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# CANADA

INVESTMENT NEWS

APRIL 1998

LATEST ISSUE  
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## Amoco's Amoco's \$250 million \$250 million "Prairie Rose" "Prairie Rose" blossoms blossoms in Alberta

**A**moco Canada Petroleum Company Ltd. a subsidiary of the U.S. petroleum giant Amoco Corporation, is investing

\$250 million in a new production plant in Alberta as part of a joint venture with Nova Corporation of Calgary.

The new facility, which the company calls "Prairie Rose," will use advanced, patented Amoco technology to produce linear alpha olefins — the petrochemical building blocks of a variety of industrial and consumer products

Please see AMOCO page 2

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Canada

**Bob Erickson**, Amoco Canada's Chairman and President, says the plant will

**"make a major contribution to Amoco's global leadership position as a supplier of linear alpha olefins." Projected production statistics bear him out.**

**Prairie Rose will by itself account for 25 percent of Amoco's global output of these products.**

**AMOCO •**  
cont'd from page 1

including plastics, detergents and synthetic motor oils.

Chicago-based Amoco Corporation is a global producer and marketer of oil, natural gas and petrochemicals. Already a major supplier of alpha olefins, the corporation operates plants for their production in the United States and Belgium.

Bob Erickson, Amoco Canada's Chairman and President, says the plant will "make a major contribution to Amoco's global leadership position as a supplier of linear alpha olefins." Projected production statistics bear him out. Prairie Rose will by itself account for 25 percent of Amoco's global output of these products.

Dave Boivin, Nova's President and Chief Operating Officer adds, "NOVA and Amoco are making a strong statement that Alberta is one of the most competitive locations in the world for petrochemical production."

Under the terms of the joint venture deal, Amoco Canada is building the plant at the site of an existing Nova Chemicals production facility near Red Deer, Alberta. Amoco Canada will own and operate the new plant. A corporate cousin, Amoco Chemicals, designed the plant, provided proprietary technology and will be responsible for operations and marketing support.

Scheduled for completion by the year 2000, Prairie Rose will employ 120 people. At switch-on time the plant will have a production capacity of 550 million pounds, expandable as required, to 825 million per year. ♦



## Offshore oil development sparks joint venture in Newfoundland

The clock is ticking on the countdown toward the first production of offshore oil from Hibernia and other massive reserves off Canada's Atlantic coast.

Against that background, a transatlantic joint venture company has sprung up in St. John's, Newfoundland, to provide logistical and other support to the oil, gas and mining companies operating in Atlantic Canada and elsewhere.

Owned 50/50 by A. Harvey and Company of St. John's and Consolidated Supply Management (CSM) of Aberdeen, Scotland, the joint venture's clients include Hibernia Management and Development Co. Ltd., HMOC, Mobil, Chevron and Petro Canada.

A.J. Harvey has diversified in the 1970s and 1980s into support for energy exploration and drilling activities and, with a staff of 500, is one of Newfoundland's largest employers.

CSM owns, manages and operates oilfield support and marine supply bases in Europe, Africa, Latin America and Asia. The company's services range from materials handling and storage to the design of warehouses and pipeyards and technical support for ships and aircraft.

Gordon Meilis of Harvey CSM, tells *Canada Investment News* that the partnership is a natural fit. "What we bring to the table is worldwide experience in this field, including work on the establishment of a Newfoundland supply base for Hibernia. Our partner with whom we have worked before on oil exploration support projects has been in business in Newfoundland for over 130 years. They have the local expertise, contacts, facilities and reputation."

Meilis says that, prior to the joint venture, CSM Harvey had invested \$7 million in a new supply base at St. John's. Currently the joint venture employs 15 people in logistics, procurement, materials management and other specialist functions. ♦

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"What we bring to the table is  
**worldwide experience**

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**Newfoundland  
supply base for Hibernia.**

Our partner ... has been in business in  
Newfoundland for over 130 years.

They have the  
**local expertise,  
contacts, facilities and  
reputation."**



## ConAgra invests \$40 million in high-tech wheat terminals

**C**onAgra Grain Canada, a subsidiary of U.S.-based ConAgra Inc., is spending \$40 million to build four new high-volume, high-technology grain terminals on the Canadian prairies — three in Saskatchewan at Corinne, Nokomis and Yorkton, and one in the Brandon-Souris area of Manitoba.

The super terminals will have advanced and still relatively rare features such as computerized, high-speed unloading and weighing facilities, and one of the fastest grain-cleaning capacities on the prairies.

With these facilities, the terminal can unload a 100-box car train in 10 hours. In addition to wheat storage and handling facilities, the terminals will have built-in retail outlets at which farmers can buy ConAgra and other seed, fertilizer and crop protection products.

Mayo Schmidt, President of ConAgra Grain says, "ConAgra is involved in food processing on a worldwide scale. We want a source of high quality grains and oilseeds to meet our needs and Canada gives us that."

ConAgra Inc. is a large diversified food company which operates in 32 countries and has over 80,000 people on its world payroll. ♦

**Mayo Schmidt,**  
President of  
**ConAgra Grain** says,  
**"ConAgra is involved in food processing on a worldwide scale. We want a source of high quality grains and oilseeds to meet our needs and Canada gives us that."**

## British Columbia

### draws big-name, big-budget U.S. productions

**F**ilm production in British Columbia is on a roll. In 1997, the province's movie and television industry posted a record \$630.59 million in production spending, a 14 percent increase over 1996. In fact, says Peter Mitchell, Director of the B.C. Film Commission, 1997 was one of the province's best years ever with a total of 167 productions — compared with 102 in the previous year. The bulk of this investment — \$424.53 million was by foreign, mostly U.S. producers. The creative package included feature films, TV series, made-for-TV movies and pilots, and TV commercials. Eight foreign features accounted for \$10.91 million of the total investment.

B.C. projects in 1997 included *Eaters of the Dead*, the largest feature film ever made in Canada, *Seven Years in Tibet*, *Kundun* and several highly-rated TV series. Titles in 1996 included *Free Willy III*, *Sweet Hereafter*, and *Warriors of Virtue*. Among big-name TV pilots, specials and mini-series produced in B.C. were *The X-Files*, *In Cold Blood*, and *Millenium*.

#### Incentives for film-makers

British Columbia's government recently announced a refundable tax credit program that will cover 75 percent of production and post-production costs incurred in the province. ♦

**INFORMATION**

For more information about eligibility criteria and about film-making opportunities and prospects in B.C., contact:

**Peter Mitchell, Director**  
B.C. Film Commission  
601 West Cordova Street  
Vancouver, BC  
Canada V6B 1G1  
Tel: (604) 660-2732 Fax: (604) 660-4790



P R O D U C E R

# Ned Dowd

## wraps up \$65 million Viking epic for Disney in British Columbia

**N**ed Dowd, veteran Hollywood producer and director, says Canada is an ideal place in which to make films. "Everything you need is here," he says, "good people, good facilities, good lab support — and tax benefits besides."

Canada Investment News spoke with Dowd in Vancouver last November where he had just completed principal photography on his latest project, *Eaters of the Dead*, a \$65 million adaptation of a Michael Crichton novel for the Walt Disney Company's Touchstone Pictures Division. A Viking epic set in the 8th century, the film is directed by John McTiernan, director of such hits as the three *Die Hards* and *The Hunt for Red October*. *Eaters of the Dead* is the largest picture ever shot in Canada.

"When you decide to shoot outside Hollywood you need to look carefully at all the locally available resources" says Dowd.

"And I mean all. For example: some locations will offer superb studio facilities but are short on experienced people. So if you're not careful, you wind up bringing in your crew from outside the area. That means loading your budget up with additional accommodation and per diem expenses.

"Here in B.C. and also in Ontario where I've worked on many productions, we've been able to find it all — experienced crews, excellent studio facilities and good film labs.

"In fact, Vancouver and Toronto have as much or more to offer in these respects as competing out-of-Hollywood locations in the U.S. such as Chicago, Dallas or New York."

### American settings at Canadian prices

For films set in the United States, Canadian locations offer not only generally lower prices but the additional advantage of the North American look. Toronto and Vancouver, for example, offer the skylines, signage, automobile makes and transit hardware typical of the American city scene.

In fact, the first major wave of U.S. film-making arrived in Canada in the early 1980s when producers looking for lower-cost North American urban locations began moving productions from New York City to Toronto.

On Canada's Pacific Coast, Vancouver has exerted a similar pull, becoming a major centre for both theatrical and TV series productions (see page 4). However, it was British Columbia's majestic outdoors rather than its city locations that attracted Dowd for this project. "We were looking for a setting resembling Scandinavian fjords. We found exactly what we needed along the British Columbia coast."

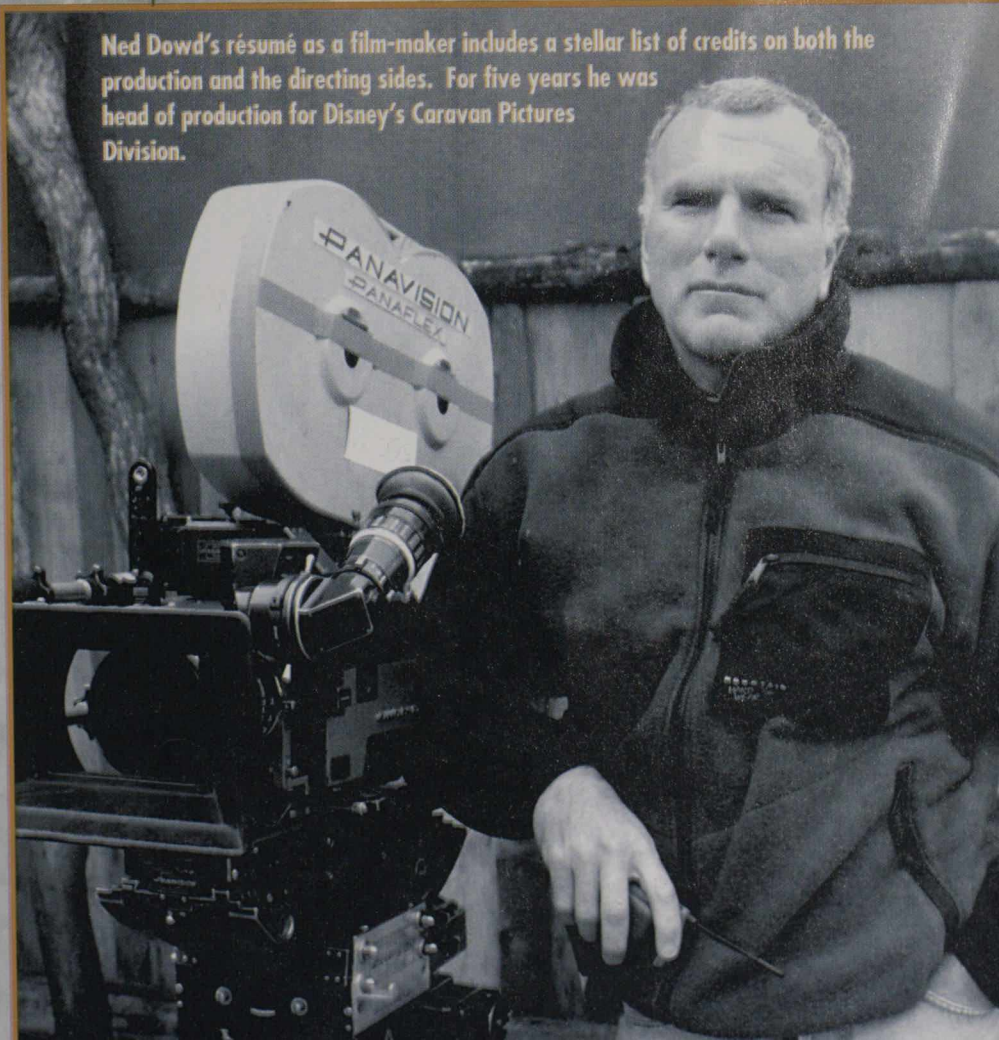
Dowd adds that in Canada both the scenic backdrops and the prices are right. "Costs are generally lower," he says, "the currency exchange rate is very favorable for an American company, and Canadian tax incentives are attractive because you get back a percentage of the money you spend in Canada."

"That was particularly useful for a period movie like *Eaters of the Dead*. For productions of that kind, you have to make rather than rent your props and wardrobes. We did most of that in British Columbia. In fact, of the total \$65 million budget, I estimate we spent \$40 to \$50 million here."

Dowd also credits B.C. and Ontario government film development offices with aggressively and intelligently promoting their provinces as film-making locations. "It helps if you have an active film office that can do the legwork up front, to show you what's available in the area you're considering. I know that I can pick up the phone, call one of these offices and within 24 hours they will have a dozen folders of location pictures on my desk."

While Dowd has produced many films in Ontario, *Eaters of the Dead* is his first in B.C. Summing up his experience he says, "We had many options for locations. Whenever we've chosen Canada we've never been sorry." ♦

Ned Dowd's résumé as a film-maker includes a stellar list of credits on both the production and the directing sides. For five years he was head of production for Disney's Caravan Pictures Division.



# cadence

## expands its world electronic design network to Ottawa

“Ottawa is recognized worldwide as a leading-edge centre of excellence in high technology, particularly in telecommunications design,” says Jim Hjartarson, Vice-President of Product Design Services for U.S.-based Cadence Design Systems Inc. “That’s why we are here. Our Ottawa Cadence Design Centre will capture new international markets for this region as we tackle the most demanding product design challenges of the world’s leading electronics manufacturers.”

Hjartarson is talking about the new \$10 million electronics design centre that Cadence is building in the national capital’s high-technology cluster. The centre is the latest in an international chain of R&D labs, each with its own specialized role, that Cadence calls “The Design Factory Network™.” Announced in May 1997, the Ottawa centre hit the ground running, tackling its first design projects even while its facilities were under construction. Within months it had landed \$30 million worth of contracts and expects its start-up staff of 20 to grow to 120 in the first year.

Cadence is the world’s leading supplier of Electronic Design Automation (EDA) — advanced software tools and techniques that automate the design of smart electronic

components. Using EDA, designers can create systems in days or hours that would take weeks or months by conventional means.

Designers need all of that speed and more as electronics manufacturers meet an explosion of demand for computer-based capability in everything from dishwashers and talking dolls to heavy-duty telecommunications equipment.

Cadence’s services allow these companies to concentrate the skills of permanent, in-house staff on core responsibilities while bringing in outside expertise for heavily detailed electronic design tasks.

Within Cadence’s international network, the assigned global mandate of the Ottawa centre is the application of EDA to telecommunications designs and the production of chips, circuits, switchboards and other components, as well as whole products.

As Jim Hjartarson points out, Canada’s national capital region has assets in that role that edged out other North American locations the company was considering.

“We felt that this was one of the few places in the world where we could quickly assemble an integrated team to compete in this fast-growing, multi-billion dollar market.”

Furthermore, Cadence’s Ottawa neighbours include such world-famous names in telecommunications as Nortel, Mitel, Newbridge (and its fast-growing subsidiary, Tundra) and MCI’s SystemHouse division.

Operating in this environment, the new centre will have several functions. One is contract consultation and design services to telecommunications companies, locally and throughout the world. In this role the Ottawa R&D team will use Cadence’s proprietary EDA tools, as well as those of other companies to help clients bridge the critical gulf

*“The competition is fierce and the pressure is intense to design products faster, price them more affordably — make them do more, make them reliable and rugged, and get them to market quickly.”*

*The Ottawa center will help our clients do all those things.”*

between the concept and the final fabrication of system components. They will also create and produce whole prototype products from scratch including “ruggedization” — the design of the sturdiness necessary to ensure consistent quality in mass production.

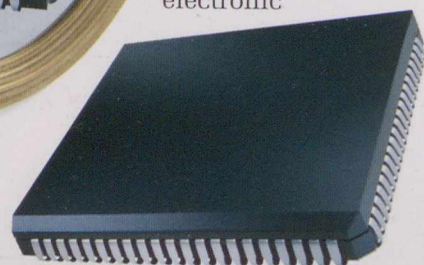
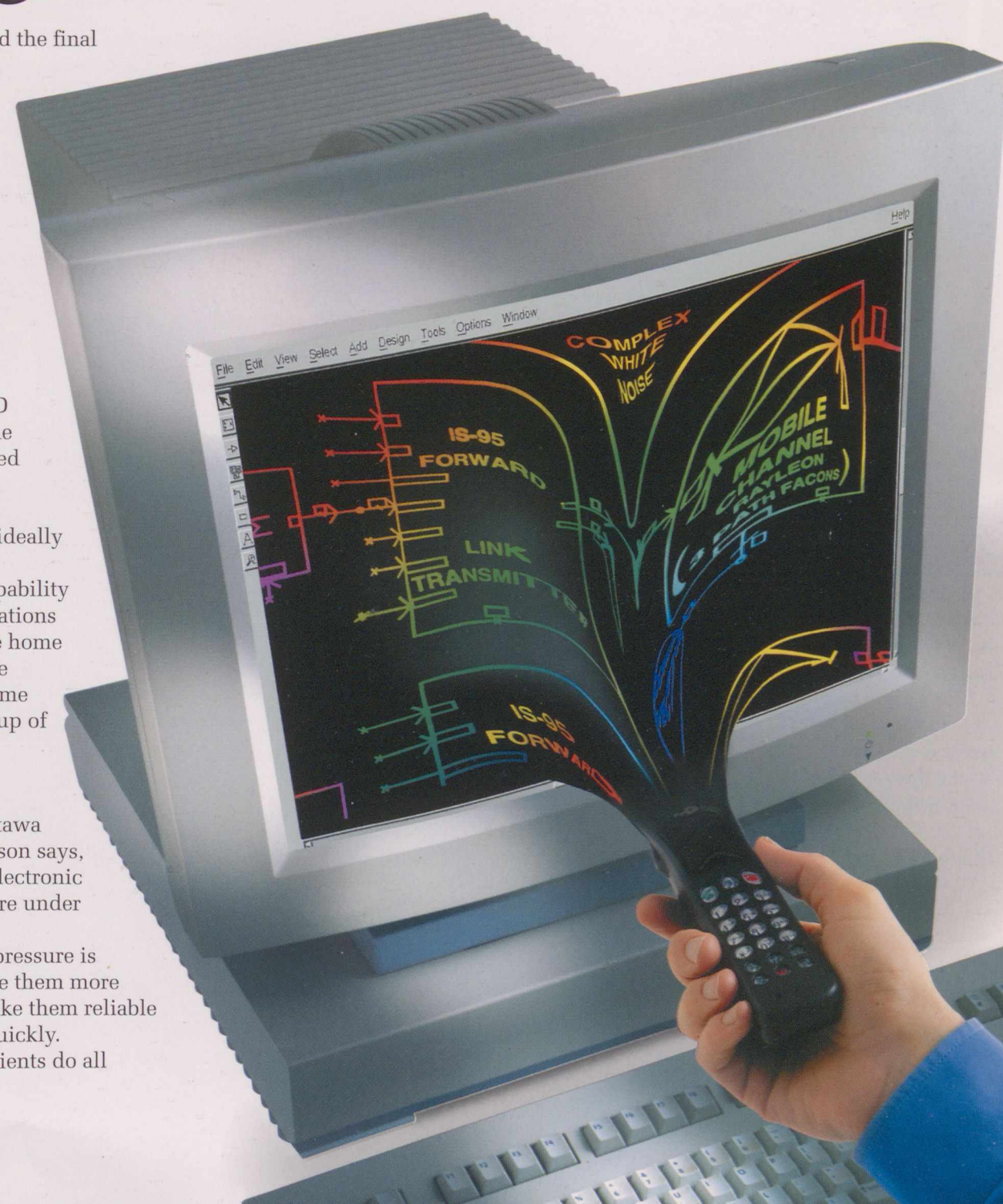
The Ottawa R&D team will also work with other Cadence R&D centres worldwide in the development of advanced electronic design and analysis tools.

The Ottawa centre is ideally positioned to integrate telecommunications capability into non-telecommunications products — for instance home security systems, remote turn-on switching of home appliances, the dialing up of movies and other applications.

Putting Cadence’s establishment of the Ottawa centre into world context, Jim Hjartarson says, “A revolution in the applications of electronic systems is under way and designers are under the gun.”

“The competition is fierce and the pressure is intense to design products faster, price them more affordably — make them do more, make them reliable and rugged, and get them to market quickly.

“The Ottawa center will help our clients do all those things.” ♦



# 1997 retooling brings Volvo's Halifax auto plant investment to \$30 million

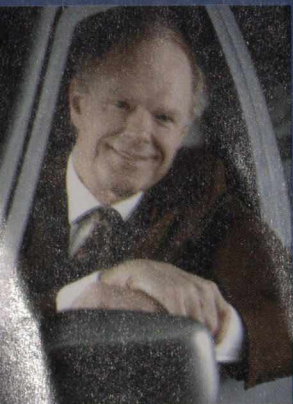
In addition to the North American Big Three, many other automotive manufacturers have set up assembly operations in Canada over the years. But the one that got here first was Sweden's Volvo, which established its first overseas plant at Dartmouth, Nova Scotia, in 1963.

As the manufacturing division of Volvo Canada Ltd. (VCL), the plant has been expanding steadily ever since, both in production volume and variety. Since 1987, Volvo has spent \$30 million on the facility, including upgrades and expansions. The most recent investment: \$2 million in 1997 to retool for production of Volvo's popular and prestigious five-door sedan, the S/V 70. Currently, most production is for the Canadian market, with some sales to the United States and other markets. (Volvo mainly serves the U.S. market from Europe).

Interviewed by *Canada Investment News*, Vice-President and General Manager Kaj Neilsen said, "In the first instance, Volvo was attracted by the Canada-U.S. automotive pact — as a domestic manufacturer we have benefited from the agreement. We chose Halifax over other possible locations because it is the closest Canadian port to Sweden."

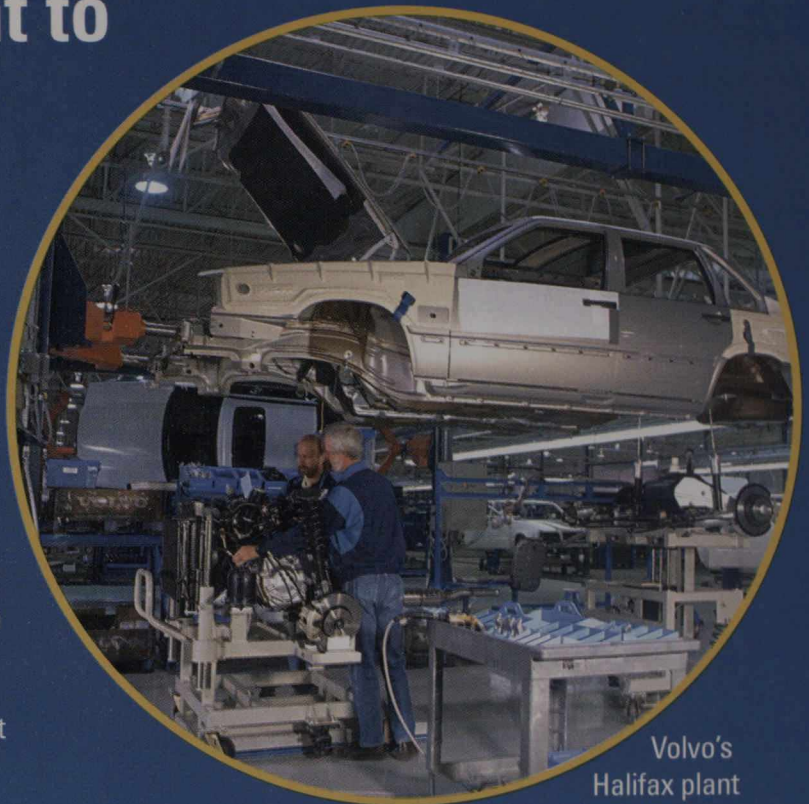
Since then, he says, other local assets have kept the plant in Nova Scotia. One of the most important is human resources.

"Also we have a highly productive and stable workforce. The combination of a strong marketing strategy and a quality product will result in sales of over 10,000 vehicles in 1997."



**"In the first instance, Volvo was attracted by the Canada-U.S. automotive pact — as a domestic manufacturer we have benefited from the agreement. We chose Halifax over other possible locations because it is the closest Canadian port to Sweden."**

**Kaj Neilsen**  
Vice-President and  
General Manager



Volvo's Halifax plant

is what the industry

calls an SKD (semi-knocked down) assembly operation, meaning that it assembles cars from components shipped in by Volvo from elsewhere. In October 1997, it became a COP (Customer Order Production) assembly plant for the Canadian and Northeast U.S. market.

As such the plant assembles vehicles ordered by dealers allowing additional flexibility and

shorter lead time from customer order to delivery.

In 1996, the 65,000 square-foot plant rolled out 7,200 vehicles a year and won laurels as the top quality performer among Volvo car assembly plants. ♦





## spends \$7.6 million to acquire an aerospace production base in Canada



**S**PS Technologies of Jenkintown, Pennsylvania, is a renowned name in the design and production of metal components and materials. Within that field its aerospace division is a world leader in the design and fabrication of the super-strong lock-nuts and other metal fasteners that hold aircraft engines, wings, fuselages and landing gear assemblies together under punishing conditions of heat and vibration. In recent years the company's sales have been soaring spectacularly in pace with a dramatic upturn in the aerospace industry that SPS believes will continue to at least the turn of the century.

To maintain its momentum, SPS has increased its fastener manufacturing capacity by investing \$7.6 million to buy 85 percent of Mecair Aerospace Industries of Pointe Claire, Quebec.

Like its new parent company, Mecair has a distinguished track record in the production of heavy duty fasteners for aircraft and also for power-generating turbines. The company's customers include General Electric, Westinghouse, McDonnell Douglas, Rolls Royce and the United States Defense Industrial Supply Center.

Commenting on SPS's decision to acquire a Canadian production facility as a site for expansion, Vice-President and Treasurer John Morrash told *Canada Investment News*, "We liked Mecair because of the quality and track record of its management and labour, and also because Montreal is well-supplied with the skilled help that we need.

"In this environment we see an excellent opportunity to expand our production capacity in aerospace fasteners to meet the growing demand in the aerospace industry."

In line with that goal, SPS has been modernizing machinery and equipment at Pointe Claire and expects to increase employment within the coming year.

Covering a wide area of metal fabrication and production, SPS Technologies also manufactures precision metalworking tools, superalloys and materials and components for both the aerospace and land-based industries. In 1996, the company reported net earnings of US \$22.3 million on sales of \$485.9 million. With double digit growth over the first three quarters of 1997, the company expects sales for the year to top \$500 million. Its Aerospace Products division registered a 28 percent increase in fastener sales in 1996. ♦

*"In this environment we see an excellent opportunity to expand our production capacity... to meet growing demand in the aerospace industry."*





## ABB's energy equipment plant at Varennes gets \$50 million expansion and a North American mandate

# ABB

Canada is spending \$50 million to upgrade and expand its plant at Varennes, Quebec, for a significant retooling and expansion of production capacity. The investment is linked to ABB's award of a North American mandate to the plant for the research, design and production of medium and large power transformers.

The plant currently produces, installs, maintains and repairs a range of products for the transmission of electrical energy, including medium high voltage power transformers, shunt reactors and transformers for static compensation systems. At Varennes, ABB also operates an R&D Centre of Excellence which uses advanced technologies for the development of new products.

"The new mandate confirms Quebec's leadership position in the electrotechnical field," says Henri Mikhaël, Vice-President and General Manager of ABB Canada's Power Transformer Division, "and this investment reflects the internationally-renowned capability of our people at the Varennes plant. In fact, our success has been based to a large extent on our employees' expertise," said Mr. Mikhaël, who announced plans for specialized long-term training programs for workers at the plant.

ABB plans to install most of the new equipment at Varennes in the first year. In that period, the workforce will grow from 200 to 280 employees with the expansion concentrated in design, engineering, production, technical support, financial planning and administration. ABB Canada also plans to invest in ongoing specialized training programs for its employees at Varennes. ♦

## 3-C Canada:

# Manufacturing in New Brunswick for assembly in China

**A**fter one full year of operation, the Hong Kong based 3-C Company has proved its point. You can make money manufacturing electronic components in eastern Canada for shipment back to Hong Kong and final assembly in China.

In November 1996, the company's subsidiary, 3-C Canada Ltd., opened a high-technology sub-assembly plant in Fredericton, New Brunswick, as the production site for modules of its PABX (switchboard) products destined for sale in the People's Republic of China. This trans-global strategy has worked so well that the head office in Hong Kong has broadened the Canadian plant's product line, adding the manufacture of two additional PABX components to its original assignment. The Fredericton facility also has a mandate to research and develop new products for the China market.

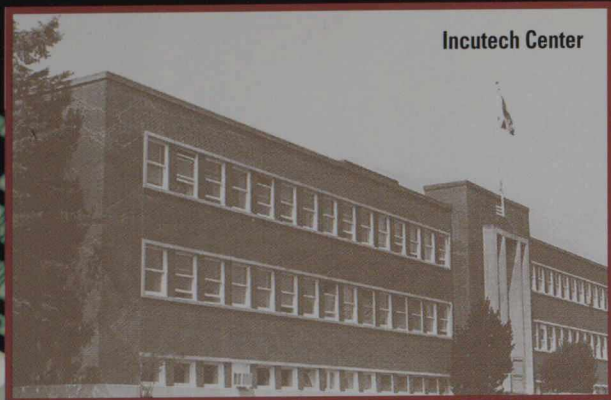
What factors make Atlantic Canada a sound business choice as a site in which to manufacture components for an Asian final product? Mr. S.B. Chan, General Manager of 3-C Canada and one of the three founders of the parent company, says three commanding advantages tilted the balance in New Brunswick's favour.

One is Canadian strength in telecommunications technology design and production. "Product manufacturers in Canada have the highest standards in the industry," Mr. Chan told *Canada Investment News*. "Canadian products have a high reputation for quality and reliability."

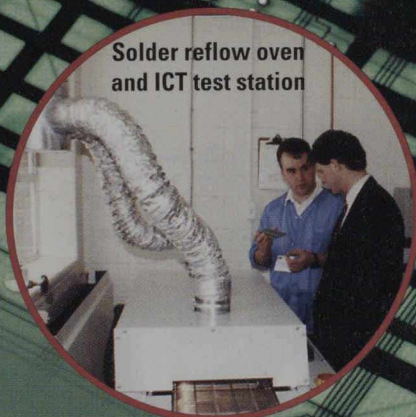
For growth-minded 3-C, another attraction is Canada's R&D-friendly climate. "There is a huge market in China for telecommunications," says Mr. Chan. "And, since there isn't time to hard-wire such a vast country, wireless is the way to go. We want to pursue research on wireless local loop



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and ICT test station

development, and we aim to become a leading provider of these systems in China. So it is very important for us to be in an environment in which we can build R&D partnerships for research in this area — both with universities and with industry.”

The company credits the University of New Brunswick with helping to get 3-C Canada up and running, and has special praise for an on-campus institution, the Incutech Centre, whose *raison d'être* is to help new high tech companies through their first two or three years. In addition to providing 3-C with 1,000 square feet of space on its premises, the Incutech Centre has provided the company with administrative, managerial and logistical support.

Another positive factor, says Mr. Chan, was the warm welcome 3-C received in Canada, both from the government of New Brunswick and from the federal government's Atlantic Canada Opportunities Agency (a regional economic development organization).

The success of the plant is also a function of new technology. 3-C Canada's Fredericton facility is as advanced and automated a production facility as any of its kind in the world. With a staff of only seven people, including three engineers, the plant is capable of producing 10,000 modules per month for shipment to the parent company in Hong Kong.

What makes the operation economically and logistically doable is advanced production technology. Says Mark Sanford, Production Manager and member of the 3-C Canada team, "Automation is the key to the viability of this operation because it allows us to put through high volumes with minimal manpower. And, because our

products are physically small, shipping costs are less significant a factor than they would otherwise be — we airfreight our products to Hong Kong.”

The company sees a virtually limitless market for its switchboard products over the next decade. Explaining the potential, Mark Sanford says, "Each year the number of telephones being installed in China is equivalent to Canada's total installed base. Yet today, the per-capita telephone rate in China is still only 5%. Our parent company has expended considerable effort in establishing a presence within that market and it has assigned 3-C Canada a significant part in achieving its goal." ♦



From left to right, Mr. Brad Woodside, Mayor of Fredericton; Mr. S.B. Chan, General Manager of 3-C Canada; Mr. Greg Byrne, MLA, Province of New Brunswick; Mr. Jacques Dubé, General Manager, Greater Fredericton Economic Development Commission.

# Growing with Canada

- **Carvell Trading Limited**, an Israeli import/export company based in Tel Aviv, is building a \$20 million kosher meat-processing plant on the Canadian prairies to serve international markets.

Employing 250 people, the plant in Brandon, Manitoba, will have a processing capability of 600 cattle per day and will export \$170 million worth of certified kosher meat, prepared according to Jewish ritual law. Most of the plant's output will go to Israel, Eastern Europe and Russia. The company also expects to produce halal meat using methods prescribed by Muslim law, primarily for the Palestinian Authority. According to Carvell spokesperson Harvey Davis, until now Israel's main source of imported kosher meat has been Latin America but demand for the higher-quality North American product has been rising.

- **Gilflax**, the Canadian subsidiary of Hong Kong-based Gilbert Holdings, is building a \$5 million linen-processing plant at Salaberry-de-Valleyfield, near Montreal, Quebec. According to company sources, several location advantages drew Gilflax to the area, including tax exemption incentives and its location near prime agricultural land for the cultivation of flax for production.

- **The Tai-Fang Group**, one of Taiwan's top 100 corporations has spent \$3.5 million to purchase a controlling interest in a hog processing plant in Moose Jaw, Saskatchewan. In the transaction, Tai-Fang acquires an 85 percent interest in the facility while SPI Marketing Group Inc. of Saskatoon retains 15 percent. Formerly known as Moose Jaw Packers, the plant will now do business as Tai Wan Pork Inc.

The Moose Jaw facility has a processing capacity of 1,000 hogs a day. It will ship 2,500 hogs a week to the Pacific Rim with the remainder going to the North American market.

Announcing the investment at a press conference in Moose Jaw, Tai-Fang Vice-President Nick Chen said, "We have been pursuing new partnerships and joint ventures in Canada because we see Canada as a reliable source of high quality pork and pork products for the Pacific Rim market."

Intercontinental Packers Ltd — an SPI division which operates a large hog processing plant in Saskatoon, will manage the Moose Jaw plant under contract to Tai-Fang. Tai-Fang previously purchased a minority interest in Intercontinental Packers.

Tai-Fang has operated in Taiwan since 1973 and is now a major force in the pork industry. Last year the company processed more than one million hogs, nearly sixteen per cent of Taiwan's total output. Tai-Fang is the world's largest exporter of pork and pork products to Japan, which is the world's largest pork importer. ♦

## For more information

Find out more about investing in Canada by contacting the nearest Canadian embassy or consulate, or the:

International Marketing Group  
Department of Foreign Affairs and  
International Trade  
Lester B. Pearson Building  
125 Sussex Drive, C-2  
Ottawa, Ontario  
Canada K1A 0G2

**E-mail:** [investcan@dfait-maeci.gc.ca](mailto:investcan@dfait-maeci.gc.ca)

**Telephone:** (613) 995-4128

**Facsimile:** (613) 995-9604

**FaxLink:** (613) 944-6500

**Website:** [www.dfait-maeci.gc.ca/investcan](http://www.dfait-maeci.gc.ca/investcan)

### Canada Investment News

is published under the direction of  
Richard M. Bégin  
International Marketing Group (BCFD)  
Communications Strategies and Planning Division  
Department of Foreign Affairs and  
International Trade