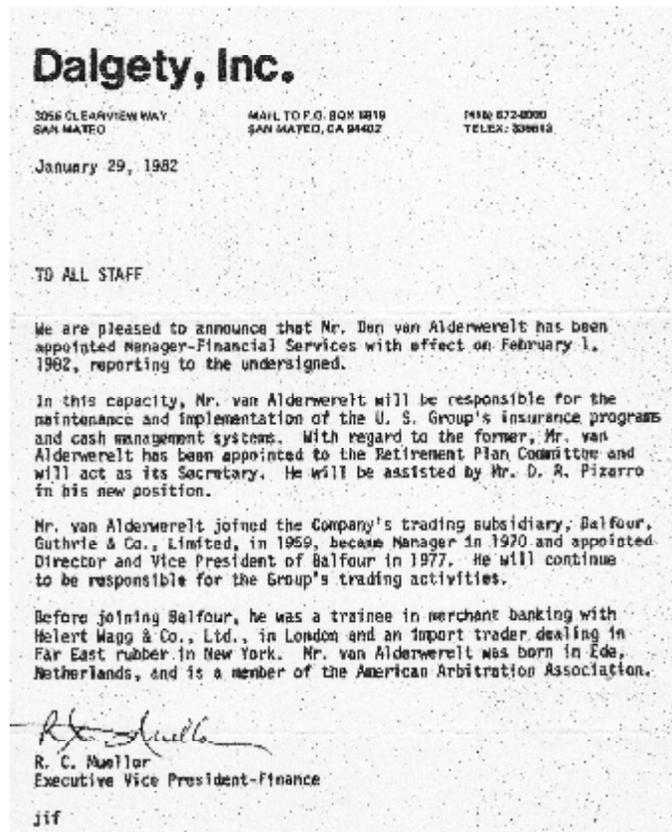


Chapter 3 – A major turn for the better

Shortly before Christmas 1981 our credit manager, who was also trying to handle bank relations and cash management, and his wife were murdered by their son. This was of course a real shock and at the same time it emphasized how short staffed we were. After the first of the year several outside people were interviewed for the cash management job but that did not produce a suitable person. I had always been aware that Dalgety was very reluctant to fill important positions with people from the outside so I was not surprised when, in early January, Peter Gardiner called me in and asked if I was interested. I immediately said yes and proposed the creation of a centralized corporate Financial Services function headed by me as Manager, which would be responsible for bank relations, cash management and insurance. It would include a seat on the Pension Committee and the provision that I would have a full time assistant and that my secretary would continue to work for me. I made it a further condition that my little trading venture under the name of Dalgety (USA) Inc., which was not producing anymore, would quietly be folded. This was promptly accepted effective February 1, 1982. Peter Gardiner was very pleased that the situation had been dealt with and I was pleased that it looked as if I would finally again have a job that I could sink my teeth into.



As a result of acquisitions the annual sales of the US operations had grown to over 3 billion dollars which illustrates how important it was to have an efficient centralized Financial Services function. The subsidiaries with operations all over the country were not that happy that these functions were being centralized at Dalgety, Inc. and certainly in the beginning there was a lack of cooperation on their part. At the first annual company finance conference they woke up to the fact that I had the complete backing of Peter Gardiner and the situation improved quickly and considerably.

It was not unexpected that Theresa told me one day that she could no longer handle the long commute. I interviewed several people and hired Jan Frost who turned out so well and was so capable that when Peter Gardiner's secretary was involved in a very bad auto accident he "stole" Jan Frost from me. I then hired Norlene Mooney who remained with me until the office closed at the end of 1990.

In April of 1982 I decided to go to Holland again to see my family. My parents would both turn 85 in a few months but with their dinners delivered to their apartment every day they were managing quite well. On non business trips to Holland I often stayed at the Hotel Petit located in a Victorian type building in The Hague.



My father



Frits and Ank



Hotel Petit

Since it was spring, the tulips were in bloom and it was nice to just drive around the country side. In the process I passed through the small town of Ede, where I was born, and was delighted to see that the house where my grand parents van Till had lived for so many years and where my parents were married in 1920 was still there. Before the war I had spent some happy summer vacations at that house. I learned a few years later that the house had been torn down and that an apartment building had replaced it.



“Roxane”, the van Till house in Ede



Holland in spring



City Hall and Market Place in Gouda



Small castle surrounded by moat.

I have previously mentioned how big a role was played by people Beverly met through AA. They supported her through thick and thin. Here is a picture taken in 1981.



The couple in the center is Bernice and Don Manchester, who now live in Mesa, Arizona. The couple at the right is Raymond and Shirley Yazzolino. He is no longer with us but Shirley lives in San Mateo. I am still in touch with them.

The year 1982 brought positive developments in the family. On June 26 1982 Peter and Eleanor Edelman were married in Santa Monica, CA. Unfortunately, shortly after arriving in Santa Monica, I started running a temperature that was high enough to warrant going to the ER where I was diagnosed with having a serious skin infection requiring hospitalization. What to do now? We convinced the attending doctor that I could leave the hospital long enough to attend the wedding and subsequent festivities. The rented tux was brought to the hospital; we disconnected the drips and I changed and went to the wedding. At the reception I delivered my speech and circulated around. Upon return to the hospital they hooked up the various drips again and after a few days I could go home.



After living in San Francisco for a time, Peter and Eleanor bought a nice small house in Lafayette, CA where they lived until they moved to the Portland area in 1997.

In September 1982 we had a visit from Daan. My recollections of that visit are not very clear but it seemed to me that he was travelling alone and I do not recall where he was going next. I had not seen him since the 1980 family gathering in The Hague.



From left to right: Jan, Beverly Dan, Daan, Eleanor, Peter.

Not long after that, namely on September 25, 1982 Jan and Robert Bertao were married in Woodside, CA. with a reception following at the Menlo Park Country Club. Many of our local friends had been invited and I had also invited several people from my office. As the reception came to an end one of my colleagues took me aside and informed me that the previous night a fire had started at the Dalgety Foods vegetable processing plant in Snohomish, Washington and that I needed to get up there quickly, which I did early the next morning. They had purposely waited to tell me this until the end of the reception so as not to spoil my enjoyment of the occasion.



Upon arrival in Snohomish it was clear that we were looking at a major loss. That fire was my first experience with a substantial loss under our property policy with Lloyd's in London. With the expert help of our insurance broker, and the experts and surveyors we hired, we worked our way through everything from determination of the physical loss, the rebuilding cost including upgrades to meet current code requirements, the effect of the business interruption and the inventory loss. We were insured for the cost to rebuild but the policy did not contain the requirement to actually rebuild.

From discussions in our office I was aware that there was no intention to rebuild so our focus was entirely to formulate the highest possible rebuilding cost. When we submitted the claim on this basis to Lloyds they paid it in its entirety. The impact of the settlement on Dalgety's balance sheet was colossal and management was delighted with it.

Throughout that first year I also made some major changes in the area of cash management which meanwhile had been computerized. As our operating funds were mostly borrowed money, the efficient processing of cash receipts and controlling disbursements all over the country were of paramount importance. We handled the ebb and flow on a daily basis using to a large extent overnight funds, i.e. funds borrowed from our various bankers for one day. If we had surplus funds we would invest them also on an overnight basis. With a very able assistant it ran very well and this was reflected in minimal funds sitting idle in bank accounts and an overall low cost of funds.

It was a nice surprise when on October 21, 1982 I was informed that the Board had appointed me a Vice President of Dalgety, Inc. with the title of Vice President, Financial Services. Peter Gardiner's personal note was extremely kind and obviously reflected his great satisfaction with the very positive financial impact of not only the fire settlement but also the fact that I had achieved the lowest cost of borrowed funds of any company in the worldwide Dalgety Group.

Dalgety, Inc.

3960 LEANING ROCK WAY
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MAIL ROOM 508 LUTZ
SAN ANTONIO, TEXAS 78248

4093 STANWOOD
DALLAS, TEXAS 75248

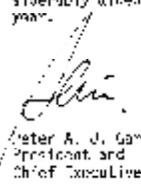
21 October 1982

Mr. Dan van Alderwerell
Dalgety, Inc.

Dear Dan,

It is with great pleasure that I inform you that you have been appointed a Vice President of Dalgety, Inc. with effect immediately. Your title will be Vice President, Financial Services, and you will still report to Bob Mueller.

I would just like to add my personal congratulations and thanks for your most valuable contribution in your new position which has considerably aided the Dalgety, Inc. corporate picture over the last year.


Peter A. J. Gardiner
President and
Chief Executive Officer

Dalgety, Inc.

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For Immediate Release

Daniel van Alderwerelt

Elected Vice President-Financial Services
of Dalgety, Inc.

San Mateo, California, November 15, 1982 - Daniel van Alderwerelt has been elected Vice President-Financial Services of Dalgety, Inc. by the Directors at their recent Board meeting according to Peter G. J. Sarcinich, president and chief executive officer of the multinational food processing and distribution firm.

Mr. van Alderwerelt, 51, joined the Company's trading subsidiary, Dalfoor, Culture & Inc., Livorno, in 1959, became Manager in 1970 and appointed Director and Vice President of Dalfoor in 1977. In February of 1982 he was appointed Manager-Financial Services of Dalgety, Inc.

Before joining the company, he was a trustee in merchant banking with Robert Wieg & Co., Ltd., in London and an import trader dealing in Far East rubber in New York. Mr. van Alderwerelt was born in Ede, Netherlands, resides in San Carlos, California and is a member of the American Association of Association and the Petroleum Gas Management Association.

Dalgety, Inc. is the U.S. subsidiary of the international agribusiness firm, Dalgety PLC, headquartered in London with substantial operations in the U.K., Malaysia, Canada, Australia and New Zealand as well as the United States. In addition to Dalfoor, Dalgety, Inc. is the parent company of The Particle-Binder Company, Chicago, Illinois; Dalgety Foods, Inc., Salinas, California; Modern Food Products, Inc., Long Beach, New York; and the Pig Improvement Co., Inc., Franklin, Kentucky.

For information, contact:

E. C. Mueller
Executive Vice President-Finance
415/252-8000



A Part of Dalgety Worldwide

AGRICULTURE - FINANCIAL - FOODS - FIBRE - OILSEEDS - LIVESTOCK - LOGS - PAPER

Now my salary was increased dramatically and as I learned at the end of the year I was now in line for some very interesting bonuses. So we seriously started thinking about some pleasure traveling. Our first cruise was just a short one. On January 15, 1983 we sailed on the Island Princess to Acapulco where we stayed for several days before flying back.





Grace Davis Dobbyn, Beverly's mother, was widowed in 1964 and continued living in her Los Altos home for many years. The time came to sell the house and we moved her into a private care home. Eventually it became necessary to move her to a Christian Science nursing home in San Mateo, where she died on 5 June 1983 at age 86. We had arranged that if anything were to happen with her while we were out of town, our son Peter was to be called. We learned about her passing in a telephone call from Peter when we were on the cruise ship "Fairwind" in the Caribbean. A family gathering took place after we returned home.



That same year we started a remodeling project at our house. A major part of the back wall was pushed out and this made it possible to put in a new and larger kitchen as well as extend the living room. When pouring new extended foundations they also poured new walkways. It was a mess for quite a while but they end result was very nice.

On November 21, 1983 we celebrated our 30th wedding anniversary when this group picture was taken.



Back row from left to right: Peter, Eleanor, Jan, Robert and Robert's mother.

The shift from the trading business to the financial side of the business had really not been very difficult for me. My banking training in London certainly paid off. Peter Gardiner made sure that all his banking friends were fully aware that they needed to deal with me and the same applied in the insurance business where he also had many friends. He had me deliver a talk about the benefits of efficient cash management to the members of the Y.P.O (Young Presidents Organization) where the audience included Charles Schwab. Peter Gardiner always had a good laugh when he told people in his Scottish accent that they better watch me because "The trouble with the Dutch is that they give you too little and want too much". There were frequent invitations from banks and insurance people to dinners, plays, baseball games, etc., and Beverly was very often included.

While my immediate area of responsibility was very well defined, there were always a number of unrelated matters that landed on my desk. One of the reasons was that the Finance Committee and the Board were inclined to use me as a researcher and problem solver. The saying "Let's have Dan take a look at that" developed over time. An example that comes to mind is when the President, Peter Gardiner, tossed a set of documents on my desk. These were related to the Dalgety office in Japan which did not report to us but to the Group headquarters in London. He wanted to get a reading on how and what they were doing in the trading business. My hunch was that London had asked him for an opinion. I gave him a one page review that amounted to my view that they were just spinning their wheels. A month or so later word came from London that they had closed the Tokyo office.

The year 1984 became a very busy one. In February we went on an 11 day Caribbean cruise on the Nordic Prince visiting a lot of the islands. It looks like we really enjoyed that one!



On board we shared a dining table with several very interesting couples from the Washington DC area. Two of the men worked for the State Department. We had a lot of fun and some lively discussions.



I was pleasantly surprised when Dalgety wanted to recognize my 25 years of service. On April 20, 1984 Peter Gardiner presented me with the traditional gold watch in front of assembled employees. His brief remarks were extremely kind.

Then in June the Dalgety Group had its annual Finance Conference in Orlando, Florida. During the day when the participants were in meetings the spouses went to various sites including Cape Canaveral. Finally when the meetings were over we spent a day at Epcot Center. We then flew together with my boss Bob Mueller and his wife to Washington DC where we did some of the sites.



In July 1984 Beverly travelled to Melita, Manitoba, Canada for that small town's centennial celebration. Both her parents, William C. Dobbyn and A. Grace Davis were born there and both families were some of the original pioneers. Particularly the Dobbyn family, of Irish origin, is still very prominent in that area.



Top: Beverly and some of her Canadian relatives.
Bottom: Dobbyn Farms participants in Centennial parade.



Dobbyn Farms sign at one of their very large farms.

Finally in September 1984 Beverly and I went to Holland for two weeks and helped my father celebrate his 87th birthday. We did some of the usual tourist things and were glad we had brought our raincoats as it was overcast and damp. We were able to spend quite some time with my parents and visited with a lot of relatives.

While there my father told me that his sister Stan was hospitalized suffering from advanced abdominal cancer. Beverly and I went to the hospital in Oosterbeek, near Arnhem, but her condition was so serious that only I could go in and see her while Beverly remained in the waiting room. Aunt Stan looked on us as virtually her children since she never married so this goodbye was very difficult. We flew back to the States on September 14 and then learned that she had died the day after we had visited the hospital. Of course we did not know it at the time but that trip was the last time we saw my mother. She passed away in her sleep 16 months later in February 1986.



Touring Amsterdam



My parents and my brother Rugier



My father and my niece Sophia



My mother and I



fr. l. to r: Dan, Eve, Willem, Beverly,
Frits, Ank.



My brother Rugier, his daughter Anna and Beverly



Beverly with my niece Sophia.



Boy and Henriette Nijhoff



Ank's daughter Viviane

As 1985 came around we again found ourselves again traveling a lot. We sailed on the Royal Princess from San Juan, Puerto Rico to Acapulco on February 27. Some of the ports along the way were St. Thomas, Caracas Venezuela, Curacao and the Panama Canal. We flew home from Acapulco on March 12.



Bacardi plant in San Juan P.R.



Caracas, Venezuela



Caracas, Venezuela



Dinner at sea!



Curacao harbor



Historical building in Curacao



Panama Canal

In June 1985 we were in New Orleans for four days attending a business convention and enjoyed exploring that city.



This was followed by several days in Vancouver, B.C. in mid July attending some meetings and exhibits.

At the end of July I made my first of many trips to Atlanta, Georgia. Our sister company in Canada, Balfour Guthrie (Canada) Ltd., had a small office there that traded in everything from peanuts to chicken wings for export. As the Canadians found it difficult to effectively control that operation the responsibility for it was switched from the Canadian company to Dalgety Inc. To implement this switch and to get familiar with the operation, Peter Gardiner assigned responsibility entirely to me and I commenced my periodic commutes from San Francisco to Atlanta. The Financial Services function was operating smoothly enough so that there was no major problem with me being away for a week at a time but I was on the phone with my assistant every day.

What I found in that office was a lack of controls which as usual resulted in individuals exceeding their trading limits and not properly following up on details and claims. The issue of exceeding trading limits was very serious as markets would periodically turn against them resulting in substantial losses. I revised the trading limits and improved on the reporting procedures. When I learned that some contracts had nevertheless been put in the bottom drawer rather than being reported as required, I quickly terminated one of the traders and put the manager on notice that I would close the office if there was no improvement in how it was being run. After about a year and a half I reported to Peter Gardiner that I really did not see any hope of turning it into a well run and profitable trading operation and therefore I was going to close it down. That action was approved and I went back to Atlanta where upon arrival I fired the manager and put the controller in charge of liquidating the office. My trading experience enabled me to work out several ways to deal with existing contracts and several months later the office was closed.

Towards the end of 1985 we took a short cruise from Acapulco to San Francisco on the Noordam of Holland America Line. The main attraction of that trip was sailing under the Golden Gate Bridge into San Francisco Bay.



San Francisco from the deck of “Noordam”

My mother passed away in her sleep at home in The Hague on February 17, 1986 at age 88. I learned about it a day after the fact through a phone call from my brother Rugier. It was recommended that I come over in about two or three weeks when we could deal with her estate. So I was there the first part of March 1986 after she had been cremated. I found that my father was confused and very thin. That was really to be expected because he had cared for my mother at home until the very end. As my time was limited, I arranged a meeting with the family attorney at which my mother’s will was read and her instructions were noted. Community property as we have it in California is not typical in Europe. The normal format is that husband and wife would each have their separate property. For tax reasons it would be costly to have the first to die leave his or her property to the survivor so instead it goes to the children. Because of this the three of us each inherited one third of my mother’s financial holdings.
