Financial Statements for 2000

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Financial Statements for 2000

The Board of Directors of Cheminova Holding A/S has at its meeting today, March 20, 2001, considered the Consolidated Accounts for the year 2000 and decided to submit the accounts for the approval of the General Meeting.

Main items:

- In the 2000 financial year, Auriga Industries A/S returned its highest turnover so far, amounting to DKK 3,728 million, and a profit before tax of DKK 250 million, which is somewhat lower than in recent years. The profit after tax was DKK 149 million against DKK 218 million in 1999.

- Cheminova A/S, which is responsible for most of the profit generated by Auriga Industries A/S, returned a very satisfactory profit before tax of DKK 323 million. In contrast, Hardi International A/S recorded a loss of DKK 50 million.

- The new management of Hardi International A/S has launched a restoration plan, which in the course of the next two years is expected to make the company profitable again.

- In 2000, Auriga Industries A/S achieved a profit margin of 9 per cent and a NOPAT (net operating profit after tax) relative to net assets of 6 per cent. The debt ratio at the end of the year was 37.

- For 2001, Auriga Industries A/S expects an increase in turnover of about 10% and a profit before tax between DKK 270 and 300 million.

- The General Meeting of Auriga Industries A/S will be held at the company offices in Harboøre on May 29, 2001 at 2 pm. The Board of Directors recommends that a dividend of DKK 2.40 per share be paid, corresponding to a payout ratio of 41 per cent.

Yours faithfully,
Auriga Industries A/S

Harboøre, March 20, 2001

Povl U. Skifter
Chairman of the Board of Directors

Mogens Nehen-Hansen
Managing Director

Enquiries concerning this notification to Mogens Nehen-Hansen on tel. +45 7010 7030.

Consolidated key figures and key ratios 1996-2000

Auriga Industries Group

DKK million	2000	1999	1998	1997	1996
Net turnover	3.728	3.451	3.088	2.634	1.828
Profit on ordinary operations	341	396	324	304	249
Financial items, etc.	-80	-55	-38	-9	54
Profit before tax	250	334	289	292	314
Profit for the year	149	218	173	130	205
Balance	4.526	4.077	3.607	3.465	2.591
Share capital	255	255	255	255	255
Equity capital	1.979	1.915	1.790	1.674	1.546
Net assets	3.420	3.007	2.786	2.540	1.219
Net liabilities	1.253	858	811	641	-494
Operating cash flow	-89	371	151	1	330
Investment cash flow	196	284	261	938	222
Cash flow	-285	35	-109	-937	108
Depreciation	243	222	210	178	130
Research and development costs	167	157	137	114	87
Number of employees	2,860	2,798	2,753	2,412	1,252
Profit ratio	9%	11%	10%	12%	14%
NOPAT	208	261	196	148	163
NOPAT/net assets ratio	6%	9%	7%	6%	13%
Debt ratio	37%	29%	29%	25%	-
Return on equity %	8%	12%	10%	8%	14%
Profit in DKK per DKK 10 share	6.0	8.7	6.8	5.1	8.0
Operating cash flow in DKK per DKK 10 share	-3.5	14.8	5.9	0.0	12.9
Intrinsic value in DKK per share of DKK 10	79.3	76.7	70.2	65.6	60.6
Dividend in DKK per share of DKK 10	2.4	2.4	2.0	1.5	1.0
Quoted price, end of year	67	105	105	164	158
Payout ratio	41%	28%	29%	30%	13%
Price/earnings ratio	11	12	15	32	20
Quoted price per share/intrinsic value	0.85	1.37	1.50	2.50	2.61
Market value, end of year	1,711	2,678	2,678	4,182	4,029

The financial ratios have been calculated in accordance with recommendations from the Danish Society of Financial Analysts (Den Danske Finansanalytikerforening).

Financial Statements for Auriga Industries A/S for the period January 1, 2000 – December 31, 2000

Turnover in Auriga Industries A/S increased by 8 per cent to DKK 3,728 million. The profit before tax was DKK 250 million against DKK 334 million in the record year 1999. Both Cheminova A/S and Skamol A/S lived up to expectations after the first six months, while Hardi International A/S returned an unexpectedly high loss.

The new management of Hardi International A/S has presented a restoration plan, which has been approved by the Board of Directors. The plan is expected to turn Hardi into a profitable company again over the next two years.

The Auriga Group is expecting a continued increase in turnover in 2001 and an improved profit before tax relative to 2000.

Consolidated profit by major companies

Figures listed for Auriga Industries A/S are exclusive of the share of the subsidiary companies' profits.

Companies	*Cheminova A/S*		*Hardi Int. A/S*		*Skamol A/S*		*Auriga Ind. A/S*		*Group total*	
DKK million	***2000***	1999	***2000***	1999	***2000***	1999	***2000***	1999	***2000***	1999
Net turnover	***2,716***	2,485	***819***	773	***193***	193	-	-	***3,728***	3,451
Profit on ordinary operat	***386***	422	***-14***	3	***10***	14	***-40***	-44	***341***	396
Financial items, etc.*	***-48***	-36	***-36***	-21	***-1***	8	***8***	5	***-75***	-44
Profit before tax	***323***	369	***-50***	-18	***10***	22	***-33***	-39	***250***	334
Profit for the year**	***218***	249	***-45***	-4	***8***	15	***-32***	-42	***149***	218
Profit ratio	***14%***	17%	***-2%***	0	***5%***	7%	-	-	***9%***	11%
NOPAT***	***262***	285	***-10***	2	***7***	10	-	-	***208***	261
NOPAT/net assets ratio	***13%***	17%	***-1.5%***	0	***5%***	7%	-	-	***6%***	9%
Debt ratio	-	-	-	-	-	-	-	-	***37%***	29%

* For Skamol A/S including share of profit of associated company.
** Auriga Industries A/S's share of the profit for the year after tax and minority interests.
*** Net operating profit after tax.

Changes to the equity capital of the parent company and the Group

Equity, beginning of 1999	DKK	1,915 million
Profit for the year	DKK	149 million
Dividend to shareholders	DKK	-61 million
Write-down of own shares	DKK	-30 million
Currency translation adjustment	DKK	6 million
Equity capital, end of 2000	**DKK**	**1,979 million**

In consequence of the accounting policies applied, the profit and equity capital of the parent company are identical with the consolidated figures after minority interests.

Comments
The accounts have been audited and have been given a clean opinion.

Appendix 1 contains the more detailed Profit and Loss Account, Balance Sheet and Cash-flow Statement.

Appendix 2 contains an overview of the corporate structure of the Group.

Comments on the Financial Statements

ANNUAL REPORT FOR AURIGA INDUSTRIES A/S

Result and Balance sheet

The consolidated turnover increased by 8 per cent to DKK 3,728 million. Ninety-seven per cent of sales go to countries outside Denmark. Of the turnover, DKK 2,716 million was attributable to Cheminova A/S, DKK 819 million to Hardi International A/S and DKK 193 million to Skamol A/S. While both Cheminova A/S and Hardi International A/S recorded an increase in turnover, Skamol A/S saw zero growth in comparison with 1999.

The profit on ordinary operations fell to DKK 341 million against DKK 396 million in 1999, while the profit before tax was DKK 250 million against DKK 334 million in 1999. While Cheminova A/S returned a profit before tax of DKK 323 million in 2000, Hardi International A/S saw a loss of DKK 50 million. Skamol A/S returned a profit before tax of DKK 10 million.

The profit after tax and minority interests was DKK 149 million against DKK 218 million in 1999. Despite the satisfactory results from Cheminova A/S, the loss generated by Hardi International A/S and the fall in the profit of Skamol A/S meant that the results for the Group as a whole was not quite satisfactory.

The balance sheet total increased to DKK 4,526 million, an 11 per cent increase on 1999. Of the assets, stocks increased by 22 per cent to DKK 1,192 million, while receivables went up by 26 per cent to DKK 1,211 million. Most of the increase in debtors is attributable to Cheminova A/S which has seen an increasing binding of liquidity, especially in its subsidiaries and in particular in South America. The credit period is typically somewhat longer than what is usual within the agrochemical industry as a whole. Also there has been some seasonal change in sales.

Stocks have increased in all three subsidiaries. The greatest increase has been seen in Cheminova A/S. During the autumn months, Cheminova A/S produces for stocks to be able to meet the anticipated demand during the coming season. As regards the liabilities, the increase in mortgage debt following the arrangement of long-term loans in all three subsidiaries at the beginning of the year is particularly noteworthy as well as the increase in short-term bank debt.

Financial Targets and Key Figures

One of the financial targets of the Group is to maintain a profit margin for the Group and its subsidiaries of at least 10 per cent. The Group as a whole achieved a profit margin in 1999 of 11 per cent, while it fell in 2000 to 9 per cent: 14 per cent in Cheminova A/S, minus 2 per cent in Hardi International A/S and 5 per cent in Skamol A/S.

The profit on ordinary operations after tax (NOPAT) was DKK 208 million against DKK 261 million in 1999. Net assets increased from DKK 3,007 million in 1999 to DKK 3,420 million at the end of 2000. In 1999, the Group achieved a NOPAT/net assets ratio of 9 per cent, while the ratio for 2000 fell to 6 per cent: 13 per cent (17 per cent in 1999) in Cheminova A/S, minus 1.5 per cent (0 per cent in 1999) in Hardi International A/S and 5 per cent (7 per cent in 1999) in Skamol A/S.

For 2000, it can be seen that only Cheminova A/S can fulfil the aim that the Group as a whole and the individual subsidiaries must present a NOPAT/net assets ratio of at least 10 per cent.

The debt ratio which in 1999 stood at 29 per cent had increased to 37 per cent by the end of 2000.

Management
At Hardi International A/S, the managing director Erik Holst resigned on April 30, 2000 and was replaced by Mogens Nehen-Hansen as managing director for the period up until November 1, 2000 when the current managing director Niels Jørn Rahbek took up his position.

The Chairman of the Board of Directors of Auriga Industries A/S, Professor Karsten Laursen, died at the beginning of December 2000. He was replaced as Chairman by Povl Ulrik Skifter, who has been a member of the Board of Directors of the company since 1989.

Subsidiaries
Following a period of dramatic structural rationalisations in the agrochemical industry, the world market is today dominated by a few multinational companies with the necessary strength and capital to develop and market brand new products and technologies. The current situation is thus that seven companies control approx. 80 per cent of the world market. Against this background, it is natural for **Cheminova A/S**, as an independent generic business, to enter into alliances with some of the larger players in the industry concerning individual products and markets.

In December 2000, Cheminova A/S and the American company Dow AgroSciences entered into a contract concerning the formation of a 50/50 joint venture company for the registration and marketing of a newly developed and highly efficient pyrethroid insecticide.

The product, which has been developed by Cheminova A/S, will be marketed from 2003 through a newly set up company, Pytech Chemicals GmbH, domiciled in Switzerland. The contract will ensure swift market penetration by the new product.

At the same time, Cheminova A/S has signed a contract with another multinational chemical company which in future will be basing its production of pyrethroids on intermediates from Cheminova A/S. The contract ensures a high level of utilisation of capacity, which means that Cheminova will soon benefit from significant economies of scale.

Following the merger of Novartis and Zeneca to form Syngenta, a number of the products manufactured by these companies have been included on the sales list. In March 2001, Cheminova A/S acquired all the rights to Zeneca’s flutriafol product, a fungicide forming part of the group of triazole fungicides which represents a global annual turnover of more than USD 1 billion. This represents the extension of the product range to include Cheminova’s first fungicide, which will be marketed under a number of established registrations and brands. Flutriafol is expected to increase Cheminova’s annual turnover by more than USD 20 million.

The low level of economic activity within the agricultural machinery sector continued in 2000, and as costs increased considerably more than anticipated following problems with a new IT system for the parent company and the North American subsidiary, **Hardi International A/S** registered yet another unsatisfactory loss. The Board of Directors of Auriga Industries A/S has approved a comprehensive restoration plan which is to contribute to restoring efficiency and profitability in Hardi's production and distribution.

Changes to the sales strategy pursued by **Skamol A/S** means that sales will in future be undertaken by regional sales subsidiaries. As part of this new strategy, Skamol Nordic A/S was set up in the course of the year. The company is domiciled in Denmark. The company, which is in charge of sales to Scandinavia, the UK and Ireland, had a satisfactory start.

The largest sales segment for Skamol A/S is the aluminium industry to which sales in 2000 remained at the same level as the previous year. The biggest increase in sales in 2000 was within customer-specific specialist items for the insulation of wood-burning stoves, boilers, fire doors, etc.

The capacity at Skamol's calcium silicate factory is fully utilised. Together with new sales potential within fire insulation, this has meant that a decision has been taken to expand production capacity by approx. 70 per cent. Construction has commenced and is expected to be completed by the end of 2002.

Shares, Shareholder Value and Dividend

In the course of the past financial year, the price of the company's stock fell from 105 at the beginning of the year to 67 at the end of 2000. The Auriga stock has thus suffered the same fate as those of many other industrial companies, which have fallen out of favour with investors. Based on the results for 2000, a price of 67 corresponds to a price/earnings ratio of 11 and a quoted price per share/intrinsic value ratio of 0.85.

The company is focusing on shareholder value, which is used internally to set targets for the subsidiaries and compare these targets with the results achieved.

Furthermore, the company is working on improving its communications with and service level for investors, analysts, the media and other interested parties. The magazine Auriga Magasinet and Auriga's website are examples of new initiatives. It is the wish of the company to contribute to an open and honest dialogue which may provide the stock market with the best possible information to allow the stock to be correctly priced.

With a view to further strengthening the return on net assets in the Group, the Board of Directors has, at the beginning of 2001, decided to offer the Board of Management and leading employees in the company and its three subsidiaries a bonus scheme which will take effect from 2001. The bonus scheme has been extended to 62 people, the bonus being calculated partly on the basis of the profit on ordinary operations for the year and partly on the NOPAT/net assets ratio. The required results and returns vary between the individual companies. However, the criteria have been selected with a view to furthering the return on net assets within the Auriga Group.

The share option scheme introduced in 1999 for a total of eleven senior employees remains in force, operating with a total of 486,000 share options at an exercise price of 105 plus an annual "yield" of 10 per cent.

The company has throughout the year made further purchases of its own Class B shares, bringing the holding of its own shares at the end of the year to 941,780, corresponding to 3.7 per cent of the total share capital. Despite the fall in the consolidated profit for 2000, the Board of Directors has decided to recommend to the general meeting that a dividend of DKK 2.40 be paid per share as in 1999. This corresponds to a dividend of DKK 61 million and a payout ratio of 41 per cent compared to 28% in 1999.

Financial risks
The Group is managing its financial risks and coordinating the Group's foreign currency and liquidity management centrally, including the procurement of capital and the investment of surplus liquidity. The object of the overall financial policy is primarily to minimise the currency and interest rate risks of the Group.

The use of financial instruments is regulated by a written policy statement adopted by the Board of Directors as well as by internal procedures containing information about terms, amount limits, contract types, etc.

Auriga Industries A/S is a Group with an international outlook and a significant level of currency exposure. In order to ensure optimum currency management, foreign subsidiaries are usually invoiced in the local currencies of the individual countries, which means that the currency risk attaches to the parent companies. Hedging is by means of currency options and forward contracts with a maximum term of two years.

At the end of 2000, all the Group's budgeted net income for 2001 in all significant currencies had been hedged. However, this does not apply to the euro as the Group's net position so far remains uncovered.

The primary currency is the US dollar which strengthened significantly in 2000 relative to the Danish krone. At present, foreign exchange forward contracts have been arranged for all budgeted USD net income in 2001 and 75 per cent of the income in that currency in 2002. The effective rate is slightly better than the one obtained in 2000.

Expectations for 2001
For 2001 the group expects an increase in turnover of about 10% compared to 2000 and a profit before tax between DKK 270 and 300 million. In 2001, investments in tangible fixed assets are expected to be about DKK 250 million against about DKK 200 million in 2000.

Cheminova A/S expects a continued decent growth in turnover a little improved compared to the year 2000. For 2001, the profit before tax is expected to be slightly below the profit for 2000, primarily as a result of intensifying competition and increasing registration costs in the joint venture company Pytech Chemicals GmbH.

Hardi International A/S expects its turnover to remain at the same level as in 2000 with a significant improvement in the profit before tax following the increased focus on profitability of production. Though, the spreading of the foot-and-mouth disease on the european continent can effect the financial result of Hardi and with that the result of the group negatively.

Skamol A/S is expecting a noticeable increase in turnover, while the high energy prices are expected to result in a profit before tax at the same level as that for 2000.

ANNUAL REPORT OF CHEMINOVA A/S

The year 2000 was a difficult year for the industry with negative growth and falling prices for important agricultural produce. Nevertheless, the company generated a satisfactory result with an increase in turnover of 9 per cent and a profit before tax of DKK 323 million.

Objective
The mission of the company is to contribute to the global supply of food and plant fibres and to the eradication of insect-borne disease in the world. The company seeks to fulfil this mission through the manufacture and marketing of fine chemicals, including its most important product group, plant protection agents.

Within the area of plant protection, it is Cheminova's vision to be the most value-generating global supplier of generic products based on technology, innovation and competitive professionalism.

It is the aim of the company to develop into a stronger, more broadly based, independent company within its primary business area, generic plant protection agents. The company wishes to be an important global supplier of generic products which are based on its own process development and own registrations in combination with its own development of formulas. The company's products are increasingly being marketed through its own subsidiaries and primarily under its own brands.

Within the next few years, the company will be introducing several new products to compensate for the expected fall in sales of organophosphates, so far the company's most important product area. Furthermore, any relevant openings will be pursued with a view to acquiring other companies or products.

Alliances and the industry
Following a period of dramatic structural rationalisations in the agrochemical industry, the world market is today dominated by a few multinational companies with the necessary strength and capital to develop and market brand new products and technologies. The current situation is thus that seven companies control approx. 80 per cent of the world market.

Against this background, it is natural for Cheminova A/S to enter into alliances with some of the larger players in the industry concerning individual products and markets.

In December 2000, Cheminova A/S and the American company Dow AgroSciences entered into a contract concerning the formation of a 50/50 joint venture company for the registration and marketing of a newly developed and highly efficient pyrethroid insecticide. The product, which has been developed by Cheminova A/S, will be marketed from 2003 through a newly set up company, Pytech Chemicals GmbH, domiciled in Switzerland. The product will complement Cheminova's existing product range, while the contract will cement the company's strong position within the manufacture of plant protection agents.

Over the coming three years, a total of DKK 180 million will be invested in a brand new production plant at Rønland. The plant will be dedicated exclusively to the manufacture of pyrethroid products. To this should be added a figure running into more than one hundred million Danish kroner for global registrations and market development. According to the accounting policies of the Group, these amounts will be entered as expenses, which means that results will be adversely effected over the next three years.

At the same time, Cheminova A/S has signed a contract with another multinational chemical company which in future will be basing its production pyrethroids on intermediates from Cheminova A/S. The contract ensures a high level of utilisation of capacity, which means that Cheminova will soon benefit from significant economies of scale.

Following the approval by the EU Commission of the merger of Novartis and Zeneca to form Syngenta, a number of the products manufactured by these companies have been included on the sales list. In March 2001, Cheminova A/S acquired all the rights to Zeneca's flutriafol product, a fungicide forming part of the group of triazole fungicides which represents a global annual turnover of more than USD 1 billion. This represents the extension of the product range to include Cheminova's first fungicide, which will be marketed under a number of established registrations and brands. The product will still be manufactured at Avecia's factory in Scotland. Flutriafol is expected to increase Cheminova's annual turnover by more than USD 20 million.

Result, Balance and Cash flow
Turnover increased by 9 per cent to DKK 2,716 million, a percentage increase which fell somewhat short of the 21 per cent increase from 1998 to 1999.

The profit on ordinary operations was DKK 386 million against DKK 422 million in 1999 and DKK 280 million in 1998. The profit before tax was DKK 323 million against DKK 369 million in 1999 and DKK 220 million in 1998.

The profit for the year after tax and minority interests totalled DKK 218 million against DKK 249 million in 1999 and DKK 134 million in 1998.

The balance sheet total increased by 16 per cent to DKK 2,683 million. The increase in assets is primarily attributable to larger debtors and stocks. The increase in debtors amounted to 39 per cent, which is a significantly higher increase than that in turnover. The growth in debtors has been seen in the subsidiaries in particular, and especially in South America. Here, the credit period is typically somewhat longer than what is usual within the agrochemical industry as a whole. Also, there has been some seasonal change in sales. The 25 per cent increase in stocks is attributable partly to an increase in the exchange rates applied by the subsidiaries, and partly to the fact that the autumn months are a time of production for stocks in anticipation of the increase in demand in the coming season.

As regards liabilities, interest-bearing debt went up by DKK 269 million, while trade creditors and other non-interest-bearing debt fell by DKK 34 million.

At the end of the year, equity amounted to 43 per cent of the balance sheet total, which is unchanged relative to 1999.

In 2000, the binding of liquidity in the form of working capital increased by DKK 440 million, which has resulted in a negative free cash flow of DKK 225 million against a positive free cash flow of DKK 177 million in 1999.

As was the case last year, the dividend paid to the parent company will amount to 5 per cent of the equity, corresponding to DKK 61 million.

Marketing and Distribution Strategy

In the course of the past decade, the company has changed its marketing and distribution strategy. Contrary to what was previously the case, the company is in charge of all local marketing and distribution in the most important markets. The company's products are marketed to end-users under its own brands in virtually all markets, while the company's subsidiaries in twelve countries sell the products to local wholesalers and retailers.

Most recently, the establishment of a subsidiary in Brazil in 1998 and the acquisition of Chemiplant in Argentina in 1999 have afforded direct access to the market in Mercosur (the South American free-trade area), the most important growth area for the industry. Over the past five years, the market in Mercosur has grown by 50 per cent to more than USD 3 billion. This growth is expected to continue as it is possible for this region to increase its agricultural production more than in both the industrialised world and in many third-world countries.

In both Brazil and Argentina, the subsidiaries' primary products are glyphosate, chlorpyrifos and other Cheminova products, while the companies are also marketing a range of third-party products to complement the products of the parent company, thereby strengthening their position in the local markets. The two subsidiaries have already gained a strong position on the market.

The sales subsidiaries have been established with a view to ensuring independent and competitive access to the most important markets for Cheminova's existing products. This aim is now regarded as having been achieved, and it is now important to ensure that the subsidiaries are able to undertake the marketing and distribution of the products to be launched on the markets in future. It is therefore a wish to be able to strengthen several of the companies to secure their position in all important segments of the local market. This can be achieved through a widening of the product range through the introduction of new Cheminova products as well as third-party products. This development has been initiated through measures in several markets and is expected to continue over the next few years.

Sales and Subsidiaries

The year 2000 was another year marked by negative growth rates in the agrochemical industry. Falling prices on some of the most important crops have reduced the economic advantages of using plant protection agents. Rising energy prices and continued consolidation within the industry have led to intensifying competition. Furthermore, Western Europe and North America, in particular, have been hit by unfavourable climatic conditions and a relatively low level of infestation. Despite these general market trends, Cheminova has seen a 9 per cent growth in turnover relative to 1999.

Following the expansion of the capacity of its glyphosate plant to 10,000 tonnes in 1999, sales of this product saw reasonable increases in 2000. The company also experienced an increase in sales of the insecticide Fyfanon® (malathion), among other things following a boosting of the American programme for the eradication of the boll weevil. Sales of the company's other organophosphorous insecticides were lower than expected, primarily due to a low level of infestation.

Following the introduction of FQPA legislation in the USA, the holders of registrations for the insecticide chlorpyrifos in the first six months of the year entered into an agreement with the American Environmental Protection Agency (EPA) concerning the future use of the product. The agreement entails significant restrictions on the future use of the product in the non-crop segment, an area which is, however, of minor importance to Cheminova.

Similarly, Cheminova has in the second half of the year entered into an agreement with the EPA concerning the discontinuation of the sale and use of the insecticide ethyl parathion in the USA within the next three years. The very limited earnings from the continued sales of the product cannot justify the considerable investment which the continued approval of the product under FQPA would require. Sales of ethyl parathion will therefore cease completely in the USA in August 2003. In 2000, sales of the product in the USA amounted to approx. DKK 10 million.

The capacity of the company's potassium sorbate plant has been expanded in the course of 2000. There has been a clear increase in sales of the product.

Sales of intermediates and flotation agents largely lived up to expectations.

In step with the expansion and consolidation of the company's own sales channels in important markets, an ever-increasing share of sales are effected via the company's twelve subsidiaries.

Despite healthy sales of Fyfanon® (malathion) for the boll weevil eradication programme, Cheminova Inc., USA did not quite live up to expectations.

Cheminova India, which has a total of 460 employees, has in 2000 expanded its factory with a brand new plant for the production of intermediates. Despite a general fall in the market of approx. 10 per cent, the company has managed to maintain the same level of turnover, thereby increasing its market share. The year ended with positive results on a par with those for 1999.

Chemiplant, Argentina, which was acquired in July 1999, met the expectations and has secured a good platform in the market for the company.

The activities of Cheminova Agro Brasil have been further developed, while turnover has more than doubled. At the same time, the company has registered a satisfactory increase in earnings in comparison with 1999.

Thanks to a slight increase in turnover, Agrodan has succeeded in maintaining its market share in the Spanish market and has generated a satisfactory profit.

Virtually all the other subsidiaries have returned satisfactory results, while winning market shares.

Product Development and Investments

The development departments in Denmark and India have continued their work on the development of manufacturing processes for fungicides, herbicides and insecticides which may be potential new products.

In India, development has also concentrated on supporting the commissioning and optimisation of a new production plant for DEPCT, an intermediate used for the production of a number of insecticides. In Denmark, work on the optimisation of the glyphosate processes has continued with good results.

In November 2000, the company was granted EIA approval and a preliminary environmental approval for the new pyrethroid complex. Work on the optimisation of the pyrethroid processes has continued intensively at the development laboratories and pilot plants concurrently with the projecting of the process plants which form part of the pyrethroid complex.

The investment in plants amounted to DKK 163 million in 2000. Of this, approx. DKK 40 million concerned a new DEPCT production plant in India. On Rønland, the most important investments were DKK 25 million for an expansion of potassium sorbate capacity, DKK 35 million for an expansion of the company's infrastructure (railway track and warehousing) in view of the change from road transportation to the transportation of raw materials by rail and sea, and finally DKK 20 million for warehousing for packaging and spare parts.

Production, Environment and Safety
Production at the company's Danish plants has been at roughly the same level as in 1999, but with minor fluctuations for individual products.

The company's purification systems, including the biological waste-water treatment plant, have been operating satisfactorily and have not restricted the utilisation of the company's production plants.

As usual, a separate Environmental Statement (in Danish) has been published and is available on request.

Production at the company's Indian plant has been increasing in comparison with 1999. A new production plant for the intermediate DEPCT was commissioned towards the end of the year.

The Indian company's production processes have been continuously improved, while there has also been some improvement to environmental conditions.
At both the Danish and the Indian factory, focus has been on the working environment. Both factories have succeeded in significantly reducing both the number of working hours lost and the number of individual accidents at work.

At both production plants, objectives and action plans have been drawn up for continuous improvements within the areas of safety and the environment.

Foreign Currency
Of Cheminova's sales in 2000, 54 per cent were effected in USD, 21 per cent in EUR, 11 per cent in INR, 6 per cent in DKK and the remainder in a number of other currencies. As usual, the distribution of the company's costs was somewhat different with 37 per cent in DKK, 27 per cent in EUR, 16 per cent in USD, 11 per cent in INR, and the remainder in various other currencies.

It is company policy to reduce its exposure to exchange rate fluctuations through the conclusion of foreign exchange forward contracts and options with a term of up to two years. Foreign exchange forward contracts have been arranged for the most volatile currencies, including the USD, which are of significance to the company's earnings. At present, foreign exchange forward contracts have been arranged for all budgeted USD net income in 2001 and 75 per cent of the income in that currency in 2002. The effective rate is slightly better than the one obtained in 2000.

Risks
Major risks which may affect the results generated by the company include:

- Fluctuations in the rates of the company's main currencies, including in particular the USD.

- Changes to the risk profiles of debtors as a result of increased exposure in South America and third-world countries.

- Variations in insect infestation in important sales areas.
- Price trends for agricultural produce and conversions of agricultural production.
- Sales of the company's products are always subject to approval by the authorities. The above-mentioned agreements made with the American environmental authorities concerning the products chlorpyrifos and ethyl parathion are examples that such approvals can be changed or withdrawn.
- Company turnover may be affected by the introduction of new technology, new products or the advent of insect-resistant plants.
- The company's production and environmental plants may suffer damage or breakdowns which may reduce production.
- The company may be held liable under product liability legislation for the use of its products. Most recently, the company has been sued by some lobster fishermen in connection with the use by the New York authorities of the company's product Fyfanon® (malathion) for the eradication of mosquitoes which carry the dangerous West Nile virus. The company has taken out product liability insurance.

Expectations for 2001
The year 2001 is expected to see a decent growth in turnover little improved compared to the year 2000. The profit before tax is expected to fall slightly short of the profit for 2000, primarily due to intensifying competition and rising registration costs in the joint venture company Pytech Chemicals GmbH.

Investments will yet again be considerable in 2001, at least on a par with investments in 2000.

ANNUAL REPORT FOR HARDI INTERNATIONAL A/S

Turnover increased by 6 per cent to DKK 819 million despite conditions remaining unfavourable in the agricultural machinery market. Significant problems in connection with the implementation of a new IT system increased production costs considerably. Hardi returned a loss before tax of DKK 50 million, which is highly unsatisfactory.
The IT problems affected the first half of the year in particular. The IT system is now operational and will contribute to improving Hardi's efficiency, reliability of supply and economy from 2001.

With a view to restoring satisfactory earnings in the company, a restoration plan is being implemented.

Objective
It is the mission of the company to promote efficient and responsible plant protection, thereby contributing to ensuring responsible and quality-conscious food production and plant control.

Within the above area, the company vision is to be the leading business within the production of spraying technology and to disseminate this knowledge to dealers and end-users, thereby ensuring that they can in turn contribute to optimising the application of the technology. This is achieved through the development, production and marketing of highly efficient precision sprayers for all crop segments.

In the short term, the company aims to increase its market shares in all its current markets in Western and Central Europe, North America and Australia. This will be ensured through focused marketing and further focus on customer requirements for low-volume and more precise spraying and increases in capacity.

Plan for Restoring Profitability in the Hardi Group
Hardi International A/S is the world's largest manufacturer of non-self-propelled sprayers. The Hardi name is synonymous with high-quality sprayers for professional plant growers in most countries around the world – and the company has gained significant market shares in all countries in which it has its own subsidiaries. While gaining more market shares, the profitability of the company has, however, declined significantly. Consequently, a restoration plan has been launched which is to bring marked improvements to company earnings.

The main thrust of the plan involves several comprehensive structural initiatives which will help restore efficiency and profitability in the production and distribution system at Hardi International. This plan includes the following key elements:

- The factory in Nr. Alslev on the island of Falster, the main supplier to the other companies in the group, will be extended by approx. 3,500 sq. m., allowing a central assembly centre for Europe to be established. This means that, contrary to the current situation, sprayers will be produced, assembled, finished and tested before being delivered directly from the factory to dealers or end-users. This will result in considerable rationalisations and greater security for the delivery of a high level of quality throughout the production chain. Sales and service will continue to be undertaken directly in the local markets.

- Furthermore, the factory in Nr. Alslev in particular will be made even more efficient with shorter supply lines, tighter logistics and a rationalisation of the work processes. This process will be further supported by an IT system which is now up and running, allowing strict control of the flow of goods and the stocks of spare parts in the company.

- Production is to be set up in a low-pay area to which labour-intensive processes from the current factories will be transferred. The plan is for the outsourcing to be completed in the course of 2002. The more knowledge-intensive production processes requiring extensive experience, know-how and precision will remain in Denmark.

With a view to strengthening the capital base of Hardi International A/S, Auriga Industries A/S has decided to contribute DKK 150 million to the equity of the company.

Result, Balance and Cash flow
The turnover for the year increased by 6 per cent to DKK 819 million.

The result of the ordinary operations of the group was a loss of DKK 14 million against DKK 3 million in 1999. The company returned a loss before tax of DKK 50 million, which is highly unsatisfactory. In 1999, the result before tax was a loss of DKK 18 million.

The result for the year after tax and minority interests was a loss of DKK 45 million against a loss of DKK 4 million in 1999.

The balance sheet total increased by 4 per cent to DKK 1,045 million. The increase in assets is primarily attributable to larger stocks and debtors. The 16 per cent increase in stocks is primarily attributable to the subsidiaries and a decision to attach the highest priority to reliability of supply.

The increase in debtors originates primarily from the parent company, where the season has been delayed due to the delivery problems in the spring. As regards liabilities, interest-bearing debt rose by DKK 90 million, while trade creditors and other non-interest-bearing debt fell by DKK 5 million.

At the end of the year, equity amounted to 22 per cent of the balance sheet total, the equivalent of a fall of 5 per cent relative to 1999.

As a consequence of increases in stocks and trade debtors as well as a fall in short-term debt, the binding of liquidity in the form of working capital increased by DKK 62 million. The negative free cash flow amounted to DKK 83 million against DKK 76 million in 1999.

No dividend is being paid to the parent company for 2000.

Sales and Subsidiaries
As expected, the year 2000 was yet another difficult year for the agricultural sector, dominated by high energy prices, lower sales prices, lower subsidies for farmers in all countries with the exception of the USA as well as the recent problems with the many cases of BSE in the largest agricultural countries in the EU.

However, earnings have generally been slightly up in the agricultural sector as a whole in 2000 relative to 1999. In the EU, earnings increased by an average of 1 per cent against 5 per cent in the USA. There are, however, considerable variations in earnings between the different segments of the agricultural sector and the different countries.

The agricultural machinery sector is continuing its consolidation, but at a slower pace than a couple of years ago. Dramatic structural changes are currently being implemented among distributors who are adjusting to a lower level of the market and a reduction in the number of farms, which are, however, increasing their land areas.

Sales of agricultural machinery fell in 2000 by approx. 5 per cent relative to 1999. The greatest fall was seen in Australia and Eastern Europe whereas the North American market was more positive than expectations at the beginning of the year.

The market for sprayers has, as expected, generally seen a stagnating to falling trend in 2000. However, this trend has not affected the North American market where sales have developed positively, especially in the second half of the year.

Contrary to the general trends in the industry, Hardi's turnover increased by approx. 6 per cent, which means that, despite considerable delays in deliveries, especially in the first six months of the year, Hardi has gained market shares in 2000.

In the two largest European agricultural markets, France and Germany, subsidiaries have, despite intensifying competition, managed to maintain their turnover. It is thus very satisfactory that Hardi's French company has returned satisfactorily positive results despite the unfavourable market conditions. The integration of the French company Pommier, which was acquired in 1999, and which specialises in the production of large aluminium booms for sprayers, is going well.

An increase in earnings for farmers in Denmark has resulted in increases in turnover with special focus on the largest types of machinery for large-scale users.

Sales in the North American market went up by more than 25 per cent following poor sales in 1999. The second half of the year has been particularly positive, and the company ended the year with a satisfactory order book.

The results generated by Hardi's North American companies have, however, been disappointing, primarily due to IT problems and the related problems with deliveries in the first half of the year.

The UK-based company has had a difficult year as the market for agricultural machinery has fallen by 15 per cent. Despite a decline in sales of just over 10 per cent, the company has succeeded in generating a positive result. The same is true of the Spanish company which has seen a market with serious climatic problems and generally lower market prices for agricultural produce.

Trends in the other markets have largely lived up to expectations.

Product Development, Production and Investments
In future, the company will no longer concentrate its product development within small and medium-sized machines, but will focus also on large-scale sprayers, specialist solutions and systems for integrated plant growing.

In the past year, products have been developed and marketed which have primarily targeted large-scale and more specialist farms. The largest trailed sprayer series has been complemented and now includes sprayers with aluminium booms of up to 36 metres. The booms are supplied by the group's own subsidiary, Pommier.

A new series of large, self-propelled sprayers with tank sizes of more than 4,000 litres and boom widths of up to 36 metres has also been introduced in the course of the year. The models are also available with the Hardi Twin Force air-assisted boom system.

In order to meet the increasing demand for electronic solutions for the control of spraying activities on modern, integrated farms, the Hardi Nova concept has been introduced. Hardi Nova is a modular electronic control system.

With focus on greater efficiency and improved economy in connection with the spraying of fruit trees and vines, Hardi in 2000 introduced Mercury, a new mistblower series which in addition to its functionalist design is characterised by having a considerable capacity.

Production, especially in the Danish company, has been very burdened by problems concerning the implementation of a new IT system and unexpected difficulties at the painting facility in Nr. Alslev. The solution of these problems has required additional resources, which has resulted in additional costs. As solutions to these problems are found, the company expects to see marked improvements in its ability to effect delivery as well as in cost levels.

The level of activity at all the company's factories has, over the year, been increased with a view to being able to meet demand.

In connection with the increased activity, focus has at the same time been directed at quality, rationalisation and economy. In the course of the year, all Hardi factories have invested in new production technologies, while a large-scale cost-engineering programme has been launched on selected products.

At the factories in Denmark, efforts have furthermore been devoted to optimising the product flow from component to finished product. At the factory in Nr. Alslev, a new warehouse robot has been installed as an element in the integrated logistics process. The warehouse management system will be one of the cornerstones of the improved logistics system.

Furthermore, more focus has been directed at the working environment at all the company's factories.

With a view to rationalising Hardi's business in Denmark and Sweden, a decision has been made to close down the plants in Fredericia and in Ekjsö and to transfer all assembly, warehouse, spare parts and support functions from the plants to Nr. Alslev and Taastrup in Denmark. Sales and service will continue to be undertaken directly in the local markets.

At the factories in Denmark and Australia, the implementation of new cutting/bending processes has continued, while a new rational production line has also been implemented at the factory in Spain. In 2000, investments totalled DKK 29 million, which is considerably below the figure for 1999 when the large painting facility was established.

Risks
The company’s earnings in any one year are affected by the economic cycles affecting the agricultural sector and thereby the levels of investment in this sector. The company’s products are sold in a number of countries and in a number of different currencies, for which reason fluctuations in the exchange rates (in particular USD, AUD, GBP and CAD) may have a bearing on results. The effect is, however, limited by the fact that production takes place in several countries. Foreign exchange forward contracts are arranged in order to hedge the foreign exchange risks.

Expectations for 2001
Increased focus on food quality will force farmers to invest in more high-performance, high-precision equipment. This is regarded as an advantage for the company. Hardi International A/S expects its turnover to remain at the same level as in 2000 with a significant improvement in the profit before tax following the increased focus on profitability of production. Though, the spreading of the foot-and-mouth disease on the european continent can affect the financial result of Hardi negatively.

ANNUAL REPORT FOR SKAMOL A/S

Additional energy costs of almost DKK 6 million relative to 1999 meant that despite an unchanged turnover of DKK 193 million, Skamol A/S saw a drop in its profit on ordinary operations to DKK 10 million against DKK 14 million the previous year. As the associated company Damolin A/S was also affected by rising energy prices, Skamol A/S's profit before tax fell to DKK 10 million against DKK 22 million in 1999.

Objective

The mission of the company is to contribute to the optimum utilisation of the scarce energy resources in the world. This is achieved through the development and manufacture of insulation products which actively contribute to increasing thermal efficiency and minimising undesired heating losses.

It is the company's vision to be a leading global supplier of insulation products to the primary aluminium industry. Furthermore, the company's vision encompasses a wish to be a leading regional supplier of shaped insulation products used for special fire-proofing purposes, consumer products and other niches. The company also offers a wide standard range of insulation products for selected regional markets and industries.

In the short term, the main objective is to rationalise and improve production further and to strengthen the company's market position and thereby sales through established regional sales companies. Moreover, the company is in the process of increasing its production capacity for calcium silicate, which over the coming years is expected to lead to growth, among other things with sales of insulation products for the manufacture of panels in fire doors and ship's panels.

Result, Balance and Cash flow

At DKK 193 million, turnover for the year was unchanged relative to the year before. Profit on ordinary operations fell from DKK 14 million in 1999 to DKK 10 million, corresponding to a profit margin of 5 per cent against 7 per cent in 1999. A fall in the company's share of the profit of the associated company Damolin A/S and an increase in financial expenditure resulted in a profit before tax of DKK 10 million against DKK 22 million the year before.

Tangible fixed assets fell by DKK 5 million while the company's working capital increased by DKK 14 million, primarily as a result of increases in stocks.

A free cash flow of minus DKK 1 million was realised against a positive free cash flow of DKK 4 million in 1999. With a NOPAT/net assets ratio of 5 per cent against 7 per cent in 1999, the results generated by Skamol A/S were not satisfactory.

The dividend paid to the parent company will amount to 5 per cent of the equity, corresponding to DKK 4 million.

Sales

Sales of products based on calcium silicate continued to rise, as in previous years, while prices remained largely unchanged in comparison with 1999. Sales of vermiculite products were on a par with sales last year, but at higher prices due to a higher degree of processing. Sales of both moler and perlite bricks fell relative to the year before, with prices being unchanged.

Skamol's largest market is the aluminium industry in which the company enjoys a strong position. Due to the fact that aluminium prices have been rising since the summer of 1999, expectations at the beginning of the year were that the aluminium industry would, in the course of the year 2000, launch a number of planned new projects, which would in turn boost the demand for insulation bricks. However, these expectations were not fulfilled, and the feeling is now that these projects will only be launched in the course of 2001. Nevertheless, sales to the aluminium industry reached the same level as in 1999.

Sales to the high-temperature industry outside of the aluminium industry fell slightly on the year before. The company saw growth in a number of markets, not least within the cement industry, but this was, however, offset by a fall in supplies to the German power station sector. The whole market is characterised by structural concentration which has led to intensifying competition for orders.

Sales of customised special items for the insulation of wood-burning stoves, boilers, fire doors, etc. saw a considerable increase in 2000. This is currently an important growth area for Skamol.

Changes to the sales strategy pursued by Skamol mean that sales will in future be undertaken by regional sales subsidiaries. As part of this new strategy, Skamol Nordic A/S was set up in the course of the year. The company is domiciled in Denmark. Skamol Nordic A/S, which has had a satisfactory start, is in charge of sales to Scandinavia, the UK and Ireland. The American company Skamol Inc. saw a significant increase in turnover in 2000, while the German company Skamol Europe GmbH did not live up to expectations at the beginning of the year.

Production
Production at the company's three factories in Denmark and at its factory in France was at a level with that of the previous year. Production was satisfactory with the exception that work was suspended for a short time at two of the Danish factories due to an illegal strike in connection with local pay negotiations. If disregarding the high increase in energy costs, manufacturing prices were at a satisfactory level while the quality of the products produced also lived up to the company's high quality standards.

Product Development and Investments
In 2000, development activities focused primarily on vermiculite and calcium silicate. As regards vermiculite, endeavours have continued to increase the degree of processing with a view to identifying new applications with customised items.

Work on the manufacture of calcium silicate for use as the core material in fire doors and ship's panels intensified in the course of the year. The development activities are undertaken against a background of ever stricter fire-proofing requirements from the authorities, requirements which calcium silicate will be able to meet. As part of this work, Skamol has taken over the rights to a Canadian fire door invention. A patent is pending.

The company's factory in Nordsalling has recently been utilised to full capacity. Current capacity is restricting the potential for expansion offered by calcium silicate. This, together with new applications within fire-proofing, has meant that an investment project has been initiated which will increase capacity by approx. 70 per cent. The investment, which amounts to approx. DK 45 million, has been initiated and is expected to be completed at the beginning of 2002.

Investments totalled DKK 13 million in 2000, which is slightly less than the year before. The bulk of the investments have been in plants for the handling and manufacture of customised items as well as in continued increases in efficiency at the factories.

Environment and Safety
Skamol extracts moler from moler pits on the island of Fur. The subsequent filling of the pits is continuous and is governed by plans prepared in cooperation with the Danish Ministry of Environment and Energy, the Danish Forest and Nature Agency and the local authorities.

The utilisation of raw materials has been maintained throughout 2000 and is 23 per cent up on 1996, the year chosen as the reference.

The number of working hours lost due to accidents at Skamol's Danish factories saw an increase on the year before. However, the figure is still 14 per cent below the average for the previous five years. The number of accidents at work has also gone up. However, both key figures remain well below the figures for the industries with which the company normally compares itself. Focus continues to be on reducing the number of accidents.

Risks
The company's results are affected by the economic trends in the industries buying the company's products for high-temperature insulation, especially the aluminium industry.

Developments in the exchange rates of especially USD, GBP and AUD, are also important. The group's policy for the hedging of financial risks is described in the Annual Report of Auriga Industries A/S.

Expectations for 2001
The company's growth potential cannot be fully exploited in 2001 due to the lack of calcium silicate capacity. Nevertheless, the company is expecting a reasonable increase in turnover. As energy prices generally must be expected to remain unfavourable, the profit before tax is expected to be on a par with that for 2000.

General Meeting

The printed version of the Annual Accounts is expected to be available two to three weeks before the general meeting which will be held at the company offices in Harboøre on May 29, 2001, at 2 pm.

The individual reports in the printed Annual Report and Accounts will be identical to the corresponding sections in the Financial Statements.

Announcements issued to the Stock Exchange

To date, the following announcements have been issued to the Stock Exchange since the beginning of 2000:

21.03 2000	No. 1/2000	Financial Statements for 1999.
25.04 2000	No. 2/2000	Managing director of Hardi International A/S resigns.
25.05 2000	No. 3/2000	Chairman's report – General Meeting.
29.08 2000	No. 4/2000	Interim Financial Statements for the first half of 2000.
24.10 2000	No. 5/2000	New managing director of Hardi International A/S.
12.12 2000	No. 6/2000	New chairman of the Board of Directors of Auriga Industries A/S.
12.12 2000	No. 7/2000	Expected stock exchange calendar for the year 2001.
12.12 2000	No. 8/2000	Joint venture between Cheminova and Dow AgroSciences.
01.02 2001	No. 1/2001	Bonus scheme for the Auriga Group.
02.03 2001	No. 2/2001	Preliminary financial statements for 2000.
20.03 2001	No. 3/2001	Cheminova strengthens product portfolio by acquisition of fungicide.
20.03 2001	No. 4/2001	Financial Statements for 2000.

The company is not planning to publish quarterly reports in the year 2001. The interim financial statements for 2001 are expected to be published on August 29, 2001.

The Financial Statements and other financial and general information about the Group can be found on the company's homepage at the address www.auriga-industries.com.

Appendix 1

PROFIT AND LOSS ACCOUNT 2000

	Group		Parent company	
DKK 1,000	2000	1999	2000	1999
Net turnover	**3,727,907**	3,451,175	**-**	-
Production costs	**2,399,945**	2,150,226	**-**	-
Gross profit	**1,327,962**	1,300,949	**-**	-
Sales and distribution costs	**546,314**	466,379	**-**	-
Administration costs	**252,651**	261,459	**14,134**	16,953
Research and development costs	**167,011**	157,111	**-**	-
Total costs	**965,976**	884,949	**14,134**	16,953
Other operating income	**10,959**	10,377	**801**	-
Amortisation consolidated goodwill	**32,279**	30,864	**27,142**	27,142
Profit on ordinary operations	**340,666**	395,513	**-40,475**	-44,095
Profit before tax in subsidiaries	**-**	-	**279,209**	370,014
Share of profit before tax from associated companies	**5,147**	9,920	**-**	-
Financial items	**-80,414**	-54,564	**7,560**	5,361
Profit-sharing	**-15,612**	-16,935	**-**	-
Profit before tax	**249,787**	333,934	**246,294**	331,280
Tax on profit for the year	**97,366**	113,404	**97,366**	113,404
Consolidated profit	**152,421**	220,530	**148,928**	217,876
Minority interests' share of the profit	**3,493**	2,654	**-**	-
Profit for the year, Auriga Industries' share	**148,928**	217,876	**148,928**	217,876
Proposed appropriation of the profit for the year:				
Dividend			**61,200**	61,200
Reserve for net revaluation according to the equity method			**93,667**	190,559
Retained profit			**-5,939**	-33,883
Total			**148,928**	217,876

Appendix 1

BALANCE SHEET AS AT DECEMBER, 31, 2000

ASSETS

	Group		Parent company	
DKK 1,000	2000	1999	2000	1999
Fixed assets				
Intangible fixed assets				
Sales and registration rights, etc.	**14,635**	26,154	**-**	-
Know-how	**1,971**	1,152	**-**	-
Goodwill, etc.	**55**	93	**-**	-
Consolidated goodwill	**478,025**	510,241	**-**	-
Total intangible fixed assets	**494,686**	537,640	**-**	-
Tangible fixed assets				
Land and buildings	**496,009**	491,107	**3,738**	3,569
Technical plant and machinery	**568,296**	593,973	**-**	-
Operating plant and equipment	**62,723**	69,354	**784**	335
Plant under construction	**103,681**	72,652	**-**	-
Total tangible fixed assets	**1,230,709**	1,227,086	**4,522**	3,904
Financial fixed assets				
Capital shares in subsidiaries	**-**	-	**1,849,725**	1,756,058
Capital shares in associated companies	**23,551**	21,987	**-**	-
Other financial fixed assets	**590**	967		
Own shares	**0**	0	**0**	0
Total financial fixed assets	**24,141**	22,954	**1,849,725**	1,756,058
Total fixed assets	**1,749,536**	1,787,680	**1,854,247**	1,759,962
Current assets				
Stocks	**1,191,748**	974,735	**-**	-
Receivables				
Trade accounts receivable	**1,071,717**	831,309		
Dividend receivable	**-**	-	**64,900**	62,130
Amounts owed by subsidiaries	**-**	-	**101,079**	119,586
Company tax receivable	**7,220**	29,414	**-**	-
Other receivables	**132,125**	101,495	**7,007**	3,883
Total receivables	**1,211,062**	962,218	**172,986**	185,599
Securities	**185,575**	154,129	**185,538**	154,094
Cash funds	**187,719**	198,695	**737**	710
Total current assets	**2,776,104**	2,289,777	**359,261**	340,403
Total assets	**4,525,640**	4,077,457	**2,213,508**	2,100,365

Appendix 1

BALANCE SHEET AS AT DECEMBER 31, 2000

LIABILITIES

	Group		**Parent company**	
DKK 1,000	2000	1999	2000	1999
Equity capital				
Share capital	**255,000**	255,000	**255,000**	255,000
Reserve for net revaluation according to the equity method			**701,263**	607,596
Retained profit	**1,724,212**	1,659,991	**1,022,949**	1,052,395
Total equity capital	**1,979,212**	1,914,991	**1,979,212**	1,914,991
Minority interests	**15,498**	12,541	**-**	-
Provisions				
Pension contributions	**2,163**	2,355	**1,250**	1,250
Deferred tax	**169,711**	219,215	**-**	-
Total provisions	**171,874**	221,570	**1,250**	1,250
Long-term debt				
Mortgage debt	**432,561**	301,595	**2,014**	2,099
Employee bonds	**13,350**	10,874	**-**	-
Bank debt	**302,380**	353,383	**42,857**	71,429
Total long-term debt	**748,291**	665,852	**44,871**	73,528
Short-term debt				
Long-term debt falling due in less than 1 year	**87,375**	95,713	**28,656**	28,648
Bank debt	**714,042**	371,178	**46,681**	1,237
Trade creditors	**431,776**	495,899	**-**	-
Company tax payable	**70,916**	25,983	**48,862**	17,818
Other debt	**229,843**	195,591	**2,776**	1,693
Dividend for the financial year	**61,200**	61,200	**61,200**	61,200
Profit-sharing for the financial year	**15,613**	16,939	**-**	-
Total short-term debt	**1,610,765**	1,262,503	**188,175**	110,596
Total debt	**2,359,056**	1,928,355	**233,046**	184,124
Total liabilities	**4,525,640**	4,077,457	**2,213,508**	2,100,365

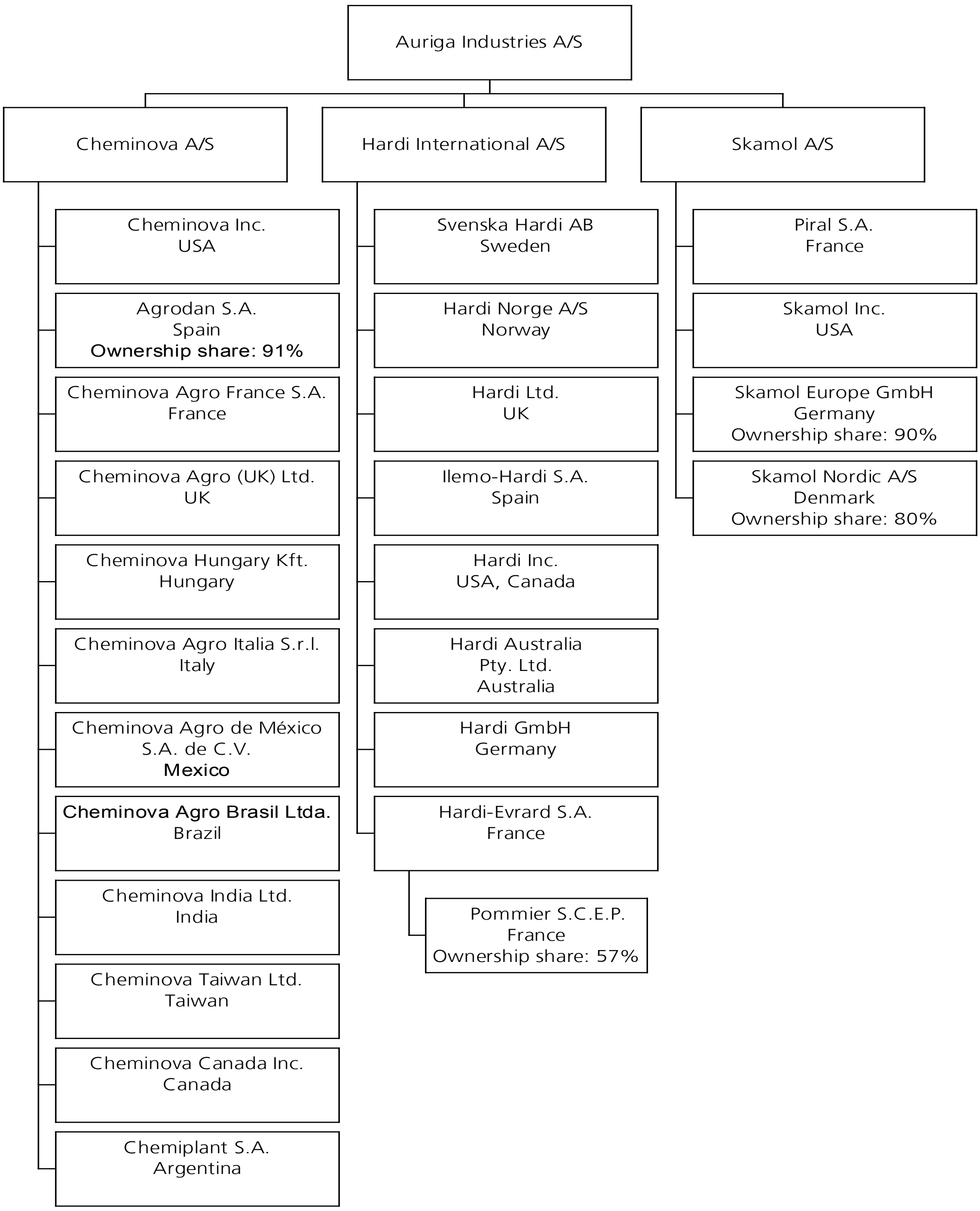
Appendix 1

CASH-FLOW STATEMENT 2000

	Group	
DKK 1,000	**2000**	**1999**
Profit for the year	**148.928**	217.876
Depreciation of fixed assets	**210.305**	190.230
Amortisation consolidated goodwill	**32.279**	30.864
Other adjustments	**196.343**	172.128
Change in working capital	**-517.922**	-90.700
Operating cash flow before financial items	**69.933**	520.398
Interest income, etc.	**22.061**	15.326
Interest payments, etc.	**-102.475**	-69.890
Cash flow from ordinary operations	**-10.481**	465.834
Company tax paid	**-78.132**	-95.308
Operating cash flow	**-88.613**	370.526
Acquisition of subsidiaries		-63.933
Acquisition of intangible fixed assets	**-1.870**	-1.143
Acquisition of tangible fixed assets	**-203.675**	-229.439
Disposal of intangible and tangible fixed assets	**7.383**	6.703
Dividend from associated companies	**1.972**	3.533
Investment cash flow	**-196.190**	-284.279
Cash flow	**-284.803**	86.247
Repayments of long-term debt	**-95.519**	-83.965
Issue of long-term loan	**160.000**	219.327
Issue of employee bonds	**5.082**	2.471
Payment of profit-sharing	**-16.939**	-11.376
Dividend paid	**-60.101**	-51.000
Acquisition of own shares	**-30.114**	-51.698
Capital contributions from minority shareholder		4.334
Financing cash flow	**-37.591**	28.093
Change in cash funds	**-322.394**	114.340
Cash funds as at January 1	**-18.354**	-132.694
Cash funds as at December 31	**-340.748**	-18.354
Interest-bearing net cash funds can be calculated as follows:		
Cash funds and securities - short-term bank debt	**-340.748**	-18.354
Interest-bearing debt	**-835.666**	-761.565
Interest-bearing net cash funds as at December 31	**-1.176.414**	-779.919

Appendix 2

Auriga Industries A/S
Corporate Structure as at March 1, 2001



Unless otherwise indicated, the above companies are all wholly owned. In addition to the above companies, Cheminova A/S has sales offices in Russia and China. Dansk Moler Industri A/S is associated with the Group via Skamol A/S. The Group has a 49 per cent stake in Dansk Moler Industri A/S.