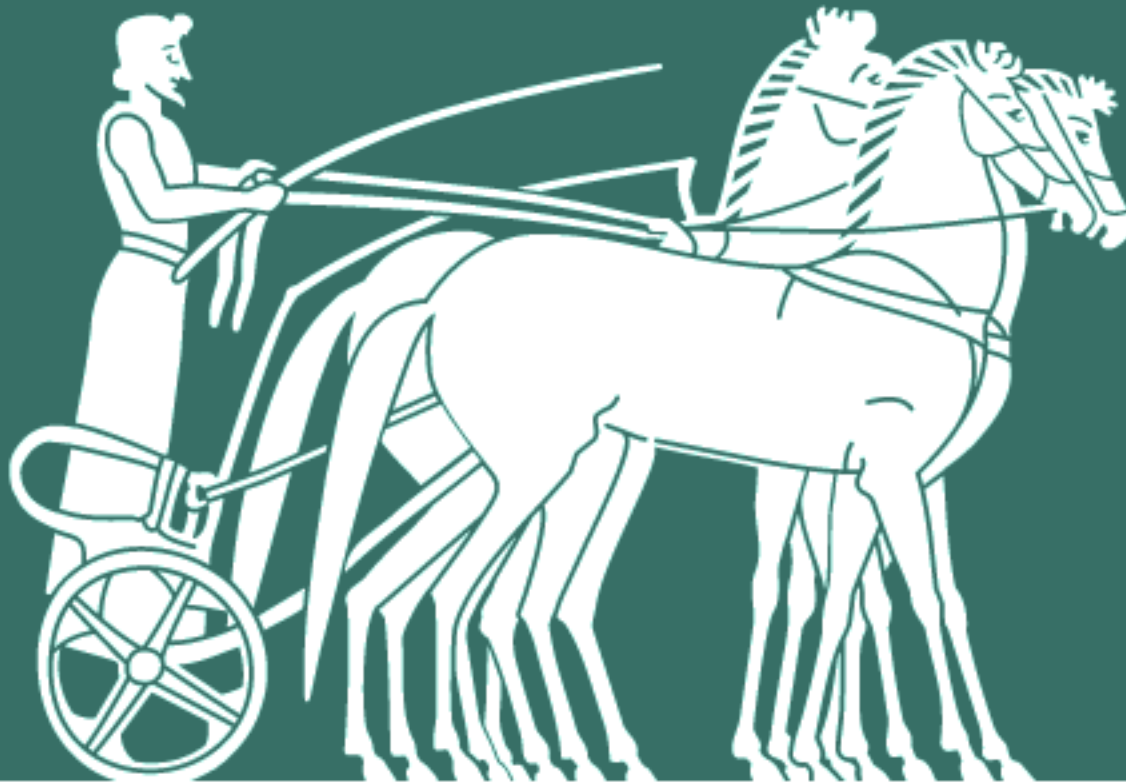


# AURIGA INDUSTRIES A/S



**Q3 2009 - Presentation of financial results**

November 10, 2009

# Agenda

- **Interim report, 3<sup>rd</sup> quarter 2009:**
  - Highlights and key figures.
  - Financial results.
  - Regional and product performance.
  - CSR.
- The glyphosate issue.
- Business Plan “Five-in-Fifteen”.
- Outlook 2009.

# Highlights Q3 2009

- Strong growth from new products:
  - Agrochemical market declining in first three quarters.
  - Ambitious targets in Business Plan "Five-in-Fifteen" confirmed.
  - Traditional product portfolio now 50% of sales.
- Market conditions for glyphosate have deteriorated due to:
  - Increasing supplies from China at low prices.
  - Late season in North America.
  - Reduction in distributor inventories during season.
  - Significant price erosion starting late Q2 – especially in North America.
- Revenue and profit down solely due to glyphosate.
- Growth in region Europe, but lower revenue in other regions.
- Inventory reduction during Q3 leading to positive operating cash flow of DKK 287 million.

## Key figures Q3 2009

➤ Revenue:	DKKm 4,190 (-7%)*
➤ EBITDA:	DKKm 201 (DKKm 652)
➤ EBITDA margin:	5% (14%)
➤ EBIT:	DKKm 57 (DKKm 482)
➤ EBIT margin:	1% (11%)
➤ Equity ratio:	38% (45%)
➤ NIBD/EBITDA:	6.9 (1.7)
➤ Financial gearing: (NIBD/Equity)	0.8 (0.5)

\* -5% at constant exchange rates

# Income statement

DKKm	Auriga			Cheminova		
	Q3 2009	Q3 2008	2008	Q3 2009	Q3 2008	2008
Revenue	4,190	4,511	5,664	4,180	4,502	5,651
EBITDA	201	652	712	205	657	715
EBIT (operating profit)	57	482	515	63	510	541
Profit before tax	(22)	416	402	(33)	423	401
EBITDA margin	5%	14%	13%	5%	15%	13%
EBIT margin	1%	11%	9%	2%	11%	10%

## Balance sheet: Assets

<b>DKKm</b>	<b>Q3 2009</b>	<b>Q3 2008</b>	<b>2008</b>
Non-current assets	1,476	1,335	1,294
Inventory	1,849	1,708	1,803
Receivables	2,018	1,780	1,811
Cash	225	332	224
<b>Total assets</b>	<b>5,568</b>	<b>5,155</b>	<b>5,132</b>

## Balance sheet: Equity and liabilities

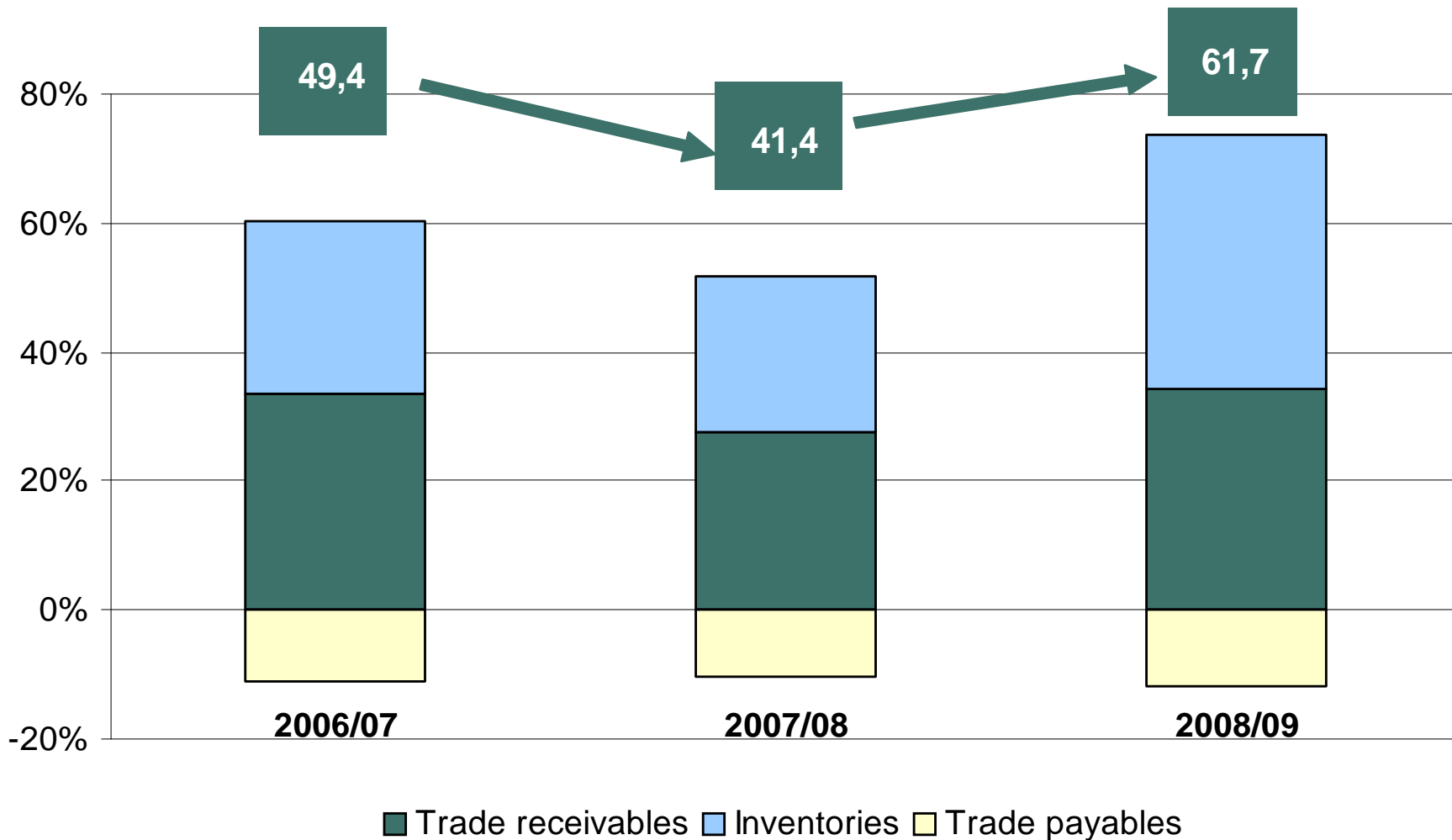
DKKm	Q3 2009	Q3 2008	2008
Equity	2,130	2,332	2,210
Interest-bearing debt	2,030	1,539	1,710
Trade payables	532	668	652
Other payables	876	616	560
Total liabilities	5,568	5,155	5,132

# Cash flow

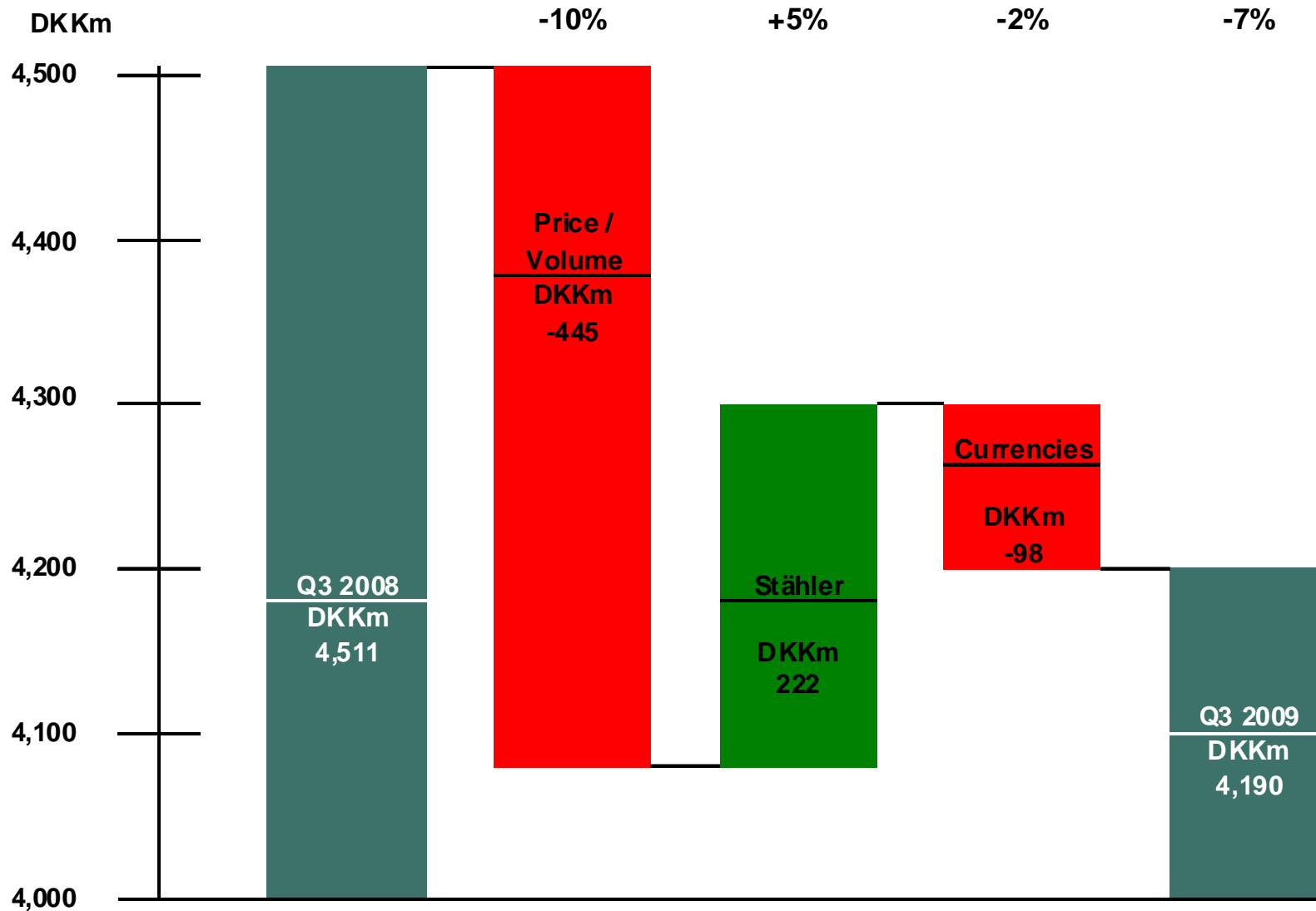
<b>DKKm</b>	<b>Q3 2009</b>	<b>Q3 2008</b>	<b>2008</b>
Cash flow from operating activities	<b>287</b>	(91)	(342)
Investments	<b>(290)</b>	(359)	(378)
Available cash flow	<b>(3)</b>	(450)	(720)

# Average trade working capital

Increase to approx. 62% due to high inventories



# Sales development Q3 2008-Q3 2009



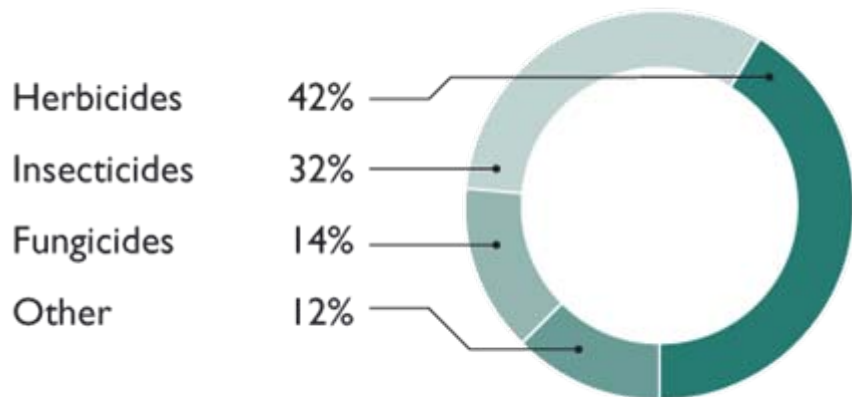
# Sales by region

DKKm	Q3 2009	Q3 2008	Growth	2008
Europe	1,615	1,503	7%	1,667
ANZAC	873	1,004	-13%	1,223
LATAM	824	861	-4%	1,386
International	194	303	-36%	355
Other activities	684	840	-19%	1,033
<b>Total</b>	<b>4,190</b>	<b>4,511</b>	<b>-7%*</b>	<b>5,664</b>

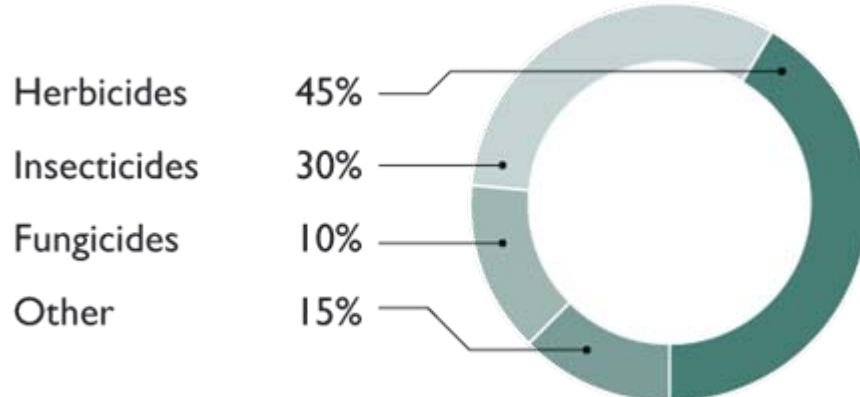
\* By constant exchange rates -5%

# Product performance Q3 2009

Revenue split on segments Q3 2009



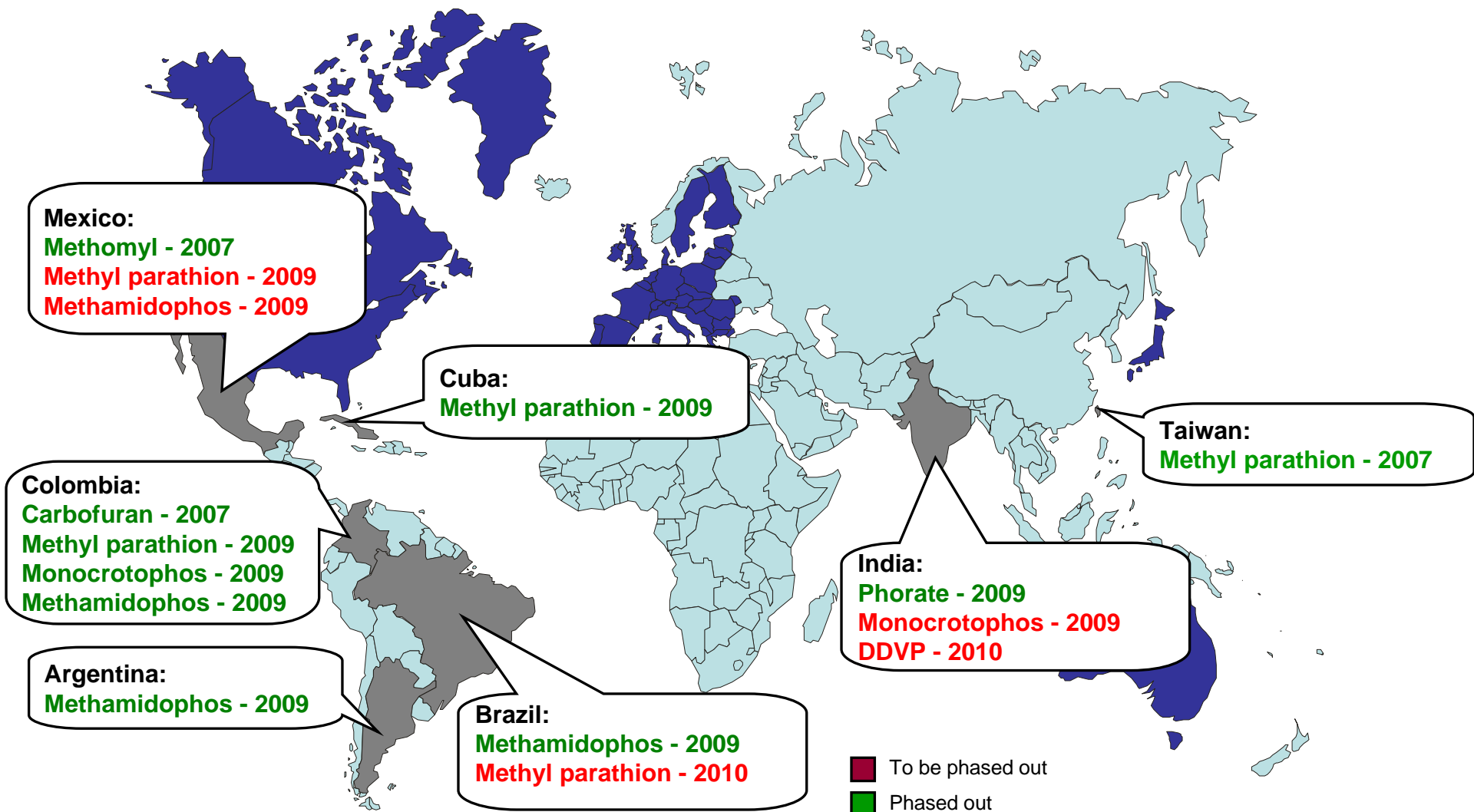
Revenue split on segments Q3 2008



# CSR – Status Q3 2009

- Product stewardship:
  - Ahead of phase-out plan.
  - Development and introduction of less toxic alternatives.
  
- Production:
  - Recertification audit completed according to ISO 14001, OHSAS 18001 and DS 2403.
  - Plant in India being rebuild to produce a new global product.
  
- Mission, vision and values:
  - Roll-out of mission, vision and values according to plan in the global matrix organization.

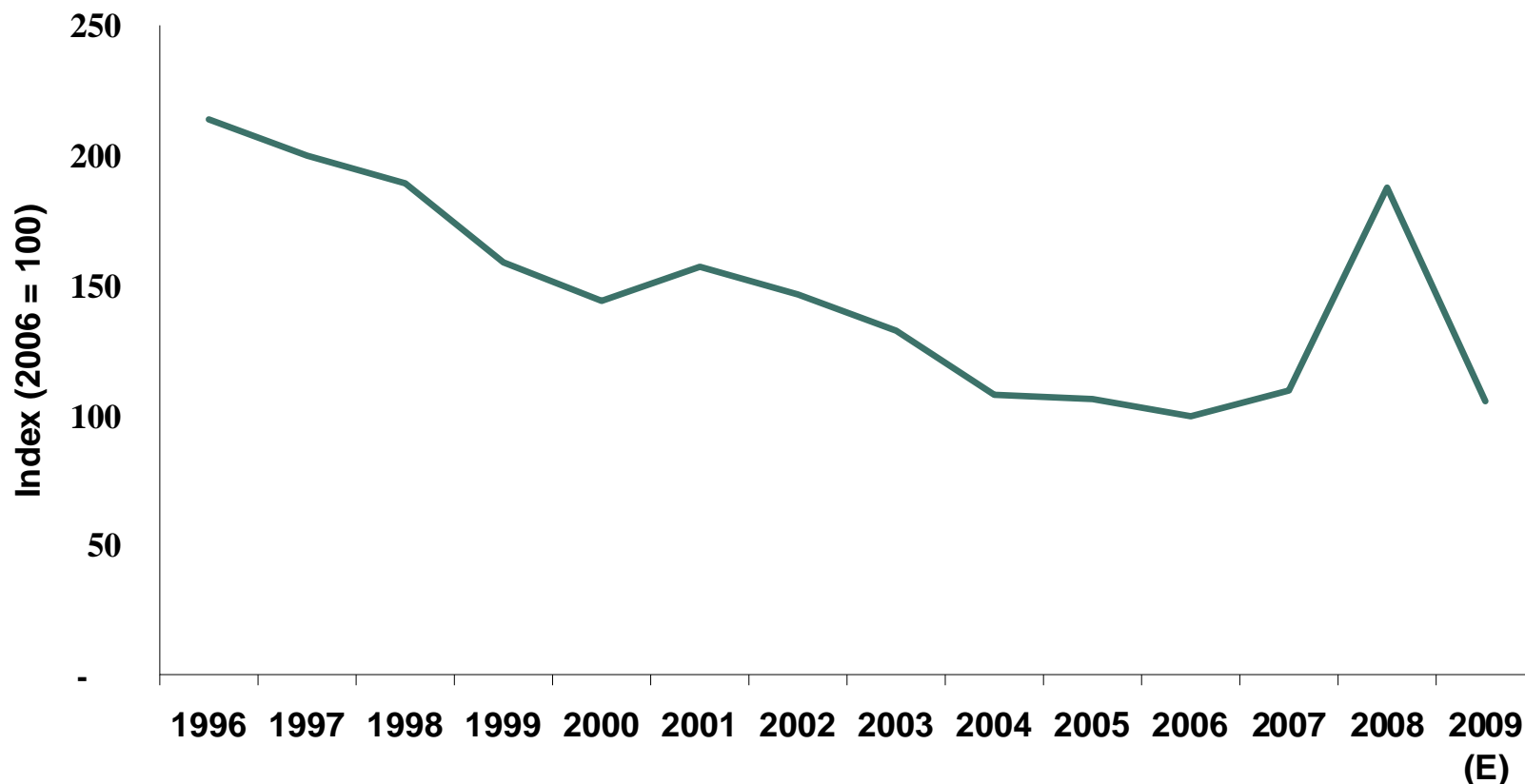
# Phase-out of class I products



# Agenda

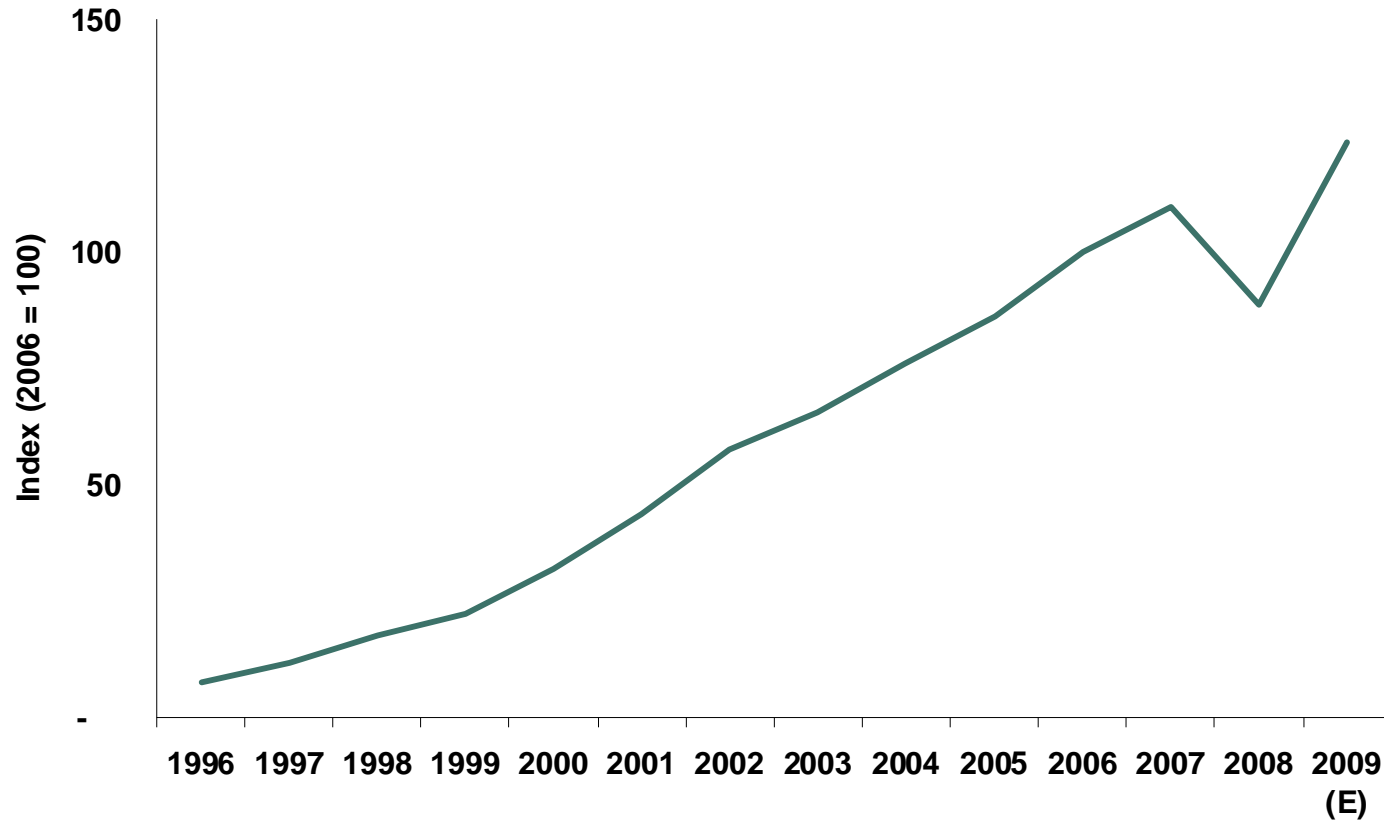
- Interim report, 3<sup>rd</sup> quarter 2009:
  - Highlights and key figures.
  - Financial results.
  - Regional and product performance.
  - CSR.
- **The glyphosate issue.**
- Business Plan “Five-in-Fifteen”.
- Outlook 2009.

# Glyphosate price "back to normal"!



- 1996-2002: Increased generic competition.
- 2005-2007: Adequate supply from China.
- Late 2007-late 2008: Shortage due to lack of supply from China and increased demand.
- Late 2008-late 2009: Excess supply, delayed demand.

# Glyphosate sales volume



- 1993-2009: Increased quantities from own plant.
- 2000-2007: Increased quantities from third parties.
- 2008: Shortage in supply (ex. Brazil).
- 2009: Adequate supply from third parties.

# Agenda

- Interim report, 3<sup>rd</sup> quarter 2009:
  - Highlights and key figures.
  - Financial results.
  - Regional and product performance.
  - CSR.
- The glyphosate issue.
- **Business Plan “Five-in-Fifteen”.**
- Outlook 2009.

# Business Plan "Five-in-Fifteen"

## Objectives:

- Double market share to 5% in 2015.
- EBITDA matching the best among peer companies.
- Increased value creation for the benefit of all stakeholders.

## Strategy:

- Organic growth through development and sales of new products (2/3).
- Acquisitions of complementary products and companies (1/3).
- Margin improvement, economies of scale and improved efficiency in all functions.



# Status "Five-in-Fifteen"

**Strong growth from new products in declining market confirms the ambitious goals for the future.**

- Growth driven by new products developed and introduced since 2000 and from acquired products, eg. Stähler products.
- Crop protection organic growth excluding glyphosate of more than 10% at CER.
- Acquisitive growth from Stähler acquisition.



# Agenda

- Interim report, 3<sup>rd</sup> quarter 2009:
  - Highlights and key figures.
  - Financial results.
  - Regional and product performance.
  - CSR.
- The glyphosate issue.
- Business Plan “Five-in-Fifteen”.
- **Outlook 2009.**

## Outlook 2009

- Market conditions for glyphosate are not expected to improve in Q4.
- Continued growth from other products including the many new products introduced in recent years.
- Strong demand in Brazil expected in Q4.

### Auriga/Cheminova:

Revenue: Approx. DKK 5,500 million

EBIT: In the range of DKK 10-50 million

Operating cash flow: Positive

# Contact investor relations

Kurt Pedersen Kaalund  
President & CEO  
Tel.: +45 7010 7030  
[investor@auriga.dk](mailto:investor@auriga.dk)



Jens Ole Jensen  
Vice President  
Tel.: +45 7010 7030  
[investor@auriga.dk](mailto:investor@auriga.dk)

## Disclaimer

This presentation contains forward-looking statements such as revenue and financial results outlook. Forward-looking statements are, by their very nature, associated with risks and uncertainties that may cause actual results to differ materially from expectations.

To the extent that legislation so requires (e.g. the Danish Securities Trading Act), Auriga shall be obliged to update and adjust specifically stated expectations.