4,900**			**3,596**	**4,900**	**262**	**360**	**3,858**	**5,260**
Operating profit before depreciation and amortisation (EBITDA) and non-recurring items	**425**	**680**	**69**	**60**	**494**	**740**	**-57**	**-47**	**437**	**693**	**-108**	**-71**	**329**	**622**
Depreciation and amortisation	51	80	12	11	63	91	1	1	64	92	60	76	124	168
Reportable segment operating profit (EBIT)	**374**	**600**	**57**	**49**	**431**	**649**	**-58**	**-48**	**373**	**601**	**-168**	**-147**	**205**	**454**
Financials, net	-79	-75	-8	-3	-87	-78	-14	-3	-101	-81	56	37	-45	-44
Share of profit from associates			1	1	1	1	12	17	13	18	0	0	13	18
Gain on disposal of associates			3		3		194		197	0	0	0	197	0
Profit before tax	**295**	**525**	**53**	**47**	**348**	**572**	**134**	**-34**	**482**	**538**	**-112**	**-110**	**370**	**428**
Income tax expense	50	153	14	14	64	167	31	29	95	196	61	52	156	248
Reportable segment profit from continuing operations	**245**	**372**	**39**	**33**	**284**	**405**	**103**	**-63**	**387**	**342**	**-173**	**-162**	**214**	**180**
Balance sheet														
Goodwill	0	0	402	74	402	74	0	0	402	74	0	0	402	74
Other intangible assets	0	3	210	2	210	5	0	0	210	5	2	4	212	9
Property, plant and equipment and livestock	663	900	87	41	750	941	13	15	763	956	440	505	1,203	1,461
Deferred tax asset	108	135	13	2	121	137	1	1	122	138	-107	-131	15	7
Other financial fixed assets	0	0	1	2	1	2	11	10	12	12	0	0	12	12
Investment in associates	0	0	0	4	0	4	25	43	25	47	0	0	25	47
Inventories	489	654	10	5	499	659	0	0	499	659	15	26	514	685
Trade receivables	387	518	208	86	595	604	0	0	595	604	0	0	595	604
Cash	252	320	118	84	370	404	684	148	1,054	552	0	0	1,054	552
Other current assets	93	241	70	35	163	276	21	21	184	297	1	1	185	298
Discontinued operations										723				723
Total assets	**1,992**	**2,771**	**1,119**	**335**	**3,111**	**3,106**	**755**	**238**	**3,866**	**4,067**	**351**	**405**	**4,217**	**4,472**
Non-current liabilities ex. debt	25	55	62	22	87	77	31	29	118	106	14	0	132	106
Current liabilities ex. debt	340	546	307	120	647	666	41	20	688	686	0	0	688	686
Interest bearing debt	784	866	154	24	938	890	2	2	940	892	0	0	940	892
Liabilities	**1,149**	**1,467**	**523**	**166**	**1,672**	**1,633**	**74**	**51**	**1,746**	**1,684**	**14**	**0**	**1,760**	**1,684**
Non-controlling interests	**41**	**44**	**17**	**12**	**58**	**56**	**1**	**0**	**59**	**56**	**36**	**50**	**95**	**106**
Equity													**2,362**	**2,355**
Discontinued operations														327
Total equity and liabilities													**4,217**	**4,472**
Invested capital	**1,375**	**1,850**	**631**	**123**	**2,006**	**1,973**	**-38**	**-13**	**1,968**	**1,960**			**2,305**	**2,365**
Working capital employed	**712**	**915**	**56**	**37**	**768**	**952**	**-1**	**-1**	**767**	**951**			**783**	**977**
Cash flows														
Cash flows from operations	83	207	34	74									185	342
Cash flows from investing activities	-223	-331	-426	-11									477	-337
Cash flows from financing activities	219	214	415	-43									-94	90
Cash flows from discontinued operations													6	
Changes in cash & cash equivalents	**79**	**90**	**23**	**20**									**574**	**95**
Financial ratios in %														
Operating margins:														
EBITDA	14.4	15.7	10.8	10.7					12.2	14.1			8.6	11.8
EBIT	12.7	13.8	8.9	8.8					10.4	12.3			5.3	8.6
Return on average invested capital (ROIC) including goodwill	23.2	37.6	15.1	35.6					19.0	34.8			8.8	23.6
Return on average invested capital (ROIC) excluding goodwill	23.2	37.6	41.0	75.6					21.6	36.4			9.8	24.5

The segment reporting is based on the internal management reporting in which pro forma figures are prepared under the historical accounting policies without any hyperinflation adjustments. Such adjustments are presented separately.

EAC's operating segments comprise strategic business units which sell different products and services. The segments are managed independently of each other and have different customers. No inter segment sales occur. Each segment comprises of a set of units and none of these are of a magnitude which requires them to be viewed as a separate reportable segment.

Consolidated revenue includes sale of goods in the amount of DKK 3,218m (DKK 4,700m). Remaining revenue is related to sale of services.

Reconciliation items in "Parent and unallocated items" are primarily related to corporate costs and corporate assets including cash and cash equivalents held by the Parent Company.

4. Operating segments (continued)

	Revenue		Fixed assets [1]	
DKK million	**2010**	2009	**2010**	2009
Venezuela	3,218	4,700	1,105	1,412
Hong Kong	162	167	90	86
China	173	143	34	32
Singapore	114	89	7	7
Australia	25		574	0
Other countries	166	161	44	66
EAC Group, continuing operations	**3,858**	**5,260**	**1,854**	**1,603**

[1] Excluding deferred tax asset.

Significant customers
Trade with one single customer does not amount to more than 10% of the total revenue.

5. Other operating income

DKK million	**2010**	2009
Gain on disposal of intangible/tangible assets	0	1
Rental income and management fees	1	1
Other	3	1
Total	**4**	**3**

6. Other operating expenses

DKK million	**2010**	2009
Acquisition costs - legal fees, due diligence, advisory fee etc.	12	
Other	0	2
Total	**12**	**2**

7. Financial income/expenses

DKK million	**2010**	2009
Interest income on financial assets measured at amortised cost	8	13
Net monetary gain	60	42
Gain transferred from equity related to discontinuation of hedge accounting		19
Foreign exchange gains	5	
Other interest income	3	4
Total financial income	**76**	**78**
Interest expenses and fees on financial liabilities measured at amortised cost	89	113
Interest expenses included in cost of property, plant and equipment (based on general funding, 13 per cent)	0	-3
Foreign exchange losses	31	12
Other interest expenses	1	0
Total financial expenses	**121**	**122**
Total, net	**-45**	**-44**

8. Income tax expense

DKK million	2010	2009
Current tax on profit for the year	111	159
Change in deferred tax during the year	14	23
Corporate income tax	**125**	**182**
Withholding tax	12	19
Income tax expense	**137**	**201**
Profit before income tax	370	428
Share of profit in associates	-13	-18
Profit before income tax, excluding share of profit in associates	**357**	**410**
Reported effective corporate tax rate (per cent)	**35.0**	**44.4**
Corporation tax rate explanation		
Danish corporate tax rate in per cent	25.0	25.0
The tax effect from:		
Withholding tax and other taxes	-2.3	-14.4
Differences from non-taxable income / non-deductible expenses including inflation adjustments	22.3	30.1
Difference in tax rate of non-Danish companies	-2.9	1.9
Tax losses for which no deferred tax asset was recognised	7.7	
Non-taxable gain on disposal of associates	-13.8	
Other	-1.0	1.8
Effective tax rate (%)	**35.0**	**44.4**

Deferred tax	**2010**		2009	
DKK million	Assets	Liabilities	Assets	Liabilities
Fixed assets	8	117	10	82
Current assets, net	18	47	27	59
Non-current debt	4			
Current debt	53		81	
Other liabilities		1		20
Losses carried forward			26	
Provisions	4		4	
Deferred tax assets / liabilities	87	165	148	161
Set-off within legal tax unit	72	72	130	130
Deferred tax assets / liabilities	**15**	**93**	**18**	**31**

The Group did not recognise deferred tax assets of DKK 96m (DKK 124m) regarding certain timing differences in EAC Foods due to uncertainty with respect to utilisation. Further the Group did not recognise deferred tax assets of DKK 28m (DKK 0m) in respect of tax losses carried forward amounting to DKK 110m (DKK 0m) due to uncertainty with respect to utilisation.

Deferred gross tax assets maturing within 12 months amounts to DKK 57m (DKK 34m). Deferred tax liabilities maturing within 12 months amounts to 16m (DKK 3m).

Deferred tax has not been calculated on temporary differences relating to investments in subsidiaries and associates as these investments are not expected to be sold within the foreseeable future. No significant tax liabilities have been indentified in this respect.

9. Earnings per share

DKK million	2010	2009
Profit from continuing operations	214	180
Non-controlling interest	26	16
EAC's share of profit from continuing operations	188	164
EAC's share of profit from discontinued operations	547	34
Average number of shares outstanding	13,714,765	13,906,925
Average number of own shares	435,553	526,160
Average number of shares excluding own shares	13,279,212	13,380,765
Diluted average number of shares	**13,279,212**	**13,380,765**

At 31 December 2010 / 2009 there is no dilution effect from share options. Outstanding share options, as further explained in note 13, may dilute EPS in the future.

	2010	2009
Earnings per share (DKK)	**55.4**	**14.8**
from continuing operations	14.2	12.4
from discontinued operations	41.2	2.4
Earnings per share diluted (DKK)	**55.4**	**14.8**
from continuing operations	14.2	12.4
from discontinued operations	41.2	2.4

10. Audit fees

DKK million	2010	2009
KPMG, fee for group audit	3	4
KPMG Statsautoriseret Revisionspartnerselskab, Denmark:		
Statutory audit	1	1
Other assurance services	0	0
Tax/VAT advisory services	0	0
Other non-audit services	6	0

11. Number of employees

	2010	2009
EAC Group average, continued operations	4,940	4,871
EAC Group end period, continued operations	5,328	4,960

12. Salaries, wages and fees, etc.

DKK million	2010	2009
Salaries and wages to employees	919	1,184
Equity-settled share-based payment transactions, employees	6	7
Salaries to the Executive Board of the Parent Company	5	5
Equity-settled share-based payment transactions, Executive Board of the Parent Company	1	1
Board fees to the Supervisory Board of the Parent Company	2	2
Pension, defined contribution schemes	5	4
Social security and other staff expenses	43	55
Total	**981**	**1,258**
Of which compensation to Executive Management		
Salaries and other current employee benefits	8	8
Equity-settled share-based payments	2	2
Total	**10**	**10**

Employment contracts for members of the Executive Management contain terms and conditions that are common to those of their peers in companies listed on Nasdaq OMX Copenhagen - including terms of notice and non-competition clauses.

13. Incentive schemes

Share options (number)	Executive management	Other Operations Management team members	Other senior executives	Total
2009				
Share options outstanding at 1 January	36,000	45,000	112,000	193,000
Granted	22,000	30,000	88,750	140,750
Share options outstanding at 31 December	**58,000**	**75,000**	**200,750**	**333,750**
2010				
Share options outstanding at 1 January	58,000	75,000	200,750	333,750
Share options outstanding at 31 December	**58,000**	**75,000**	**200,750**	**333,750**

Share options

EAC operates a share option programme, according to which the management and certain other key employees in the EAC Group are granted share options.

The programme, which over 3 years comprised a total of 2 per cent of the share capital, was adopted by the Annual General Meeting in 2007.

The underlying objective of this allocation is to retain and motivate the employees in question and to ensure a community of interests between shareholders and day-to-day management, while at the same time building long term loyalty and staff retention.

The exercise price is based on the average price for EAC shares on the 10 first trading days after the announcement of EAC's annual results, plus 10 per cent. Thus, the options will only be of actual value to the relevant persons if the market price exceeds the exercise price at the time of exercise.
The options have a term of six years and are exercisable after three years.

Each share option entitles the holder to purchase one share in EAC Ltd. A/S. The options may only be settled in shares (equity-settled scheme).

Exercise of the options granted under this scheme is conditional upon the option holder being employed by the EAC Group at the time of exercise, however, special conditions apply to option holders employed in divested companies or retiring from the Group.

The Share options are covered by EAC's holding of treasury shares. No options were excercised during 2010.

Share options are not offered as part of the remuneration of Supervisory Board members.

At year-end 2010, 79,500 outstanding share options relate to former employees of EAC Industrial Ingredients, divested in July 2010.

13. Incentive schemes (continued)

		Number of share options					Fair value 2010		Fair value 2009	
Grant year	Excercise year	1 Jan	Granted	Expired/ lapsed	31 Dec	Exercise price	DKK per option	DKK million	DKK per option	DKK million
Executive management										
2007	2010-2013	18,000			18,000	228	6	0.1	22	0.4
2008	2011-2014	18,000			18,000	399	1	0.0	12	0.2
2009	2012-2015	22,000			22,000	138	61	1.3	69	1.5
Total		**58,000**	**0**	**0**	**58,000**			**1.4**		**2.1**
Other Operations Management Team members										
2007	2010-2013	21,000			21,000	228	6	0.1	22	0.5
2008	2011-2014	24,000			24,000	399	1	0.0	12	0.3
2009	2012-2015	30,000			30,000	138	61	1.8	69	2.1
Total		**75,000**	**0**	**0**	**75,000**			**1.9**		**2.9**
Other senior executives										
2007	2010-2013	54,500			54,500	228	6	0.1	22	1.2
2008	2011-2014	57,500			57,500	399	1	0.1	12	0.7
2009	2012-2015	88,750			88,750	138	61	5.6	69	6.1
Total		**200,750**	**0**	**0**	**200,750**			**5.8**		**8.0**
Total		**333,750**	**0**	**0**	**333,750**			**9.1**		**13.0**

DKK	**2010**	2009	2008	2007
Calculation of the value of the outstanding share options using Black Scholes formula was based on the following assumptions:				
2007 grants				
Share price (DKK)	180.00	181.75	177.50	397.50
Excercise price (DKK)	228.00	253.00	258.00	268.00
Expected duration (years)	0.75	1.75	2.75	3.75
Dividend yield (%) - The excercise price is adjusted for dividend	0	0	0	0
Risk-free interest rate (%)	1.76	1.82	4.93	4.35
Volatility (%)	30.90	42.50	40.00	31.00
2008 grants				
Share price (DKK)	180.00	181.75	177.50	
Excercise price (DKK)	399.00	424.00	429.00	
Expected duration (years)	1.75	2.75	3.75	
Dividend yield (%) - The excercise price is adjusted for dividend	0	0	0	
Risk-free interest rate (%)	1.76	1.82	4.93	
Volatility (%)	30.90	42.50	40.00	
2009 grants				
Share price (DKK)	180.00	181.75		
Excercise price (DKK)	138.00	163.00		
Expected duration (years)	2.75	3.75		
Dividend yield (%) - The excercise price is adjusted for dividend	0	0		
Risk-free interest rate (%)	1.76	1.82		
Volatility (%)	30.90	42.50		

The expected duration is based on excercise in the middle of the excercise period. The volatility is based on the historical volatility in the price of EAC A/S's shares over the last year. In 2009, a total of 140.750 share options were granted to 33 key employees. The grant date fair value of these options was a total of DKK 9m. The fair value is recognised in the income statement over the vesting period of three years. The total cost of the incentive schemes was DKK 10m (2009: DKK 10m) of which DKK 3m (DKK 2m) was related to the divestment of EAC Industrial Ingredients. At 31 December 2010, an amount of DKK 4m has not been recognised in respect of the current incentive schemes.

14. Intangible assets

DKK million	Goodwill	Trademarks	Software	Other[1]	Total
2010					
Cost:					
01.01.	104	84	147	42	377
Translation adjustments including devaluation loss	12	-5	-51	4	-40
Inflation adjustments			26		26
Additions			1		1
Additions related to discontinued operations	36				36
Additions due to business combinations	321	167		40	528
Disposals, discontinued operations	71		9	46	126
Disposals		-9			-9
31.12.	402	237	114	40	793
Amortisation:					
01.01.	0	84	135	17	236
Translation adjustments including devaluation loss		-5	-49	2	-52
Inflation adjustments			25		25
Amortisation for the year			4	4	8
Disposals, discontinued operations			6	23	29
Disposals		-9			-9
31.12.	0	70	109	0	179
Carrying amount 31.12.	**402**	**167**	**5**	**40**	**614**
2009					
Cost:					
01.01.	107	84	72	38	301
Translation adjustments	1	0	-2	0	-1
Inflation adjustments			76		76
Additions			3		3
Additions due to business combinations	5				5
Adjustment to prior period aquisition, contingent consideration	2				2
Disposals			3		3
Reclassification	-11		1	4	-6
31.12.	104	84	147	42	377
Amortisation:					
01.01.	7	84	61	10	162
Translation adjustments			-1		-1
Inflation adjustments			71		71
Amortisation for the year			7	7	14
Disposals			3		3
Reclassification	-7				-7
31.12.	0	84	135	17	236
Carrying amount 31.12.	**104**	**0**	**12**	**25**	**141**

1 Other intangible assets is mainly related to customer relationships, supplier contracts and non-compete agreements.

14. Intangible assets (continued)

At 31 December 2010, Management completed impairment testing of the carrying amount of goodwill. The impairment testing was done in Q4 2010 based on the budgets and business plans approved by the Board of Directors and Executive Management as well as other assumptions adjusted, as required, to comply with IAS 36.

The carrying amount of goodwill in the EAC is attributable to the following acquisitions:

DKK million			2010	2009
Acquisition:	**Country:**	**Business Segment**		
Global Silverhawk[1]	Asia	EAC Moving & Relocation Services	36	33
Santa Fe Vietnam	Vietnam	EAC Moving & Relocation Services	4	3
Ikan Relocation Services Pvt. Ltd.	India	EAC Moving & Relocation Services	30	27
IR Moving Concepts Pvt. Ltd.	India	EAC Moving & Relocation Services	11	10
Wridgways Australia Ltd.	Australia	EAC Moving & Relocation Services	321	
Discontinued operations				31
Total			**402**	**104**

1 Indonesia, Japan, Malaysia and the Philippines.

When performing impairment tests of cash-generating units, the recoverable amount calculated as the discounted value of expected future cash flows (value in use) is compared to the carrying amount of each of the cash-generating units. For all segments, the key parameters are revenue, EBIT, working capital investments, capital investments as well as assumptions of growth. The cash flows are based on budgets and business plans and cover the next five years. Projections for subsequent years (terminal value) are based on general market expectations and risks including general expectations of growth for the segments in question. The discount rates used to calculate the recoverable amount is the EAC Group's internal WACC rate computed before tax and reflects specific risks relating to the businesses.

Key assumptions		Growth in the terminal period		Discount rates (%)	
		2010	2009	2010	2009
Goodwill	**Country**				
Global Silverhawk	Asia[1]	3%	1%	9.5	11.8
Santa Fe Vietnam	Vietnam	3%	1%	15.1	13.7
EAC Moving & Relocation Services[2]	India	3%	1%	15.4	14.7
Wridgways Australia Ltd.	Australia	2%		12.2	

1 Indonesia, Japan, Malaysia and the Philippines.
2 Ikan Relocation Services Pvt. Ltd. and IR Moving Concepts Pvt. Ltd.

The revenue average growth rate from 2011-2015 in EAC Moving & Relocation Services is between 3% - 13%. Growth rates are determined for each individual cash-generating unit and are based on budgets and business plans for the next five years.

It is Management's assessment that reasonably possible changes to the key assumptions will not result in the carrying amount of goodwill exceeding the recoverable amount in the cash generating units.

15. Property, plant and equipment

DKK million	Land and buildings etc.	Plants etc.	Other assets, installations, vehicles etc.	IT equipments	Construction in progress	Total
2010						
Cost:						
01.01.	1,186	788	337	78	340	2,729
Translation adjustment including devaluation loss	-477	-360	-87	-25	-155	-1,104
Inflation adjustment	157	143	6	9	50	365
Additions	1		10	1	236	248
Additions due to business combinations	2		43	1		46
Disposals	2	1	19	1	1	24
Disposals, discontinued operations	72	4	56	12	3	147
Reclassification	122	95	12	15	-244	0
31.12.	917	661	246	66	223	2,113
Depreciation						
01.01.	469	492	211	57	0	1,229
Translation adjustment including devaluation loss	-185	-226	-54	-17		-482
Inflation adjustment	62	89	3	6		160
Depreciation for the year	37	42	29	8		116
Disposals	2		16	5		23
Disposals, discontinued operations	31		34	10		75
31.12.	350	397	139	39	0	925
Carrying amount 31.12.	**567**	**264**	**107**	**27**	**223**	**1,188**
Financial leases						0
2009						
Cost:						
01.01.	480	287	237	56	140	1,200
Translation adjustment	-7	-5	-2	-2	-3	-19
Inflation adjustment	620	444	54	21	59	1,198
Additions	71	63	65	3	148	350
Disposals		1	17	1		19
Reclassification	22			1	-4	19
31.12.	1,186	788	337	78	340	2,729
Depreciation						
01.01.	142	124	136	34		436
Translation adjustment	-2	-2	-1			-5
Inflation adjustment	259	309	55	9		632
Depreciation for the year	52	59	32	15		158
Disposals		1	9	1		11
Reclassification	18	3	-2			19
31.12.	469	492	211	57	0	1,229
Carrying amount 31.12.	**717**	**296**	**126**	**21**	**340**	**1,500**
Financial leases						0

The EAC Group was at 31 December 2010 contractually committed to investments related to investments in production machinery, etc., and construction of a national distribution center in EAC Foods in the total amount of DKK 103m (DKK 130m).

16. Livestock

DKK million	2010	2009
Reconciliation of carrying amounts of breeding stock		
Carrying amount 1.1	21	15
Translation adjustment including devaluation loss	-10	0
Inflation adjustment	3	8
Increase due to purchases	16	20
Gain/loss arising from changes in fair value less estimated point-of-sale costs attributable to physical changes	-11	-15
Decrease due to sales	4	7
Carrying amount 31.12	**15**	**21**

The reproducing livestock is presented at the updated acquisition cost net of accumulated amortisation since there is no available market price and no other reliable alternatives to determine the fair value. The assets comprise pig herds and stock of cattle with an amortisation period of 2.5 and 5 years, respectively.

As of 31 December 2010, Plumrose owns 12,000 reproducing livestock (31 December 2009: 12,000).

17. Amortisation and depreciation

Amortisation and depreciation of intangible assets and property, plant and equipment are included in the income statement under the following captions, according to the use of the assets:

DKK million	Intangible assets	Poperty, plant and equipment	2010 Total	Intangible assets	Poperty, plant and equipment	2009 Total
Cost of sales		68	68		98	98
Selling and distribution espenses		26	26	1	28	29
Administrative expenses	3	16	19	5	21	26
Total, continued operations	3	110	113	6	147	153
Discontinued operations	5	6	11	8	11	19
Total	**8**	**116**	**124**	**14**	**158**	**172**

18. Financial assets

DKK million	Investment in associates	Other securities and investments	2010 **Total**	Investment in associates	Other securities and investments	2009 Total
Cost 01.01.	67	3	70	67	3	70
Translation adjustments	11	0	11	-1	0	-1
Additions				1		1
Disposals, continued operations	32		32			
Disposals, discontinued operations	12		12		0	0
Cost 31.12.	34	3	37	67	3	70
Value adjustment 01.01.	-13	8	-5	-13	8	-5
Net profit/loss, continued operations	13		13	18		18
Net profit/loss, discontinued operations	4		4	3		3
Dividend	-13		-13	-21		-21
Value adjustment 31.12.	-9	8	-1	-13	8	-5
Carrying amount 31.12.	**25**	**11**	**36**	**54**	**11**	**65**

The carrying amount of the investment in associates does not include goodwill.

18. Financial assets (continued)

The Group's interests in its principal associates:

DKK million	Country of incorporation	Assets	Liabilities	Revenue	Profit/ Loss	% Interest held	EAC's share of profit in associates	EAC's invest-ment in associates
2010								
Asiatic Acrylics Company Ltd. [1]	Thailand	38	0	0	3	51.00%	2	20
Thai Poly Acrylic Public Company Ltd. [2]	Thailand	195	82	286	10	2.81%	0	3
Beijing Zhongboa Drinking Water Co. Ltd.	China	14	8	20	1	34.89%	0	2
3PL FRIO, C.A.	Venezuela	0	0	0	0	50.00%	0	0
							2	**25**

Siri Asiatic Company Ltd, Berli Asiatic Soda Co. Ltd, AB Far East Sdn. Bhd. and Amochem Sdn. Bhd. all formed part of EAC Industrial Ingredients, which was divested in July 2010. The contribution to profit from discontinued operations amounted to DKK 4m.

AkzoNobel Paints (Thailand) Ltd. and Griffin Travel (HK) Ltd. was divested in December and June respectively. The total contribution to share of profit in associates amounted to DKK 10m and and DKK 1m respectively. The gain on disposal of associated was DKK 194m and DKK 3m respectively.

DKK million	Country of incorporation	Assets	Liabilities	Revenue	Profit/ Loss	% Interest held	EAC's share of profit in associates	EAC's invest-ment in associates
2009								
AkzoNobel Paints (Thailand) Ltd.	Thailand	176	113	327	43	33.33	15	21
Asiatic Acrylics Company Ltd. [1]	Thailand	33	0	4	4	51.00	2	17
Thai Poly Acrylic Public Company Ltd. [2]	Thailand	153	57	202	11	2.81	1	3
Siri Asiatic Company Ltd	Thailand	3	0	2	0	50.00	0	1
Berli Asiatic Soda Co. Ltd	Thailand	41	32	112	4	50.00	2	5
AB Far East Sdn. Bhd.	Malaysia	1	0	0	0	50.00	0	0
Beijing Zhongboa Drinking Water Co. Ltd.	China	12	7	16	1	34.89	0	2
Griffin Travel (HK) Ltd.	Hong Kong	20	6	106	5	25.00	1	4
Amochem Sdn. Bhd.	Malyasia	5	2	11	0	50.00	0	1
							21	**54**

[1] EAC is not in control of the company.
[2] Publicly listed company with a total market cap of THB 753m or DKK 140m (THB 668m or DKK102m). Interest held through Asiatic Acrylics Ltd. (17.4%) and The East Asiatic 2010 (Thailand) Company Limited (2.8%).

19. Financial instruments by category

DKK million	2010	2009
Available for sale financial assets measured at fair value		
Other investments (fair value is not based on observable market data. The fair value is based on the net present value of expected future cash flow using a discount factor of 8 per cent p.a.)	11	11
Total	**11**	**11**
Financial assets measured at amortised cost		
Trade receivables	595	916
Other receivables, current and non-current	186	327
Bank and cash balances	1,054	604
Total	**1,835**	**1,847**
Financial liabilities measured at amortised cost		
Non-current debt	619	617
Bank loans, current	354	475
Trade payables	335	481
Other liabilities and tax payable, current and non-current	354	390
Total	**1,662**	**1,963**

20. Share capital

	Shares of DKK 70	Nominal value DKK '000
01.01.2009	14,083,915	985,874
Cancellation of treasury shares	-369,150	-25,840
31.12.2009 / 01.01.2010	**13,714,765**	**960,034**
Cancellation of treasury shares	0	0
31.12.2010	**13,714,765**	**960,034**

As at 31 December 2010 the share capital contained 1,275 (2009: 1,275) half shares.

Treasury shares	Shares of DKK 70	Nominal value DKK million	% of share capital
01.01.2009	703,150	49	4.99
Cancellation of treasury shares	-369,150	-26	
31.12.2009 / 01.01.2010	**334,000**	**23**	**2.44**
Purchase of treasury shares	758,245	53	5.52
31.12.2010	**1,092,245**	**76**	**7.96**

334,000 shares of the treasury shares are held to cover the share option programme of the EAC Group as described in note 13.

21. Inventories

DKK million	2010	2009
Raw materials	271	314
Work in progress	65	66
Finished goods	178	497
Prepayments to suppliers	0	3
Total	**514**	**880**
Inventories recognised as an expense during the year	1,926	4,103
Amounts of write-down of inventory recognised as expense during the year	3	16
Amount of reversal of write-down of inventories during the year	3	41
Carrying amount of inventory carried at fair value less cost to sell	9	39

The reversed write-down of inventories was attributable to EAC Foods.

22. Trade receivables

DKK million	2010	2009
Trade receivables (gross)	612	944
Allowances for doubtful trade receivables:		
Balance at the beginning of the year	28	21
Balance at the beginning of the year, discontinued operations	-4	0
Balance at the beginning of the year, continued operations	24	21
Translation adjustment	-1	-2
Inflation adjustment	0	-1
Additions during the year	6	11
Realised losses during the year and reversals	12	1
Balance at the end of year	17	28
Total trade receivables	**595**	**916**

No significant losses were incurred in respect of individual trade receivables in 2010 and 2009. Generally no security is required from customers regarding sales on credit. Credit risk is further described in note 27.

23. Other receivables

DKK million	2010	2009
Other receivables	141	285
Prepayments	44	41
Total	**185**	**326**

24. Provisions for other liabilities and charges

DKK million	Other Provisions	Employee Benefits	2010	Other Provisions	Employee Benefits	2009
01.01.	57	13	70	52	11	63
Translation adjustment	-24	-1	-25	-1	1	0
Disposals, discontinued operations	2	10	12			
Additions due to business combinations		10	10			
Utilised	6		6	12	1	13
Reversed	12		12	18	1	19
Additions	12	1	13	36	3	39
31.12.	**25**	**13**	**38**	**57**	**13**	**70**
Specification of other provisions:						
Non-current	20	13	33	40	13	53
Current	5		5	17		17
	25	**13**	**38**	**57**	**13**	**70**

Other provisions are primarily related to potential labour indemnifications and tax disputes in Venezuela. Non-current other provisions are expected to mature within two years of the balance sheet date.

25. Other liabilities

DKK million	2010	2009
Other liabilities by origin:		
Staff payables	93	128
Duties to public authorities	57	51
Other taxes	8	15
Other accrued expenses	127	105
Total	**285**	**299**

26. Borrowings

DKK million	2010	2009
Non-current borrowings:		
Bank loans	558	513
Bonds	26	31
Other non-current borrowings	2	2
Total	**586**	**546**
Current borrowings:		
Bank loans	354	475
Other current borrowings	0	0
Total	**354**	**475**
Total borrowings	**940**	**1,021**
Maturity of current and non-current borrowings:		
< 1 year	354	475
1-5 years	586	540
> 5 year	0	6
Total	**940**	**1,021**

At 31 December 2010 / 2009 all current and non-current borrowings are floating interest based. The borrowings are exposed to interest rate and currency risk, refer to note 27.

27. Credit risk, currency risk and interest rate risk

Group policy for managing risk and capital

Given the international scope of EAC's business activities, the Group is exposed to financial market risk, i.e. the risk of losses as a result of adverse movements in currency exchange rates, interest rates and/or commodity prices. It also encompasses financial counterparty credit risk, liquidity and funding risk.

EAC operates in relatively volatile markets in South America and Asia Pacific where sudden currency and interest movements can be expected. Consequently, EAC maintains a conservative debt-equity ratio providing management with sufficient flexibility to act in support of its businesses, if and when so required. EAC will continuously strive to achieve an efficient debt-equity ratio in the operating businesses, while maintaining a cautious cash position and equity ratio in the Parent Company.

EAC's financial risk management activities are decentralised, although co-ordinated by the EAC Group within a policy framework approved by the Supervisory Board. It is the EAC Group's policy not to engage in any active speculation in financial risks. Therefore, the Group's financial management is focused on managing or eliminating financial risks relating to operations and funding, in particular on reducing the volatility of the EAC Group's cash flows in local currencies. The Group does currently not apply any material financial derivatives for hedging.

Credit risk

EAC has no significant concentration of credit risk. At the balance sheet date the total credit risk amounts to DKK 1.6bn (DKK 1.5bn). The EAC Group has policies in place that ensure sales of products and services are made to customers with an appropriate credit history. Generally, no security is required from customers regarding sales on credit. The credit risk lies in the potential insolvency of a counterpart and is thus to the extent possible equal to the sum of the positive net market values in respect of the corresponding business partners.

The available funds (cash and cash equivalents) of the Group are placed as demand or time deposits at relatively short terms. The EAC Group is exposed to the risk that financial counterparties may default on their obligations towards EAC. This risk is managed by having maximum exposure limits on each financial counterparty and by requiring a satisfactory credit rating from one of the established rating agencies for each counterparty. The current minimum Moody's rating required is a short-term rating of P-2 and a long-term rating of A3. In some countries this is not achievable e.g. Venezuela. In such cases the net risk (net of debt and deposits) should not be positive.

Trade receivables past due compounds as follows:

DKK million

	month (due)						
	not due	0 - 1	1 - 2	2 - 3	3 - 6	> 6	**31.12.10**
Receivables, not due	399						399
Receivables past due but not impaired		138	30	14	14	0	196
							595
In % of receivables not due and due but not impaired	68	23	5	2	2		
Impaired receivables past due					3	14	17
							612
Allowances for doubtful trade receivables							-17
Total trade receivables (net)							**595**

DKK million

	month (due)						
	not due	0 - 1	1 - 2	2 - 3	3 - 6	> 6	**31.12.09**
Receivables, not due	651						651
Receivables past due but not impaired		200	40	17	8	0	265
							916
In % of receivables not due and due but not impaired	71	22	4	2	1	-	
Impaired receivables past due					10	18	28
							944
Allowances for doubtful trade receivables							-28
Total trade receivables (net)							**916**

27. Credit risk, currency risk and interest rate risk (continued)

Liquidity risk

Liquidity risk means that the EAC Group is unable to meet its obligations as they fall due because of inability to realise assets or obtain adequate funding. The Group ensures that a liquidity position is maintained in order to service its financial obligations as they fall due.

At the end of 2010, EAC continued to have a very low financial gearing and ample cash available, hence the Group's liquidity/funding situation was comfortable. The Group had net liquid funds at the end of 2010 of DKK 115m (net debt of DKK 417m). The Groups cash balance includes DKK 252m (DKK 320m) relating to cash in subsidiaries in countries with currency control or other legal restrictions. Accordingly this cash is not available for immediate use by the Parent Company or other subsidiaries.

Contractual maturities of financial liabilities:

DKK million

		Contractual maturity incl. interest (cash flow)				
	Carrying amount	Total	< 1 years	1 - 3 years	3 - 5 years	> 5 years
31.12.10						
Non - derivative financial instruments						
Borrowings (current and non-current)	940	1,101	439	620	42	0
Trade payables	335	335	335			

		Contractual maturity incl. interest (cash flow)				
	Carrying amount	Total	< 1 years	1 - 3 years	3 - 5 years	> 5 years
31.12.09						
Non - derivative financial instruments						
Borrowings (current and non-current)	1,021	1,147	569	570	2	6
Trade payables	481	481	481			

Currency risk

The EAC Group is exposed to translation risks from currency translation into the Group reporting currency (DKK). EAC's business activities are conducted in different currencies: Venezuelan Bolivar, Asia Pacific currencies and to a minor extent DKK. In order to minimise the currency risk, EAC seeks to match the currency denomination of income and expenses and of assets and liabilities on a country-by-country basis. Consequently, EAC's functional currency varies from country to country and is typically different from the reporting currency in DKK of the listed entity, EAC A/S. The objective of EAC's currency management strategies is to minimise currency risks relating to the functional currencies, i.e. to protect profit margins in local currency.

Due to the significance of EAC Foods' activities in Venezuela, the currency exposure to the Bolivar (VEF) is relatively high. On 8 January 2010, the Venezuelan government announced a devaluation of the official exchange rate of the VEF to the USD, which had remained pegged at VEF/USD 2.15 since March 2005 to a new split rate of VEF/USD 2.60 for the importation of food, pharmaceuticals and other essential goods and at VEF/USD 4.30 for all other items. The devaluation reduced consolidated assets by DKK 1.6bn and equity by DKK 0.9bn. Further the devaluation reduced outstanding royalties from H1 2008 to Q4 2009 by DKK 50m.

On 30 December 2010, the Venezuelan government announced that it would unify the official exchange rates with effect from 1 January 2011 and consequently the VEF/USD 2.60 exchange rate has been eliminated, leaving the official rate of VEF/USD 4.30. In addition to the official exchange rate system, limited amounts of foreign currency may also be purchased through the Sistema de Tranacciones con Titulos en Moneda Extranjera (SITME) at a variable rate currently VEF/USD 5.30. The devaluation had no impact on outstanding royalties at year end 2010, but created uncertainty regarding the rate to be used for outstanding dividends.

From a Group point of view, net assets in EAC Foods are translated at the official rate of VEF/USD 4.30. Outstanding dividends from EAC Foods are summarised below including the impact from applying VEF/USD 4.30 versus VEF/USD 2.60 for dividend repatriation:

Outstanding dividends from EAC Foods:

	Expectation before exchange rate unification		**Exchange rate unification impact**		**Potential impact**
Period	**Exchange rate**	**USD '000**	**Exchange rate**	**USD '000**	**USD '000**
2007	VEF/USD 2.60	37,816	VEF/USD 4.30	22,866	14,950
2008	VEF/USD 2.60	23,423	VEF/USD 4.30	14,163	9,260
2009	VEF/USD 4.30	152	VEF/USD 4.30	152	0
Total		**61,391**		**37,181**	**24,210**

27. Credit risk, currency risk and interest rate risk (continued)

Due to uncertainty, the Parent Company only recognises dividends from Venezuela upon receipt. Any payment of dividends at the expected exchange rate before unification will accordingly give rise to an increase of the EAC Group's equity reported in DKK.

EAC Parent Company royalty receivable at exchange rate VEF/USD 4,30 from EAC Foods are summarised below:

Period	USD '000
Q4 2009	4,286
Q1 2010	3,584
Q2 2010	4,127
Q3 2010	4,571
Q4 2010	5,714
Total	**22,282**

During 2010, CADIVI approved payment of USD 25.9m of outstanding royalties for the periods Q3 2008 to Q3 2009 at the VEF/USD 2,60 exchange rate.

The devaluation in 2010 and the exchange rate unification is further described in note 37.

The EAC Group has foreign exchange risk on balance sheet items, partly in terms of translation of debt denominated in a currency other than the functional currency for the relevant Group entity, and partly in terms of translation of net investments in entities with a functional currency other than DKK. The former risk affects the operating profit.

Developments in exchange rates between DKK and the functional currencies of subsidiaries had an impact on the EAC Group's revenue and operating profit (EBIT) for 2010 reported in DKK. In a number of countries (particularly in Asia Pacific) where the EAC Group has significant activities, the currency correlates partly with the USD. In 2010, the average DKK/USD rate (563.62) was 5.3 per cent higher than in 2009 (DKK/USD 535.44). As a consequence of the appreciation of a number of key currencies compared to DKK, revenue and operating profit (EBIT) for 2010 increased in EAC Moving & Relocation Services by DKK 49m and DKK 6m respectively.

In foreign subsidiaries that operate in hyperinflationary economies, income and expenses are translated at the exchange rate at the balance sheet date which had a positive impact in EAC Foods due to the appreciation of the exchange rate from DKK/USD 519.01 end of 2009 to DKK/USD 561.33 end of 2010. The associated impact on revenue and operating profit (EBIT) was an increase of DKK 243m and DKK 16m respectively, which only to a minor extent offset the effect of the devaluation effective from 8 January 2010, which reduced 2010 revenue and operating profit (EBIT) by DKK 3.0bn and DKK 191m respectively, provided all other factors remain unchanged.

Interest rate risk

EAC is directly exposed to interest rate fluctuations in connection with its funding and liquidity portfolio. The risk is managed by matching the duration of assets and liabilities and by ensuring a smooth rollover profile. EAC is also indirectly exposed as a result of the impact of interest rates on the macro economies of the countries in which EAC operates its businesses.

The EAC Group is exposed to mainly floating interest rate risk on bank balances and borrowings. All interest bearing assets, DKK 1,054m (DKK 604m) and interest bearing liabilities, DKK 940m (DKK 1,021m) are reprised within one year.

At the end of 2010 the combined interest rate risk of the Group was DKK 1m (DKK 5m) in the case of a one-percentage point change in the interest rates (impact on profit and equity).

Commodity risk

The Group uses a number of commodities for the production and is consequently exposed to price risks including corn and soya bean meal (EAC Foods). Even if it is feasible to hedge against the price risk of these commodities through forward contracts, it has been decided for now not to enter into such hedging transactions.

28. Adjustments to reconcile net result to net cash flows from operating activities

DKK million	2010	2009
Gains/losses on disposal of intangible and tangible assets	-4	-3
Changes in provisions	-6	-4
Share based payments	10	10
Net monetary gain	60	42
Foreign currency & other adjustments	53	-30
Total	**113**	**15**

29. Changes in working capital

DKK million	2010	2009
Changes in inventories	-36	4
Changes in trade receivables	-54	-39
Changes in trade payables	-10	69
Changes in other receivables/payables	80	-55
Total	**-20**	**-21**

30. Divestment of entities

DKK million	2010	2009
Discontinued business		
Intangible assets	98	-
Property, plant and equipment	74	-
Investment in associates	12	-
Deferred tax	14	-
Inventories	247	-
Trade receivables	443	-
Other receivables	42	-
Cash and cash equivalents	65	-
Current and non-current borrowings	209	-
Trade payables	188	-
Other liabilities	88	-
Net assets sold	**510**	**-**
Non-controlling interests	0	-
EAC's share of equity	**510**	**-**
Recycling of cumulative exchange differences	-36	-
Gain on divestment recognised in in income statement	503	-
Cash consideration received	977	-
Cash and cash equivalents, disposed of	-65	-
Cash inflow, net	**912**	**-**

31. Acquisition of entities

DKK million				2010
Name of business	Primary activity	Acquisition date	Holding acquired	Cost
Wridgways Australia Limited	Moving & Relocation Services	16.12.2010	100%	440
Total				**440**

EAC Moving & Relocation Services (Santa Fe Moving & Relocation Services Australia Pty. Ltd.) completed the acquisition of Wridgways Australia Limited ("Wridgways"), which was listed on the Australian Securities Exchange, on 16 December 2010 by acquiring 100 per cent of the voting rights of the company via a "Scheme of arrangement" as provided for under Australian law (offer announced 20 September 2010). Santa Fe acquired all 32,000,000 outstanding Wridgways shares at AUD 2.80 per share. Prior to completion, Wridgways paid an interim dividend of AUD 0.39 per share, and the purchase price was reduced correspondingly. This equals a total cash purchase price of AUD 77.1m (DKK440m). The transaction is financed through a combination of equity and debt.

Following completion of the transaction Wridgways was delisted from the Australian stock exchange, Australian Securities Exchange.

Due to the late timing in the year, the recognition of Wridgways in December 2010 has had no material impact on the EAC Group's profit from continuing operations for 2010.

Wridgways traces its history back to 1892 as an Australian moving and relocation company. Wridgways has built a strong reputation for setting international benchmarks in household and commercial relocations and manages removals throughout Australia for a large number of domestic, corporate and government organisations, offering comprehensive solutions within packaging, storage and removal. Headquartered in Melbourne, Wridgways has a strong presence throughout Australia with 30 offices and 411 employees.

	Fair value at acquisition date
Intangible assets	207
Property, plant and equipment	46
Inventories	4
Receivables	120
Cash and cash equivalents	14
Provisions	-27
Deferred tax	-39
Borrowings	-71
Trade payables and other liabilities etc.	-135
Net assets	119
Non-controlling interests	0
Equity, EAC's share	119
Goodwill	321
Purchase price	440
Cash and cash equivalents, acquired	-14
Cash outflow, net	**426**

EAC pursues an ambitious growth strategy for its businesses based on organic growth as well as acquisitions. There are significant scale benefits to be derived by combining the businesses of Wridgways and Santa Fe. Australian companies invest increasing resources in Asia, including the frequent transfer of executives between Australia and Asian countries. Furthermore, Asian-based companies and individuals similarly pursue opportunities in Australia.

31. Acquisition of entities (continued)

The acquisition of Wridgways is an important step in consolidating Santa Fe as a market leader in the Asia-Pacific region. It doubles Santa Fe's revenue and establishes a unique market position for the combined businesses in the fast growing economies of Asia-Pacific and the Middle-East with operations in 15 countries through 71 offices and with over 2,100 employees.

Acquisition costs paid during 2010 by the EAC Group to investment bankers, legal advisors, etc., amounts to DKK 12m, which have been recognised in the EAC Group's income statement as other operating expenses.

Based on a provisional purchase price allocation, the fair value of Wridgways' identified assets, liabilities and contingent liabilities at the acquisition date are outlined in the table above.

In connection with the acquisition, the EAC Group has recognised intangible assets, including customer relationships and trademark, at fair value:

- Customer relationships have been valued based on the historical retention period using the the Multi-period Excess Earnings method (MEEM) and a discounted rate of 16.6% before tax. Customer relationships will be amortised over 15 years on a straight line basis.
- The Wridgways trademark has been valued based on a royalty rate of 3% using the relief-from-royalty method and a discount rate of 16.6% before tax. Since the Wridgways trademark has been in use for more than 100 years, it is assumed to have an indefinite useful life. The trademark will accordingly not be subject to amortisation but tested annually for impairment.

The fair value of property, plant and equipment has been determined using the depreciated replacement cost approach.

Trade receivables recognised at the fair value of DKK 109m relates to gross contractual receivables in the amount of DKK 110m net of DKK 1m not expected to be collected.

In the provisional purchase price allocation, no contingent liabilities or operating leases at off-market terms have been identified.

Goodwill recognised on the acquisition, DKK 321m, represents revenue synergies derived from improved geographical coverage by creating a single source solution in Asia-Pacific for clients and partners seeking mobility solutions on a regional basis. Further goodwill represents intellectual capital presented by the acquired staff and exchange of best practices within the Group, cost synergies from Wridgway's being delisted as well as cost efficiencies due to the strength of combined forces. The goodwill is not expected to be deductible for tax purposes.

Due to the late timing in the year, the purchase price allocation described above is provisional, primarily within the areas intangible assets, contingent liabilities and operating leases.

If the acquisition had occurred on 1 January 2010, Group revenue would have increased by approximately DKK 620m and net profit by DKK 19m.

32. Profit from discontinued operations

DKK million	2010	2009
Discontinued operations		
Key figures for discontinued operations:		
Revenue	950	1,347
Cost of sales	775	1,141
Gross profit	**175**	**206**
Operating profit	**70**	**56**
Net financials	-9	-12
Share of profit in associates	4	3
Profit before income tax expense	65	47
Income tax expense	21	13
Net profit from discontinuing operations	**44**	**34**
Gain on the divestment of EAC Industrial Ingredients	503	
Tax on divestment	0	
Profit from discontinued operations	**547**	**34**
Net cash from operating activities	-38	92
Net cash from investing activities	-39	-11
Net cash from financing activities	83	-64
Changes in cash	**6**	**17**

EAC Industrial Ingredients

Divestment of business segment

As announced on 5 July 2010 (announcement no. 8/2010), EAC entered into an agreement with the German Brenntag Group (Brenntag Holding B.V.) to divest EAC Industrial Ingredients for a total consideration of DKK 1.2bn on a cash and debt free basis ("Enterprise Value") corresponding to DKK 0.9bn in equity value. The transaction did not include EAC's portfolio investments in the three associated companies Akzo Nobel Paints (Thailand) Ltd., Asiatic Acrylics Company Ltd. and Thai Poly Acrylics Public Company Ltd. The divestment was executed on 13 July 2010. The business EAC Industrial Ingredients is presented as discontinued operations (excluding the retained associated companies) and comparatives figures in the income statement have been adjusted accordingly. The gain on the divestment, including the net profit until the divestment of the business, amounted to DKK 547m (including recycling of accumulated foreign exchange gains DKK 36m previously recognised in the equity).

Acquisition of entities

2010

On 26 January 2010, prior to the divestment to Brenntag Group, EAC Industrial Ingredients acquired 100 per cent of the shares in the company Seawards (M) Sdn. Bhd. located in Malaysia and integrated its 20 employees and product portfolio. Seawards is a chemical distributor of specialty ingredients for the personal care, food and beverage and the latex-glove industries. The transaction was completed in January 2010. Annual revenue amounts to approx. DKK 60-70m. Total consideration amounted to DKK 35m of which DKK 15m was deferred payments (net present value). Net assets amounted to DKK 4m (inventories, DKK 3m, receivables DKK 19m, borrowings DKK 12m and trade payables, DKK 6m) and goodwill and intangible assets amounted to DKK 31m. Factors contributing to the recognition of goodwill and intangible assets include supplier contracts, customer lists and noncompete agreements.

2009

On 22 September 2009, EAC Industrial Ingredients acquired (asset deal) the non-enzymatic brewing processing additives from Novozymes South Asia Pvt. Ltd., India, a distributor of various industrial ingredients, primarily to the brewing industry in India. The transaction was completed in September 2009 and the company was immediately intergrated in EAC's business in India. Total cost of the acquisition amounted to DKK 5m. EAC's business in India was part of the divestment to Brenntag Group in 2010. Had the acquisition occurred on 1 January 2009, revenue would have increased by approx. DKK 9m.

33. Contingent liabilities

DKK million	2010	2009
Carrying amount of pledged assets	3	1
Other guarantees	53	28

Legal proceedings pending

Certain claims have been reaised against the EAC Group. In the opinion of management, the outcome of these proceedings will not have any material effect on the finacial position of the EAC Group.

Material Contracts and Change of Control

In case of a takeover of EAC (change of control) certain contracts may become terminable at short notice. A review of contracts within the EAC Group shows the following:

EAC Foods

A trademark license agreement contains provisions according to which licensor under certain conditions may terminate the license agreement in case of a change in control of the company. The impact on revenue in case of termination amounts to DKK 489m (DKK 777m).

EAC Moving & Relocation Services

The subsidiaries have entered into a number of framework agreements with international companies for the provision of moving and relocation services. However, the subsidiaries do not have any exclusive rights in this respect and on this background the consequences of change of control do not seem material.

Other contracts within the Group

Agreements with banks concerning loan facilities typically contain clauses according to which the agreement may be terminated in case of change in control.

34. Lease obligation

DKK million	2010	2009
Lease obligations relate mainly to leases of production equipment, offices, vehicles, office equipment etc.		
The operating lease cost expensed in the income statement during 2010 and 2009 were DKK 38m and DKK 34m respectively (continued operations).		
Total commitments fall due as follows:		
Within one year	74	39
Between one and five years	157	56
After five years	56	4
Total	**287**	**99**

Total commitments represent the total minimum payments at the balance sheet date.

35. Related parties and ownership

ATP, 8 Kongens Vænge, DK 3400 Hillerød, has reported a holding of more than 5 per cent of the shares in reference to section 29 of the Danish Securities Trading Act. The EAC Group has no other shareholders reporting a holding of more than 5 per cent.

Related parties in the EAC Group comprise affiliated companies and associates, as listed on pages 86-87, members of the Supervisory Board, Operations Executive Group and other senior executives. Remuneration to the Supervisory Board and the Executive Board are on market conditions. For further information refer to note 12 and note 13. Shares held by the Supervisory Board and the Executive Board are disclosed on page 88-90.

36. Related party transactions

The EAC Group transactions with associates are all performed on an arm's lenght basis and do not exceed DKK 3m in 2010 (DKK 5m). Transactions with associates were only attributable to EAC Industrial Ingredients which was divested in July 2010. Furthermore the EAC Group have received dividends from associated companies of DKK 13m (DKK 21m). The EAC Group had no intercompany balances outstanding with associated companies in 2010. Intercompany transactions are eliminated in the consolidated financial statements, No further transactions with related parties have taken place during the year. Please refer to note 12 and 13 regarding remuneration of Management and to page 90 for Management's posession of EAC shares.

37. Accounting impact of Venezuela's status as a hyperinflationary economy

DKK million

As described in the accounting policies for the consolidated financial statements, the assessment as to when an economy is hyperinflationary is based on qualitative as well as quantitative factors.

Due to recent years' rising inflation in Venezuela, the country was considered a hyperinflationary economy for accounting purposes effective from 30 November 2009. This was based on the fact that the cumulative inflation for the three years ending 30 November 2009 exceeds 100 per cent and that the other qualitative characteristics of a hyperinflationary economy have all been met.

Based on this assessment, the EAC Group has retrospectively from 1 January 2009 onwards applied IAS 29 "Financial Reporting in Hyperinflationary Economies" for the activities of EAC Foods as if the economy has always been hyperinflationary.

IAS 29 requires the financial reporting of EAC Foods to be restated to reflect the current purchasing power at the end of the reporting period, and as a result all non-monetary assets, such as property, plant and equipment and inventories, should be restated to the current purchasing power as of 31 December using a general price index from the date when they were first recognised in the accounts (or 1 January 2004 when IFRS was first applied as basis of preparation of the consolidated financial statements). Monetary assets and liabilities are by their nature stated at their current purchasing power and accordingly a gain/loss on the monetary net position from 1 January to 31 December is recognised as financial income or expense for the year representing the gain/loss obtained from maintaining a monetary liability or asset position respectively during an inflationary period. For the income statement, all items are restated for changes in the general price index from the date of the transaction to the reporting date of 31 December except for items related to non-monetary assets such as depreciation and amortization and consumption of inventories etc. Deferred tax is adjusted accordingly.

IAS 29 and IAS 21 require the end-of-period reporting exchange rate to be applied when translating both the income statement and the balance sheet from the hyperinflationary currency, VEF, into the presentation currency of the EAC Group, DKK.

At 31 December 2010, the applicable rate for translation purposes was the official exchange rate of VEF/USD 4.30 (VEF/USD 2,15) as the Group expects to receive future royalties as well as dividends at this exchange rate. The alternative parallel exchange rate in May 2010 (prior to suspension of the parallel exchange market) was in the region of VEF/USD 7.50. The implied VEF/USD exchange rate trough issuance of bonds by the Venezuelan republic and PDVSA during 2010 ranged between VEF/USD 5.51 – 6.62 (based on bond purchases/sales by EAC Foods during 2010).

Since the EAC Group's presentation currency, DKK, is non-inflationary, comparatives are not adjusted for the effects of inflation in the current period. The net impact from inflation adjustment of EAC Foods' net asset is taken directly to the equity (as part of other comprehensive income for the year).

The inflation adjustment for 2010 is based on available data for changes in the Consumer Price Index (CPI) for the Metropolitan Area of Caracas until December 2007 and the National Consumber Price Index (NCPI) as from January 2008 published by the Central Bank of Venezuela (BCV). Based on these indices, the inflation for 2010 is 27.2 per cent (25.1 per cent) and the hyperinflation closing index at 31 December 2010 was 210 (165).

The hyperinflation adjustment during 2010 is not offset by a corresponding devaluation of the VEF exchange rate as this, since the devaluation on 8 January 2010, has been fixed against the USD at the official rate of VEF/USD 4.30. Accordingly, the hyperinflation adjustment under IAS 29 has correspondingly increased the consolidated accounting figures reported in DKK including revenue, non-current assets and equity.

The impact from applying IAS 29 on the consolidated financial statements for 2010 is summarised in a separate column in note 4, to which reference is made.

The most material inflation accounting adjustments between the historical accounting policies of EAC Foods (now applied for internal management reporting) as well as recognition and measurement after IAS 29 can be explained as follows:

- Revenue increases as it is restated for changes in the general price index from the date of the transaction until 31 December.
- Gross profit decreases due to higher costs of goods sold and fixed costs following restatement for changes in the general price index from the date of the transaction until 31 December.
- Operating profit decreases due to higher depreciation charges following the restatement of property, plant and equipment for changes in the general price index from the date of the transaction until 31 December.
- Profit before income tax is impacted, in addition to as set out above, by the recognition of a gain on the net monetary position which is due to the purchasing power impact resulting from EAC Foods' having monetary liabilities in excess of monetary assets as of 31 December.
- Net profit is further impacted by changes to deferred tax following the change in the accounting values of the non-monetary assets (hyperinflated).
- Total equity increases primarily due to the restatement of the fixed assets to a higher inflation adjusted level.
- Total assets and equity increase primarily due to restatement of non-current assets to a higher inflation-adjusted level.

For 2010, the gain on the net monetary position amounts to DKK 60 million (DKK 42 million) which has been recognised as financial income.

38. Devaluation of the Bolivar

DKK million

Devaluation in January 2010

On 8 January 2010, the Venezuelan government announced a devaluation of the official exchange rate of the Bolivar (VEF) to the USD, which had been pegged at VEF/USD 2.15 since March 2005, to a new split rate of VEF/USD 2.60 for the importation of food, pharmaceuticals and other essential goods and VEF/USD 4.30 for all other items. The existence of a third floating rate - known as the parallel rate - was officially acknowledged and will onwards be managed through central bank intervention to avoid excessive speculation with this initiative. The government aimed to stabilise the parallel rate at a rate close to VEF/USD 4.30.

As all future royalties and dividends will be received at VEF/USD 4.30, this exchange rate has consequently been applied as of 1 January 2010 for translation of the financial statements of EAC Foods into the reporting currency of the EAC Group, DKK.

Due to the significance of EAC Foods' activities in Venezuela, the devaluation has an adverse effect on the consolidated accounting figures as illustrated below:

EAC Group (pro forma)

DKK million	Reported 2009 (translated at official rate of VEF/USD 2.15)	Pro forma 2009 (translated at devaluated official rate of VEF/USD 4.30)	Devaluation impact
Revenue	6,607	4,257	-2,350
Gross profit	1,872	1,156	-716
Operating profit	510	284	-226
Profit before income tax	475	268	-207
Net profit for the year	214	109	-105
Total equity	2,461	1,606	-855
Non-current assets	1,746	1,038	-708
Total assets	4,472	2,875	-1,597

Suspension of the parallel exchange market and introduction of the SITME allocation system.

On 14 May 2010, the Venezuelan government announced that it would take over management of the VEF/USD parallel market. As a consequence, purchase of USD could henceforth only be made from CADIVI and via the Central Bank of Venezuela through the SITME allocation system at a rate of VEF/USD 5.30 and subject to a number of restrictions.

Simplification of the Venezuelan exchange rate system in December

On 30 December 2010, the Venezuelan government announced the elimination of the preferential VEF/USD 2.60 exchange rate used for importation of certain product categories including EAC Foods' imports. The elimination will primarily impact future import transactions into Venezuela, which now will take place at VEF/USD 4.30.

39. Subsequent events

In January 2011 EAC bought 279,231 own shares at a purchase price of DKK 50m. The company held a total of 1,371,476 treasury shares or 10.0 percent of the share capital on 7 January 2011.

Contents

PARENT – INCOME STATEMENT AND STATEMENT OF COMPREHENSIVE INCOME

DKK million	Note	2010	2009
INCOME STATEMENT			
Royalty income from subsidiaries		116	170
Administrative expenses		40	39
Other operating income	4	0	2
Other operating expenses	4	12	2
Operating profit		**64**	**131**
Gain on disposal of subsidiaries	12	601	
Dividend income from subsidiaries		11	34
Financing income	5	16	2
Financing expenses	6	55	11
Profit before income tax		**637**	**156**
Income tax expense	7	31	44
Net profit for the year		**606**	**112**
Proposed distribution of profit			
Proposed dividend for the year		69	69
Interim dividend on 30 September 2010		274	
Retained earnings		263	43
Total		**606**	**112**
STATEMENT OF COMPREHENSIVE INCOME			
Net profit for the year		606	112
Other comprehensive income net of tax		0	0
Total comprehensive income for the year		**606**	**112**

ASSETS

DKK million	Note	31 Dec 2010	31 Dec 2009	1 Jan 2009
Non-current assets				
Intangible assets	13	0	0	0
Property, plant & equipment	14	1	2	2
Investment in subsidiaries	12	1,725	1,665	1,663
Receivables from subsidiaries	15	8	8	14
Total non-current assets		**1,734**	**1,675**	**1,679**
Current assets				
Receivables from subsidiaries	15	158	304	194
Other receivables	15	19	20	5
Bank and cash equivalents	15	442	141	165
Total current assets		**619**	**465**	**364**
Total assets		**2,353**	**2,140**	**2,043**

EQUITY AND LIABILITIES

DKK million	Note	31 Dec 2010	31 Dec 2009	1 Jan 2009
Equity				
Share capital	16	960	960	986
Retained earnings		930	767	685
Proposed dividend		69	69	70
Total equity		**1,959**	**1,796**	**1,741**
Liabilities				
Non-current liabilities				
Deferred tax	7	28	27	
Payables to subsidiaries	15		169	174
Other liabilities	15	2	2	
Total non-current liabilities		**30**	**198**	**174**
Current liabilities				
Payables to subsidiaries	15	328	134	115
Current tax payables		20		
Other liabilities	15	16	12	13
Total current liabilities		**364**	**146**	**128**
Total liabilities		**394**	**344**	**302**
Total equity and liabilities		**2,353**	**2,140**	**2,043**

The impact from transition to IFRS is disclosed in note 24.

PARENT – STATEMENT OF CHANGES IN EQUITY

DKK million	Share capital	Retained earnings	Proposed dividend for the year	Total equity
Equity at 1 January 2010	**960**	**767**	**69**	**1,796**
Comprehensive income for 2010				
Net profit for the year		263	343	606
Total comprehensive income for the year		**263**	**343**	**606**
Transactions with the equity holders of the parent company				
Dividends paid to shareholders			-67	-67
Dividends, treasury shares		2	-2	
Interim dividend			-267	-267
Interim dividend, treasury shares		7	-7	
Purchase of treasury shares		-119		-119
Share based payments		10		10
Total transactions with the shareholders	**0**	**-100**	**-343**	**-443**
Equity at 31 December 2010	**960**	**930**	**69**	**1,959**

No dividend is declared on treasury shares.

DKK million	Share capital	Retained earnings	Proposed dividend for the year	Total equity
Equity at 1 January 2009	**986**	**685**	**70**	**1,741**
Comprehensive income for 2009				
Net profit for the year		43	69	112
Total comprehensive income for the year		**43**	**69**	**112**
Transactions with the equity holders of the parent company				
Dividends paid to shareholders			-67	-67
Dividends, treasury shares		3	-3	
Share based payments		10		10
Reduction in share capital by cancellation of treasury shares	-26	26		
Total transactions with the shareholders	**-26**	**39**	**-70**	**-57**
Equity at 31 December 2009	**960**	**767**	**69**	**1,796**

No dividend is declared on treasury shares.

Further information about the share capital is disclosed in note 20 in the consolidated financial statements.

The Parent Company's policy for managing capital is disclosed in note 17. The Group policy for managing capital is disclosed in note 27 in the consolidated financial statements.

PARENT – CASH FLOW STATEMENT

DKK million	Note	31.12.2010	31.12.2009
Cash flows from operating activities			
Operating profit		64	131
Adjustment for:			
Depreciation		0	0
Other non-cash items	18	1	2
Change in working capital	19	142	-99
Interest received		6	2
Tax paid		-12	-17
Net cash flow from operating activities		**201**	**19**
Cash flows from investing activities			
Changes in non-current receivables from subsidiaries		-5	-6
Dividends received from subsidiaries		11	34
Investments in intangible assets and property, plant and equipment		0	0
Proceeds from sale of non-current assets		1	0
Investment in subsidiaries		-362	0
Proceeds from sale of subsidiaries	20	908	0
Net cash flow from investing activities		**553**	**28**
Net cash flow from operating and investing activities		**754**	**47**
Cash flows from financing activities			
Changes in non-current payables to subsidiaries			-4
Purchase of own shares		-119	
Dividends paid out		-334	-67
Net cash flow from financing activities		**-453**	**-71**
Changes in cash and cash equivalents		**301**	**-24**
Cash and cash equivalents at beginning of year		141	165
Cash and cash equivalents at end of period		**442**	**141**
Bank balances		442	141
Cash and cash equivalents at end of period		**442**	**141**

1. Accounting policies of the Parent Company

Basis of preparation

The separate financial statements of the Parent Company are prepared due to requirements by law.

The separate financial statements of the Parent Company for 2010 are presented in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU and Danish disclosure requirements for listed companies. Danish disclosure requirements for listed companies are laid down by the statutory order on the adoption of IFRS issued pursuant to the Danish Financial Statements Act and the reporting requirements of Nasdaq OMX Copenhagen A/S for listed companies.

In addition, the annual report has been prepared in compliance with IFRS as issued by the IASB.

These financial statements of the Parent Company are the first set of financial statements prepared in accordance with IFRS. In the transition to IFRS, IFRS 1 First-time Adoption of IFRS has been applied.

The impact of the transition to IFRS is described in note 24.

The Parent Company financial statements

The accounting policies of the Parent Company are consistent with those applied in the consolidated financial statements (refer to note 1 in the consolidated financial statements) with the following exceptions:

Foreign currency translation adjustments of balances with subsidiaries and associates which are neither planned nor likely to be settled in the foreseeable future and which are therefore considered to form part of the net investment in the subsidiary are recognised in the Parent Company financial statements in the income statement as financial items.

Dividends from subsidiaries and associates are recognised in the Parent Company's income statement when the right to receive payment has been established (at the date of declaration or upon payment, when special exchange rate restrictions apply). If the dividend exceeds the comprehensive income of the subsidiary or associate during the period, an impairment test is carried out.

Investments in subsidiaries and associates are measured at cost in the Parent Company financial statements. When indication of impairment is identified, an impairment test is carried out as described in the accounting policies of the consolidated financial statements. If the carrying amount exceeds the recoverable amount, a corresponding impairment loss is recognised.

Where the Parent Company has a legal or constructive obligation to cover a negative net asset value of a subsidiary or associate, this obligation is recognised by means of a provision.

For share based payments to employees of subsidiaries, the value of services received in exchange for granted options is recognised over the vesting period as part of the cost of investments in subsidiaries.

2. Significant accounting estimates and judgements

In connection with the preparation of the parent company financial statements, Management has made accounting estimates and judgements that affect the assets and liabilities reported at the balance sheet date as well as the income and expenses reported for the financial period. Management continuously reassesses these estimates and judgements based on a number of other factors in the given circumstances.

It is Management's assessment that, in respect of the financial reporting for the Parent Company, no accounting estimates or judgements are made in applying the Parent Company's accounting policies that are significant to the financial reporting apart from those disclosed in note 3 to the consolidated financial statements regarding impairment tests.

3. New accounting regulation

Reference is made to note 3 of the consolidated financial statements.

None of the described new accounting standards (IAS and IFRS) and interpretations (IFRIC) are expected to have a significant effect on the Parent Company financial statements.

4. Other operating income/expenses

DKK million	2010	2009
Rental income, management fees and other operating income		2
Consultancy fee and other operating expenses	12	2
Net	**12**	**0**

5. Financial income

DKK million	2010	2009
Foreign exchange gain	9	
Interest income on receivables from subsidiaries	1	
Interest income, cash and cash equivalents	6	
Other interest income		2
Total	**16**	**2**

6. Financial expenses

DKK million	2010	2009
Foreign exchange losses		6
Devaluation loss on receivables from subsidiaries in Venezuela	50	
Impairment of receivables from subsidiaries	3	
Interest expense on liabilities to subsidiaries	2	5
Total	**55**	**11**

7. Income tax expense

DKK million	2010	2009
Current tax on profit for the year	19	
Change in deferred tax during year	1	27
Corporate income tax	**20**	**27**
Withholding tax on royalties	11	17
Income tax expense	**31**	**44**
Profit before income tax	**637**	**156**
Reported effective corporated tax rate (%)	**3.1**	**17.3**
Corporate tax rate explanation		
Danish corporate tax rate in per cent	25.0	25.0
The tax effect from:		
Withholding tax	-2.7	
Differences from non-taxable income / non-deductable expenses	-22.7	0.4
Non-taxable dividends	-0.4	-5.4
Tax losses for which no deferred tax asset was recognised	4.3	
Utilisation of unrecognised deferred tax assets		-3.2
Other	-0.4	0.5
Effective tax rate (%)	**3.1**	**17.3**

7. Income tax expense (continued)

DKK million	2010	2009
Deferred tax		
Fixed assets	6	8
Current assets, net	-35	-59
Non-current debt		-2
Losses carried forward		26
Provisions	1	1
Deferred tax assets / liabilities	**-28**	**-27**

The Parent Company did not recognise deferred tax assets of DKK 28m (DKK 0m) in respect of tax losses carried forward amounting to DKK 110m (DKK 0m) due to uncertainty with respect to utilisation.

8. Audit fees

DKK million	2010	2009
KPMG Statsautoriseret Revisionspartnerselskab		
Statutory audit	1	1
Other assurance services	0	0
Tax/VAT advisory service	0	0
Other non-audit services	6	0

9. Number of employees

	2010	2009
EAC Parent, average	9	10

10. Salaries, wages and fees, etc.

DKK million	2010	2009
Salaries and wages to employees	10	10
Equity-settled share based payment transactions, employees	1	1
Salaries to the Executive Board of the Parent Company	5	5
Equity-settled share based payment transactions, Executive Board of the Parent Company	1	1
Board fees to the Supervisory Board of the Parent Company	2	2
Pensions, defined contribution schemes	1	1
Total	**20**	**20**

Employment contracts for members of the Executive Management contain terms and conditions that are common to those of their peers in companies listed on Nasdaq OMX Copenhagen - including terms of notice and non-competition clauses.

11. Incentive schemes

Please refer to note 13 in the consolidated financial statements.

12. Investment in subsidiaries

DKK million	2010	2009
Cost 01.01.	1,665	1,663
Additions	369	8
Disposals	-309	-6
Cost 31.12.	**1,725**	**1,665**
Impairment 31.12.		
Carrying amount 31.12.	**1,725**	**1,665**

A list of subsidiaries and associates is included on page 86-87.

Disposals in 2010 primarily includes the divestment of EAC Industrial Ingredients Ltd. A/S and its subsidiaries. The gain associated with the divestment amounted to DKK 601m.

13. Intangible assets

DKK million	Trademarks	Total
2010		
Cost:		
01.01.	16	16
31.12.	**16**	**16**
Amortisation:		
01.01.	16	16
31.12.	**16**	**16**
Carrying amount 31.12.	**0**	**0**
2009		
Cost:		
01.01.	16	16
31.12.	**16**	**16**
Amortisation:		
01.01.	16	16
31.12.	**16**	**16**
Carrying amount 31.12.	**0**	**0**

14. Property, plant and equipment

DKK million	Land and buildings	Other installations	IT equipment	Total
2010				
Cost:				
01.01.	0	6	11	17
Additions		0	0	0
Disposals		1	0	1
31.12.	**0**	**5**	**11**	**16**
Depreciation:				
01.01.	0	4	11	15
Depreciation for the year	0	0	0	0
Disposals	0	0	0	0
31.12.	**0**	**4**	**11**	**15**
Carrying amount 31.12.	**0**	**1**	**0**	**1**
Finance leases				0
2009				
Cost:				
01.01.	0	6	11	17
Additions	0	0	0	0
Disposals	0	0	0	0
31.12.	**0**	**6**	**11**	**17**
Depreciation:				
01.01.	0	4	11	15
Depreciation for the year	0	0	0	0
Disposals	0	0	0	0
31.12.	**0**	**4**	**11**	**15**
Carrying amount 31.12.	**0**	**2**	**0**	**2**
Finance leases				0

15. Financial instruments by category

DKK million	2010	2009
Financial assets measured at amortised cost		
Receivables from subsidiaries, current and non-current	166	312
Other receivables, current	19	20
Bank and cash equivalents	442	141
Total	**627**	**473**
Financial liabilities measured at amortised cost		
Payables to subsidiaries, current and non-current	328	303
Other liabilities, current and non-current	18	14
Total	**346**	**317**

16. Share capital

Please refer to note 20 in the consolidated financial statements.

17. Credit risk, currency risk and interest rate risk

Policy for managing risk

EAC Parent maintains a conservative debt-equity ratio providing management with sufficient flexibility to act in support of its subsidiaries, if and when so required. EAC will continuously strive to achieve an efficient debt-equity ratio in the operating businesses, while maintaining a cautious cash position and equity ratio in the Parent Company.

EAC's financial risk management activities follow a policy framework approved by the Supervisory Board. It is the EAC Parent's policy not to engage in any active speculation in financial risks. Therefore, the Parent's financial management is focused on managing or eliminating financial risks relating to operations and funding.

There are no changes to the Group's risk exposure and risk management compared to 2009.

The Group policy for managing risk etc. is described in note 27 to the consolidated financial statements.

Credit risk

EAC Parent has limited credit risk related to liquid funds and guaranties.

The available funds (cash and cash equivalents) of the EAC Parent are placed on demand or time deposits at relatively short terms. The EAC Group is exposed to the risk that financial counterparties may default on their obligations towards EAC. This risk is managed by having maximum exposure limits on each financial counterparty and by requiring a satisfactory credit rating from one of the established rating agencies for each counterparty. The current minimum Moody's rating required is a short-term rating of P-2 and a long-term rating of A3.

Liquidity risk

Liquidity risk means that the EAC Group is unable to meet its obligations as they fall due because of inability to realise assets or obtain adequate funding. The Group ensures that a liquidity position is maintained in order to service its financial obligations as they fall due.

At the end of 2010, EAC Parent had no external borrowings and ample cash available, hence the Group's liquidity situation was comfortable. The EAC Parent had liquid funds at the end of 2010 of DKK 442m (DKK 141m).

17. Credit risk, currency risk and interest rate risk (continued)

Currency risk

EAC Parent has foreign exchange risk on balance sheet items, primarily in terms of translation of intercompany receivables/payables denominated in a currency other than the functional currency of the Parent company. This risk affects net financials and is managed at Group level. Bank balances are primarily held in DKK to minimise the currency risk.

Due to the significance of EAC Foods' activities in Venezuela, the currency exposure to the Bolivar (VEF) is relatively high, primarily related to royalties and dividends. On 8 January 2010, the Venezuelan government announced a devaluation of the official exchange rate of the VEF to the USD, which had remained pegged at VEF/USD 2.15 since March 2005 to a new split rate of VEF/USD 2.60 for the importation of food, pharmaceuticals and other essential goods and at VEF/USD 4.30 for all other items. The devaluation reduced outstanding royalties from H1 2008 to Q4 2009 by DKK 50m.

On 30 December 2010, the Venezuelan government announced that it will unify the official exchange rate at 1 January 2011 and consequently the VEF/USD 2.60 exchange rate has been eliminated, leaving the official rate of VEF/USD 4.30. In addition to the official rate system, limited amounts of foreign currency may also be purchased through the Sistema de Tranacciones con Titulos en Moneda Extranjera (SITME) at a variable rate, currently VEF/USD 5.30. The devaluation had no impact on outstanding royalties at year end 2010, but created uncertainty regarding the rate to be used for outstanding dividends.

For information about outstanding dividends and royalties from EAC Foods, please refer to note 27 in the consolidated financial statements.

Interest rate risk

EAC Parent is exposed to interest rate fluctuations in connection with its liquidity portfolio, primarily floating interest risk on bank balances.

18. Adjustments to reconcile net result to net cash flows from operating activities

DKK million	2010	2009
Gains/losses on disposal of non-current assets	-1	
Share based payments	2	2
Other non-current items	**1**	**2**

19. Changes in working capital

DKK million	2010	2009
Changes in current receivables/payables to/from subsidiaries	137	-115
Changes in other receivables/liabilities	5	16
Total	**142**	**-99**

20. Profit from sale of subsidiaries

DKK million	2010	2009
Net proceeds	908	0
Total	**908**	**0**

21. Contingent liabilities

DKK million	2010	2009
Guarantees and similar commitments	28	42

Legal proceeding pending

Certain claims have been realised against the Parent Company. In the opinion of management, the outcome of theese proceedings will not have any material effect on the financial position of the Parent Company.

22. Related party transactions

Please refer to note 35 and 36 in the consolidated financial statements.

Royalties and dividends received from subsidiaries are disclosed seperately in the income statement.

Receivables from and payables to subsidiaries are disclosed seperately in the balance sheet. Interest income and expenses is disclosed in note 5 and 6.

23. Subsequent events

For further details, reference is made to note 39 in the consolidated financial statements.

24. Transition to IFRS by the Parent Company

As mentioned in the financial review and in the accounting policies, as from 2010, the Parent Company prepares its annual report in accordance with IFRS as adopted by the EU. Consequently, the accounting policies of the Parent Company have been changed in a number of areas. IFRS have been implemented to ensure that the financial statements comply with the provisions of the International Financial Reporting Standards issued by the IASB and the International Financial Reporting Standards as adopted by the EU.

The accounting effect of the transition to IFRS entails the following:

	01.01.2009			2009	31.12.2009		
DKK million	Assets	Liabilities	Equity	Net profit for the year	Assets	Liabilities	Equity
According to the Danish Financial Statement Act	**2,062**	**321**	**1,741**	**192**	**2,689**	**359**	**2,330**
IFRS-adjustments:							
A. Investment in subsidiaries				-120	-576		-576
B. Dividend received from subsidiaries				34	34		34
C. Share based payments to employees in subsidiaries				8	8		8
D. Adjustments to unrealized exchange gains/losses on long term loan balances with subsidiaries				-2			0
E. Tax on adjustments				0			
Reclassifications	-19	-19			-15	-15	
Total	**-19**	**-19**	**0**	**-80**	**-549**	**-15**	**-534**
According to IFRS	**2,043**	**302**	**1,741**	**112**	**2,140**	**344**	**1,796**

24. Transition to IFRS by the Parent Company (continued)

A. The Parent Company's investments in subsidiaries are measured at cost. Previously, investments were measured according to the equity method. The carrying amount of the investments determined in accordance with the previous practice at 1 January 2009 has been applied as new cost. In the comprehensive income for 2009, share of the profit for the year after tax and foreign exchange adjustments applying the equity method were reversed.
B. Dividends received from subsidiaries are recognised in the income statement as of 2009.
C. For share-based remuneration for employees in subsidiaries, the value of services received for granted options over the vesting period is recognised as part of the cost of investments in subsidiaries. In accordance with the previous accounting policy, share-based remuneration was fully recognised in the income statement.
D. Foreign exchange rate gains/losses on balances with subsidiaries and associates that are neither planned nor likely to be settled in a foreseeable future and which are therefore considered to form part of the net investment in the subsidiary are recognised in the income statement as financial items. In accordance with the previous accounting policy, these gains/losses were recognised directly in comprehensive income.
E. The changes in the accounting policies do not affect deferred tax.

On transition to IFRS, useful lives and residual values of intangible assets and property, plant and equipment are reassesed. This has not lead to any changes in the previously recognised amounts in the opening balance sheet at 1 January 2009.

Reclassifications

Apart from changes in accounting policies, the following reclassifications and changes in format, including restatement of comparative figures for 2009, have been made:

- Assets are presented as either non-current or current assets compared to fixed assets and current assets previously.
- Deferred tax is classified as non-current assets or non-current liabilities. Previously, deferred tax assets were classified as current assets.

Moreover, a few other reclassifications have been made. The reclassifications have not affected results and equity.

Cash flow statement

A separate cash flow statement has not previously been prepared for the Parent Company. The cash flow statement presented in accordance with IFRS corresponds to a cash flow statement for the Parent Company prepared in accordance with Danish accounting regulation, had such a statement been prepared.

Share Capital		Entities per Business	Share in % Direct	EAC
		EAC FOODS		
VEF	4,995,520	Agropecuaria Fuerzas Integradas, C.A., Estado Guarico, Venezuela	100.00	100.00
VEF	6,866,224	I.E.N.C.A. Inversiones C.A., Venezuela	100.00	100.00
VEF	4,500,000	Industrial Saxolutions C.A., Venezuela	100.00	100.00
VEF	1,733,610	Plumrose Caracas C.A., Venezuela	100.00	100.00
VEF	12,353,359	Plumrose Latinoamericana C.A., Venezuela	100.00	100.00
VEF	50,096,037	Venezolana Empacadora C.A. (VENPACKERS), Venezuela	100.00	100.00
VEF	17,400,000	Procer C.A., Venezuela	51.00	51.00
VEF	10,000,000	3PL Frio, C.A., Venezuela	50.00	50.00*
		EAC MOVING AND RELOCATION SERVICES		
IDR	500,000,000	PT Global Santa Indonusa, Indonesia	100.00	100.00
IDR	500,000,000	PT Relokasi Jaya, Indonesia	100.00	100.00
USD	420,000	PT Santa Fe Indonusa, Indonesia	100.00	100.00
THB	60,150,000	Santa Fe (Thailand) Ltd., Thailand	100.00	100.00
HKD	28,000,000	Santa Fe Holdings Ltd., Hong Kong	100.00	100.00
AUD	67,500,100	Santa Fe Holdings Pty. Ltd., Australia	100.00	100.00
INR	100,000	Santa Fe India Private Limited, India	100.00	100.00
AUD	67,500,100	Santa Fe M&R Services Australia Pty. Ltd., Australia	100.00	100.00
MOP	25,000	Santa Fe Macau Limited, Macau	100.00	100.00
PHP	16,000,000	Santa Fe Moving and Relocation Services Phils., Inc., Philippines	100.00	100.00
INR	2,400,000	Santa Fe Moving Services Private Limited, India	100.00	100.00
INR	100,000	Santa Fe Relocation Services (India) Private Limited, India	100.00	100.00
SGD	87,670,000	Santa Fe Relocation Services (S) Pte. Ltd., Singapore	100.00	100.00
JPY	80,000,000	Santa Fe Relocation Services Japan K.K., Japan	100.00	100.00
AED	300,000	Santa Fe Relocation Services LLC, United Arab Emirates	100.00	100.00
MYR	500,000	Santa Fe Relocation Services Sdn. Bhd., Malaysia	100.00	100.00
WON	450,000,000	Santa Fe Relocation Services, Korea	100.00	100.00
TWD	7,500,000	Santa Fe Relocation Services, Taiwan	100.00	100.00
VND	780,000,000	Santa Fe Relocation Services, Vietnam	100.00	100.00
HKD	920,000	Santa Fe Transport International Limited, Hong Kong	100.00	100.00
AUD	1,500,000	Wridgways Australia Limited, Australia	100.00	100.00
AUD	5	Wridgways Limited, Australia	100.00	100.00
CNY	1,000,000	Sino Santa Fe Real Estate (Beijing) Co. Ltd., China	100.00	50.00**
CNY	100,000	Sino Santa Fe Real Estate (Shanghai) Co. Ltd., China	100.00	50.00**
CNY	11,046,000	Sino Santa Fe International Transportation Services Co. Ltd., China	50.00	50.00**

Share Capital		Other entities per country	Share in % Direct	Share in % EAC
		ASIA		
		China		
USD	10,000,000	The East Asiatic Company (China) Ltd., Beijing	100.00	100.00
CNY	2,605,000	Beijing Zhongbao Drinking Water Co. Ltd., Beijing	34.89	34.89*
		Singapore		
SGD	10,000,000	The East Asiatic Company (Singapore) Pte. Ltd., Singapore	100.00	100.00
		Thailand		
THB	150,000,000	Asiatic Acrylics Company Ltd., Bangkok	51.00	51.00*
THB	36,250,000	The East Asiatic 2010 (Thailand) Company Ltd., Bangkok	49.00	100.00
THB	121,500,000	Thai Poly Acrylic Public Company Ltd., Bangkok	2.81	20.21*
		EUROPE		
		Denmark		
DKK	87,614,000	DS Industries ApS, Copenhagen	100.00	100.00
DKK	1,000,000	EAC Consumer Products Ltd. ApS, Copenhagen	100.00	100.00
DKK	1,000,000	EAC Timber Ltd. A/S, Copenhagen	100.00	100.00
DKK	200,000	Ejendomsanpartsselskabet af 31. Maj 1996, Copenhagen	100.00	100.00

* Associated company
** EAC is in control of the company

Henning Kruse Petersen

Chairman
CEO, 2KJ A/S
Joined the Supervisory Board in 2006
Born in 1947, Danish nationality.

OTHER SUPERVISORY BOARD ASSIGNMENTS:
Chairman of the supervisory boards:
Roskilde Bank A/S
Finansiel Stabilitet A/S
Sund & Bælt Holding A/S
A/S Storebælt
A/S Øresund
A/S Femern Landanlæg
Femern Bælt A/S
Øresundsbro Konsortiet
C.W. Obel A/S
Den Danske Forskningsfond
Scandinavian Private Equity Partners A/S
Socle du Monde ApS
Erhvervsinvest Management A/S

Deputy chairman of the supervisory boards:
Asgard Ltd.
Skandinavisk Holding A/S
Fritz Hansen A/S

Member of the supervisory boards:
Scandinavian Tobacco Group A/S
William H. Michaelsens Legat
Scandinavian Private Equity A/S
Det Østasiatiske Kompagnis
Almennyttige Fond

Holding of EAC shares as of 31.12.2010: 13,866
Independent member

Preben Sunke

Deputy Chairman
Group Chief Financial Officer and Member of the Executive Board of Danish Crown A/S
Joined the Supervisory Board in 2007
Born in 1961, Danish nationality.

OTHER SUPERVISORY BOARD ASSIGNMENTS:
Chairman of the supervisory boards:
Emidan A/S
Fanmilk International A/S
Danish Crown Insurance a/s

Member of the supervisory boards:
SFK/OTZ Holding A/S
ESS-FOOD A/S
Slagteriernes Gruppeliv g/s
Slagteriernes Arbejdsgiverforening
Skandia Kalk Holding ApS

Holding of EAC shares as of 31.12.2010: 799
Independent member

Connie Astrup-Larsen

CEO,
KOMPAN A/S and KOMPAN Holding A/S
Joined the Supervisory Board in 2007 Born in 1959, Danish nationality

OTHER SUPERVISORY BOARD ASSIGNMENTS:
Eksport Kredit Fonden
Eksport Kredit Finansiering A/S
Federation of the European Play Industry

Chairman of the supervisory boards of companies controlled by KOMPAN A/S:
KOMPAN Danmark A/S, Denmark
KOMPAN Norge AS, Norway
KOMPAN Holding Norway AS, Norway
Lek & Sikkerhet AS, Norway
Lek & Säkerhet AB, Sweden
KOMPAN Holding Sweden, Sweden
KOMPAN GmbH, Germany
KOMPAN Holding Germany, Germany
KOMPAN NV/SA, Belgium
KOMPAN SA, France
KOMPAN Ltd., England
The Play Practice Ltd., Scotland
Juegos KOMPAN S.A., Spain
KOMPAN, Inc., USA
KOMPAN North America, USA
KOMPAN Russia A/S, Russia
OOO КОМПАН, Russia
KOMPAN Italy A/S, Italy
KOMPAN Italia Srl., Italy
Play Mart Benelux NV, Belgium
Dica A/S, Denmark
Albert Knudsen Aps, Denmark
Uniq Nordic Systems, Denmark

Member of the supervisory boards of companies controlled by KOMPAN A/S:
KOMPAN Barnland AB, Sweden
Slottsbro AB, Sweden
KOMPAN Suomi Oy, Finland
Megatoy Play Systems Pty. Ltd., Australia
KOMPAN Playscape Pty. Ltd., Australia

Holding of EAC shares as of 31.12.2010: 400
Independent member

Mats Lönnqvist

Deputy President and CFO,
SAS Group, Sweden.
Joined the Supervisory Board in 2006
Born in 1954, Swedish nationality.

OTHER SUPERVISORY BOARD ASSIGNMENTS:
Chairman of the supervisory boards:
Intellecta AB, Sweden

Member of the supervisory boards:
Bordsjö Skogar AB, Sweden
Camfil AB, Sweden
Ovacon AB, Sweden
Spendrups Bryggeri AB, Sweden
Spanair S.A., Spain

Holding of EAC shares as of 31.12.2010: 2,000
Independent member

Niels Henrik Jensen

Executive Board
President and CEO since 1 January 2006

Member of the Operations Management Team since 1998.
Employed in The East Asiatic Company Ltd. A/S in 1979.
Born in 1954, Danish nationality.

Holding of EAC shares as of 31.12.10: 2,000

Michael Østerlund Madsen

Group CFO since 1 January 2006

Member of the Operations Management Team since 2006.
Employed in the The East Asiatic Company Ltd. A/S in 1999.
Born in 1963, Danish nationality.

Holding of EAC shares as of 31.12.10: 1,000

Bent Ulrik Porsborg

Senior Vice President of EAC since 1998
CEO of EAC Foods since 1991

Member of the Operations Management Team since 1998.
Employed in The East Asiatic Company Ltd. A/S in 1977.
Born in 1957, Danish nationality.

Holding of EAC shares as of 31.12.10: 7,000

Lars Lykke Iversen

Senior Vice President of EAC since 2001
CEO of EAC Moving & Relocation Services since 1990

Member of the Operations Management Team since 2001.
Employed in The East Asiatic Company Ltd. A/S in 1972.
Born in 1954, Danish nationality.

Holding of EAC shares as of 31.12.10: 1,000

CONTACTS

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EAC