

AURIGA INDUSTRIES A/S



Company presentation

Corporate structure



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Divested 2007



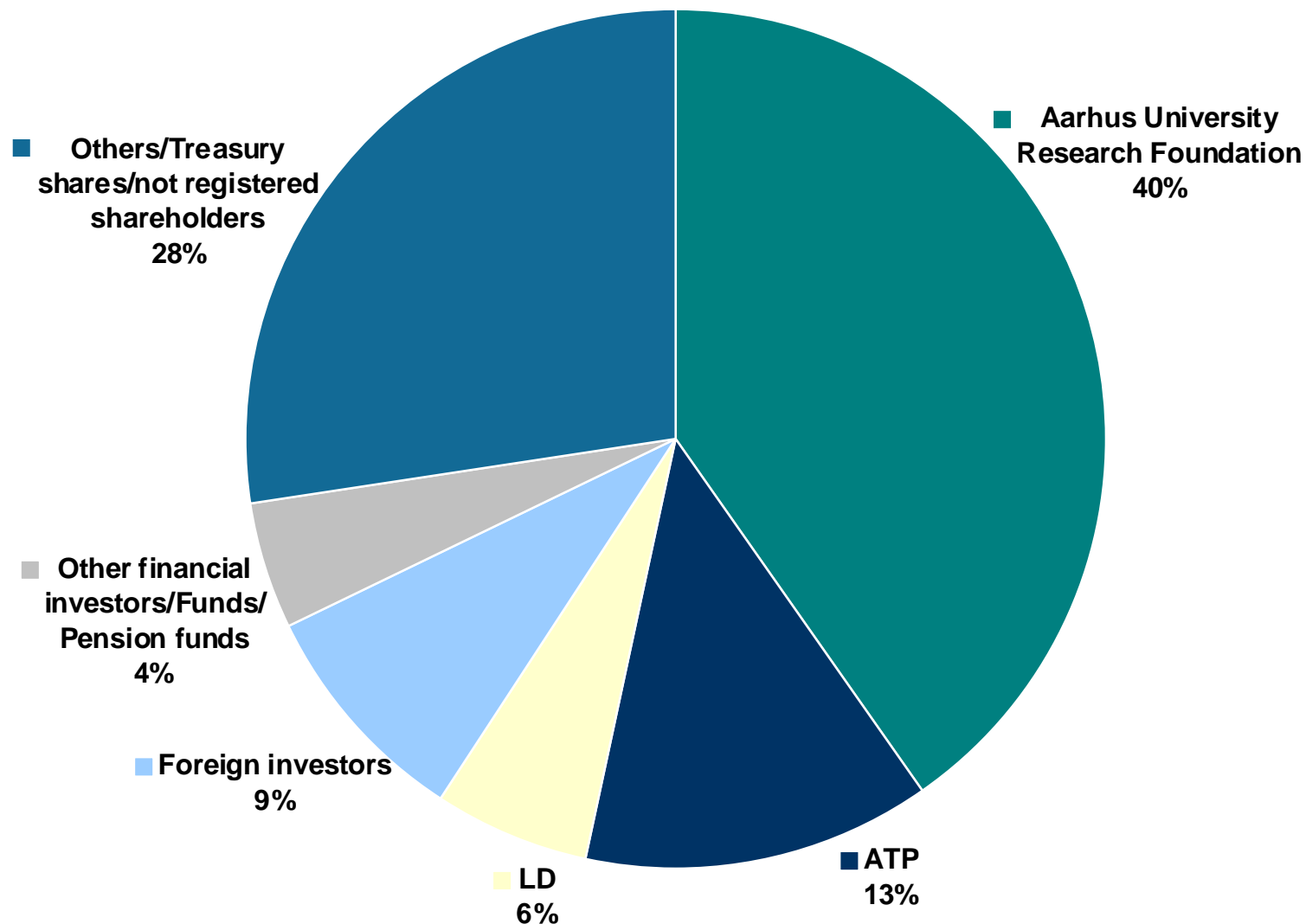
CHEMINOVA



Divested 2007

Back to basics!

Ownership structure, 28.11.2008



History

- 1938 Established by Gunnar Andreasen.
- 1944 All shares donated to Aarhus University Research Foundation.
- 1986 Listed on the Copenhagen Stock Exchange.
- 1987 Acquisition of Skamol A/S.
- 1990 Holding company – Later Auriga Industries A/S.
- 1995 Acquisition of Hardi International A/S.
- 1993/2007 Sales subsidiaries and representative offices in more than 30 countries.
- 2007 Divestment of Skamol and Hardi.
- 2008 Acquisition of 50% ownership of the Stähler Group in Germany.

Mission

We help improve quality of life for the world's population by supplying products that help farmers increase yields and quality of crops to satisfy the global demand for food, feed, fiber and energy.

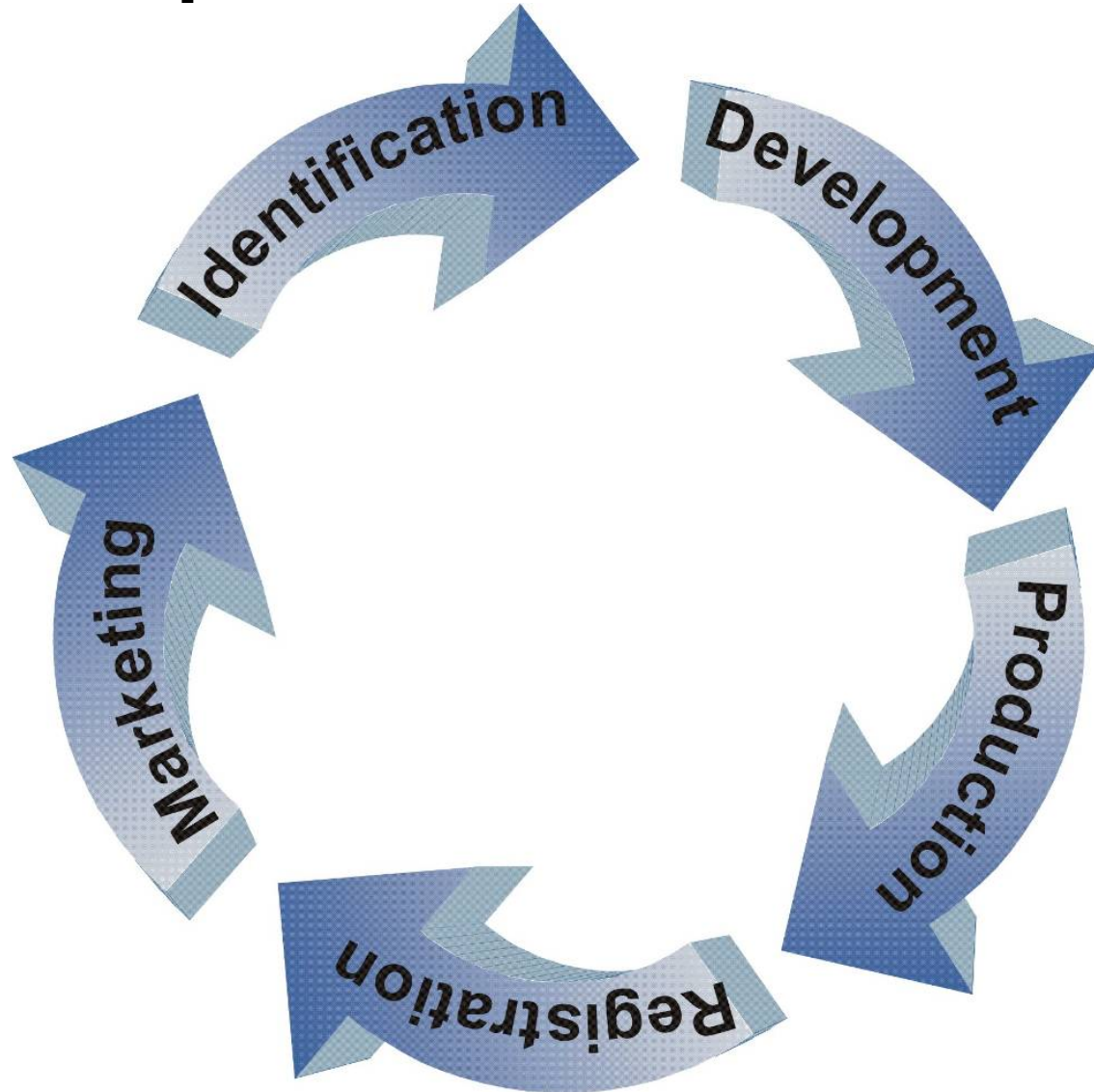


Vision

We create results for our customers by being a sustainable and innovative world-class supplier of a broad range of quality crop protection products. Value creation shall match the best among peer companies to the benefit of all stakeholders.



Core competences



Strong performance – Q3 highlights

- Revenue: DKKm 4,511 (+38%)*
- EBITDA: DKKm 652 (Q3-2007: DKKm 255)
- EBITDA Margin: 14% (8%)
- EBIT: DKKm 482 (Q3-2007: DKKm 120)
- EBIT Margin: 11% (4%)
- Equity ratio: 45% (44%)
(Equity x 100 / Equity and liabilities)
- Financial gearing: 0.5 (0.4)
(Net debt / Equity)

* +44% at constant exchange rates

Highlights Q3-2008

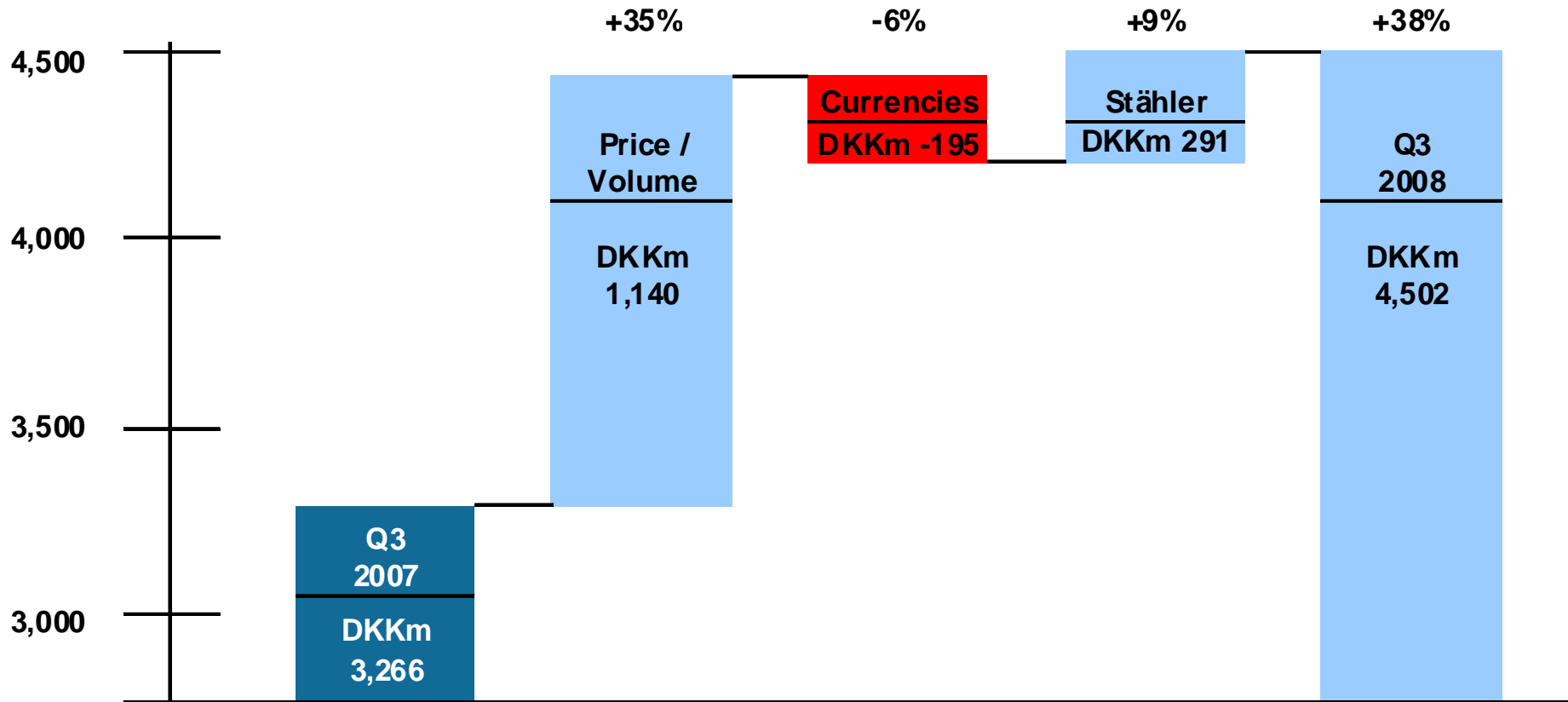
Fundamental drivers for agriculture/agrochemicals remain unchanged:

- Crop prices still high and inventories still at low levels.
- Increasing food and feed demand from increased wealth in developing countries, e.g. China and India.
- Global increase in demand of biofuel based on corn and sugar cane.

Agchem-market growth is estimated just over 20%.

Strong organic growth - Cheminova

Sales development Q3 2007 – Q3 2008



Sales by region

DKKm	Q3 2008	Q3 2007	Growth
Europe	1,503	843	78%
ANZAC	1,004	743	35%
LATAM	861	657	31%
International	303	251	21%
Other activities	840	780	8%
Group total	4,511	3,274	38%*

* At constant exchange rates +44%

Outlook 2008 and beyond

Outlook 2008	Auriga	Cheminova
Revenue:	DKKm 5,700	DKKm 5,700
Profit before tax:	DKKm 440-490	DKKm 450-500

Cheminova 2009

Revenue: More than DKK 6 bn.

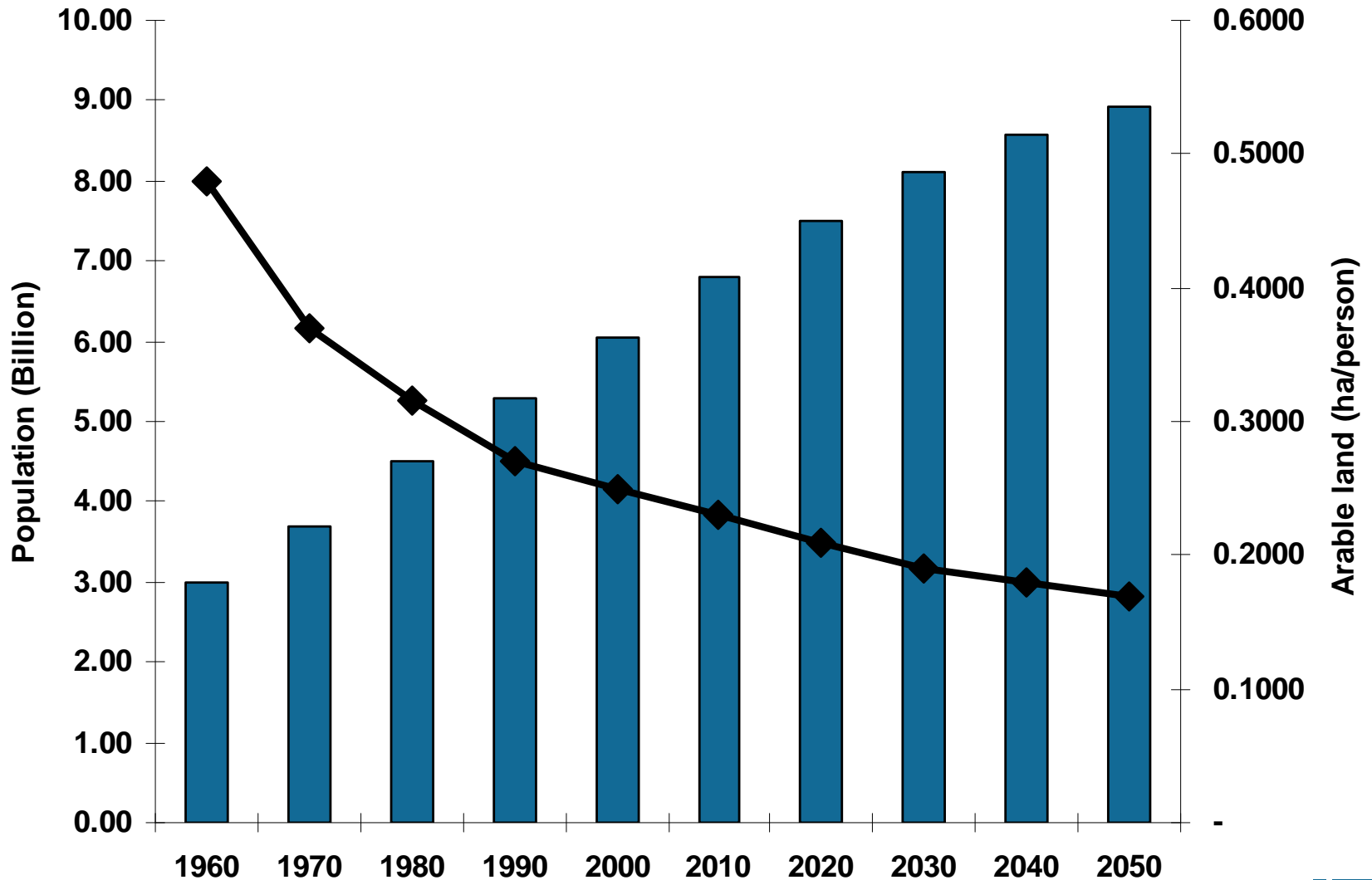
EBIT: Approx. 10%.

Growth drivers

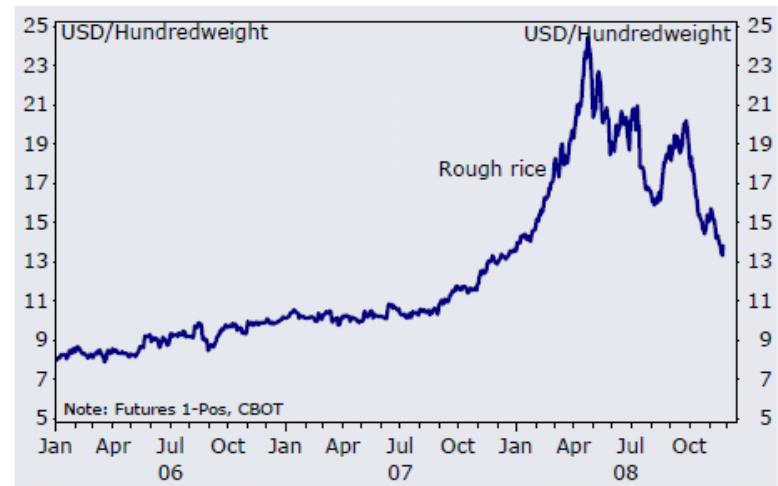
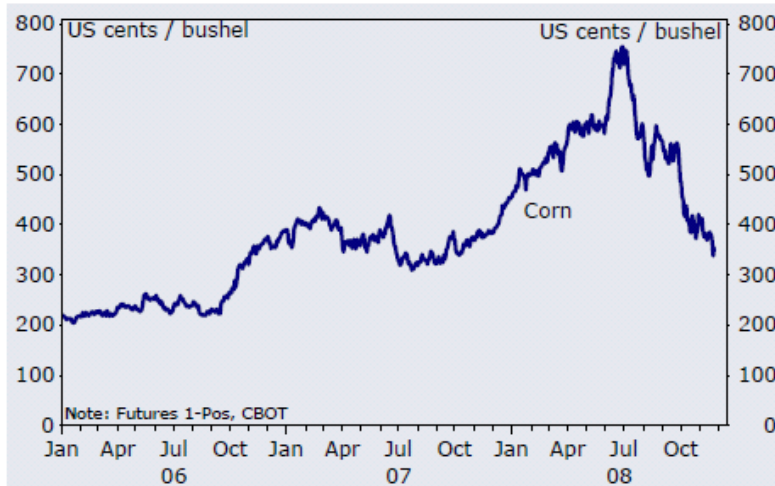
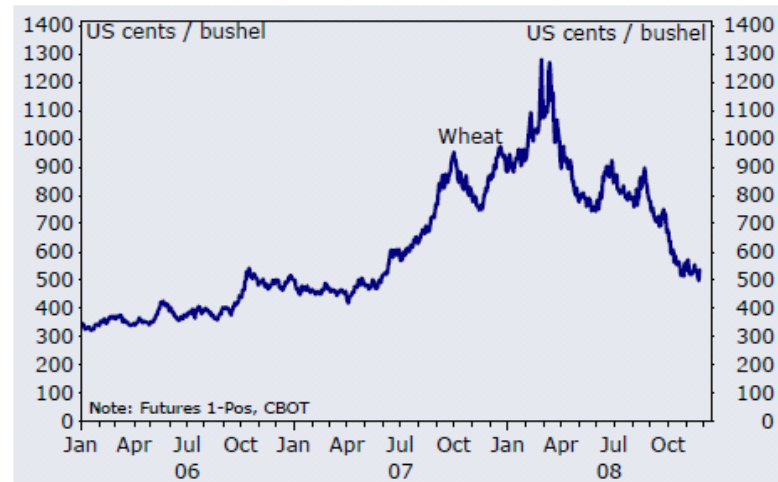
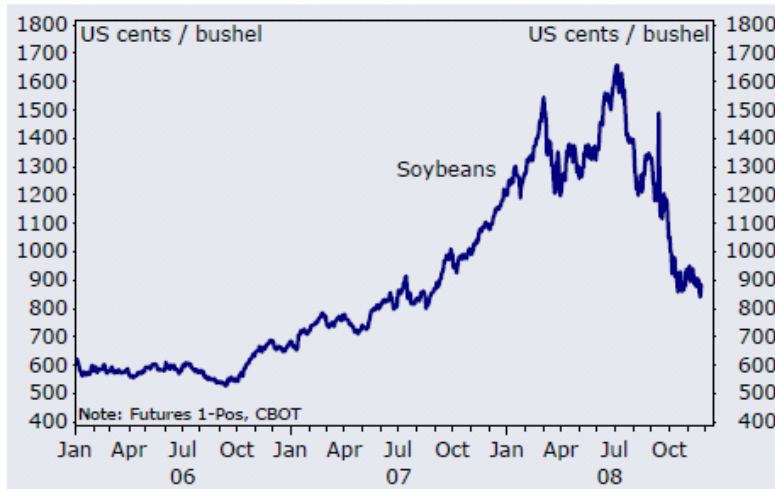
- **Food.**
- **Feed.**
- **Fuel.**



Arable land per cap vs. population

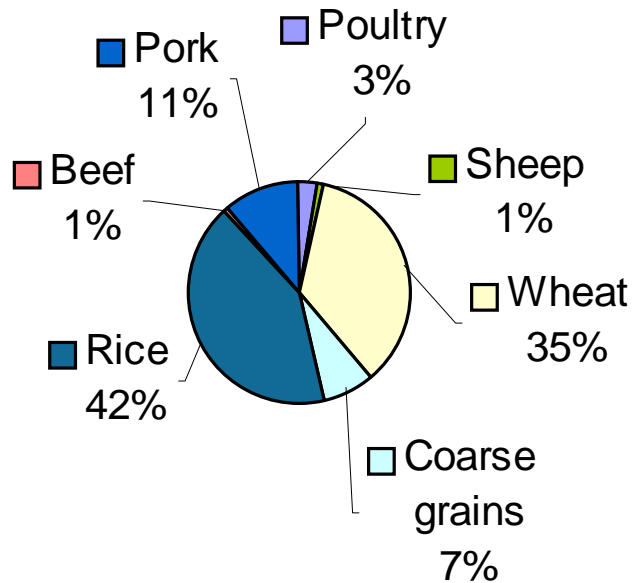


Soft commodities prices

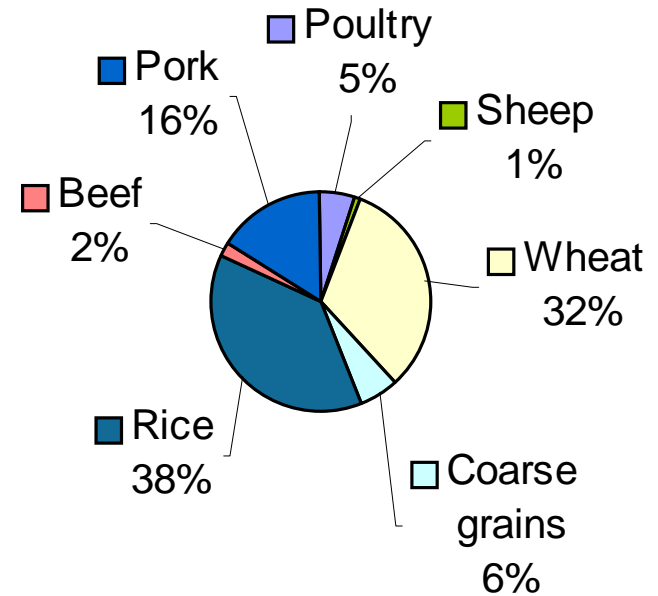


Chinese diets are shifting

1997

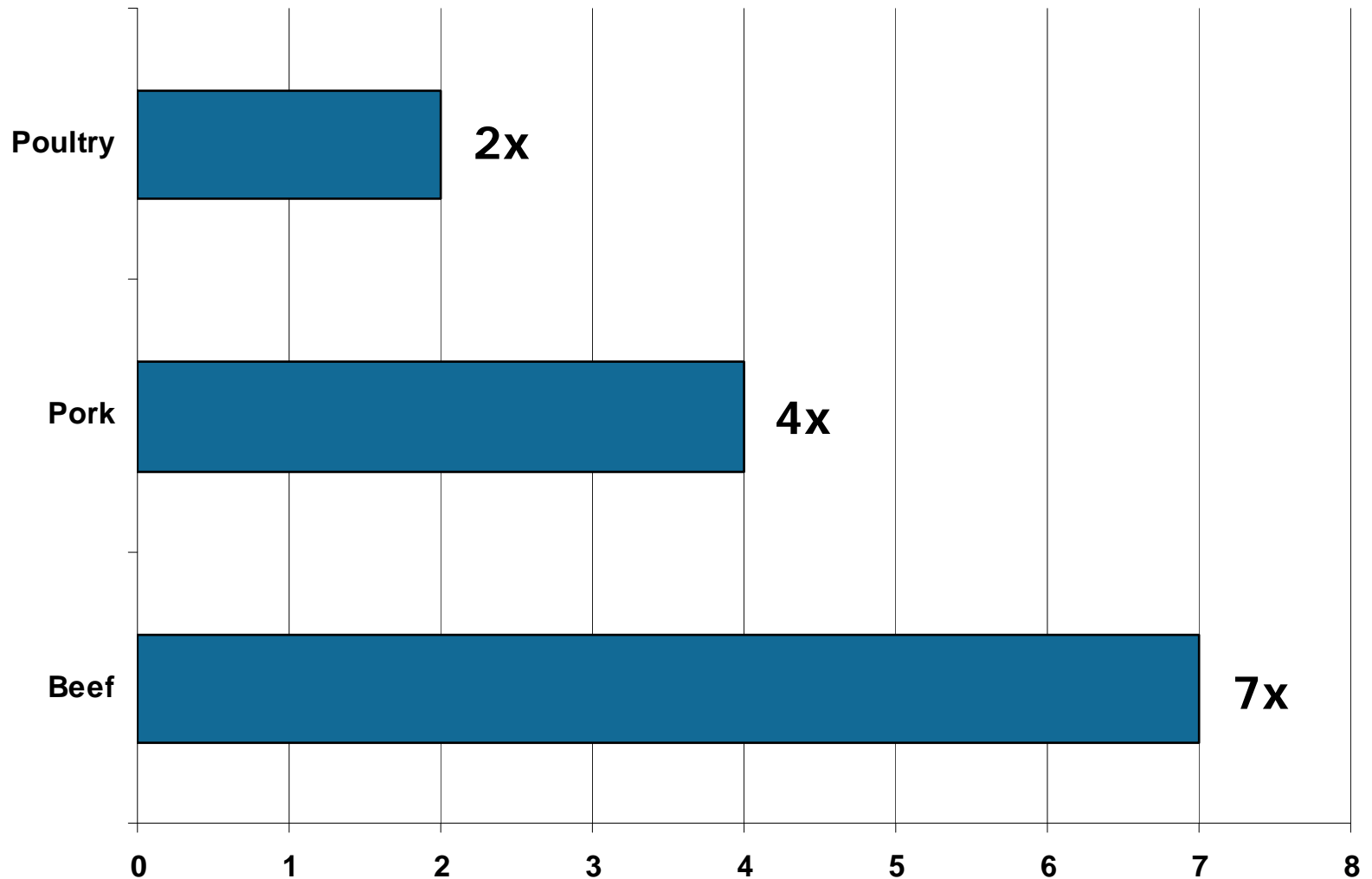


2008

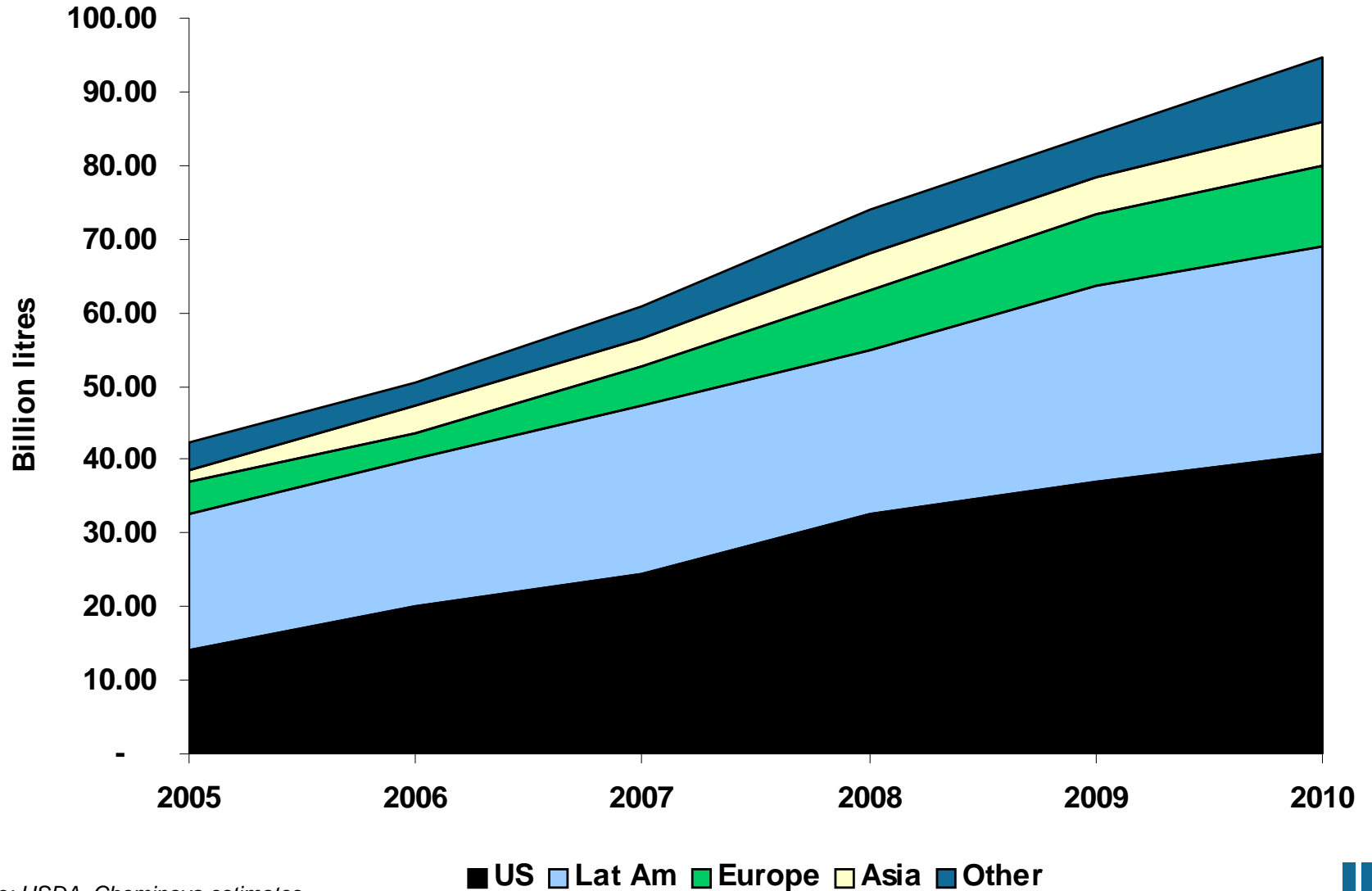


- As incomes increase in China and other developing countries, diets shift towards more meat consumption.
- Meat is energy-inefficient, meaning that more feed is required to produce the same amount of calories.
- Feed growth has been primarily in Brazil and China recently, which feed their herd with domestically produced grain.
- However, China cannot produce enough soybeans to sate demand and has relied increasingly on imports.

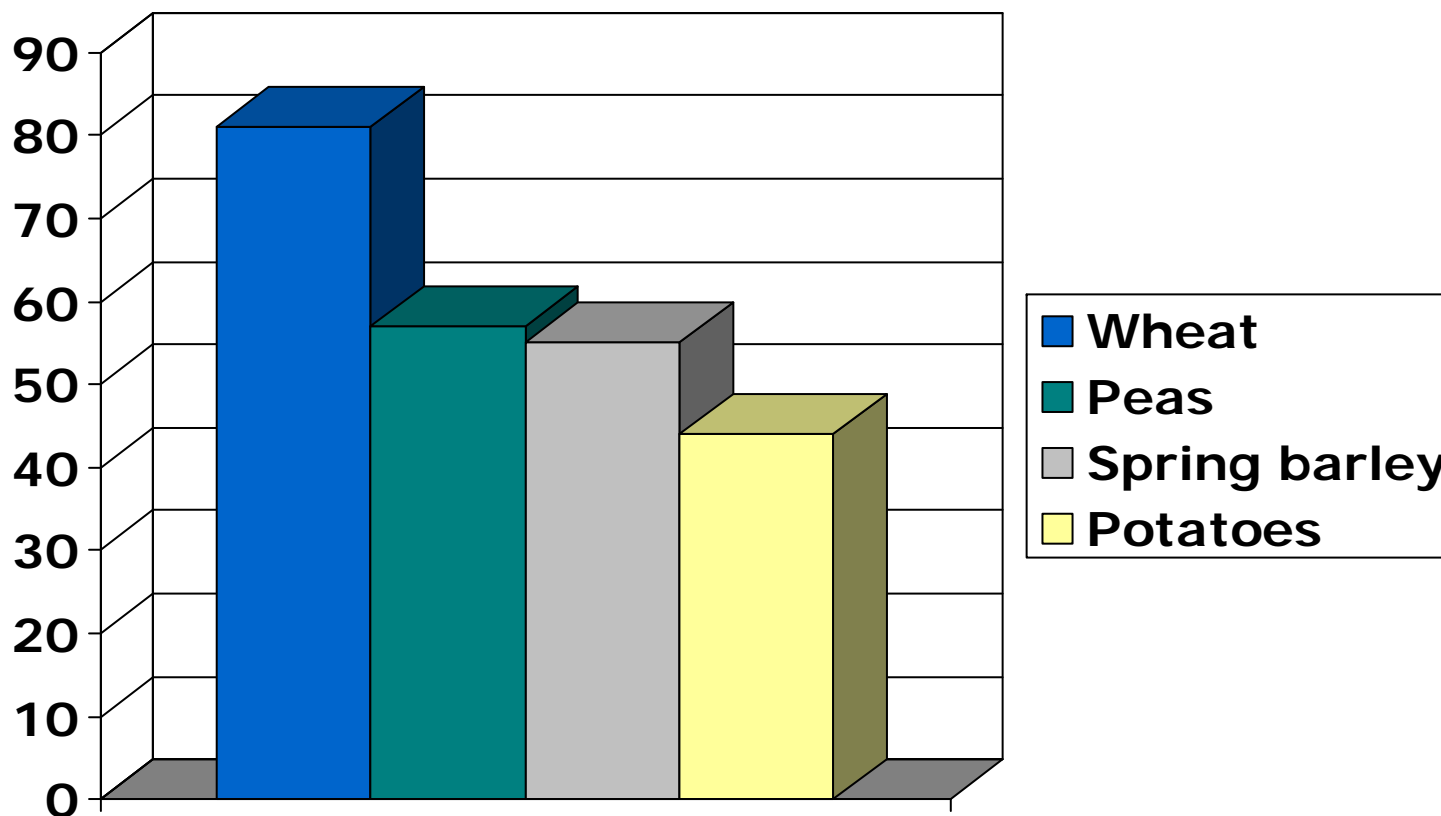
Feed grain multipliers for meat production



Biofuel production outlook



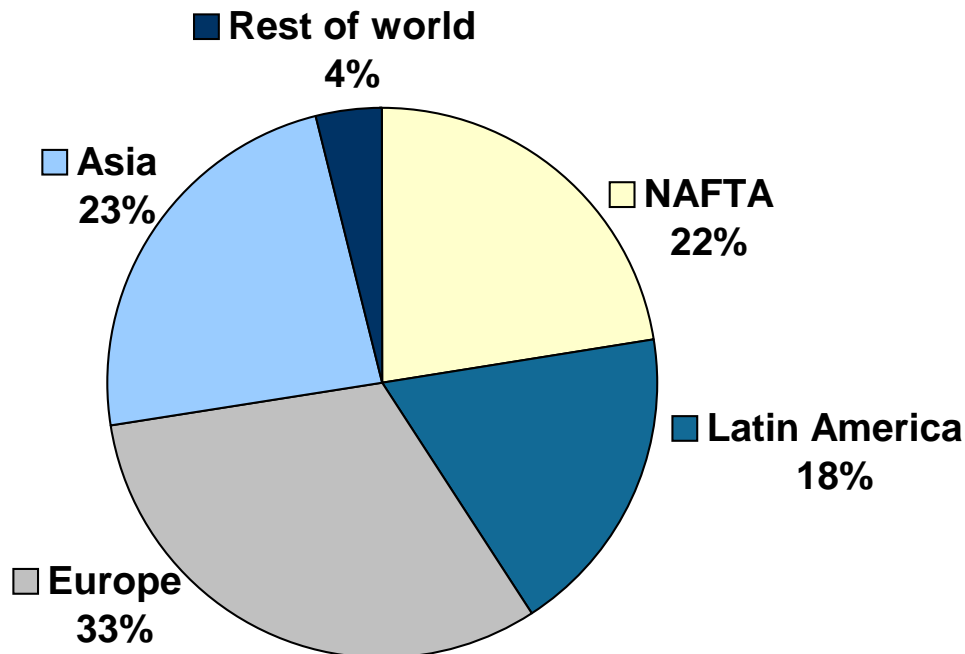
Yield increase from conventional crop protection compared with ecological (1999-2006 in Denmark)



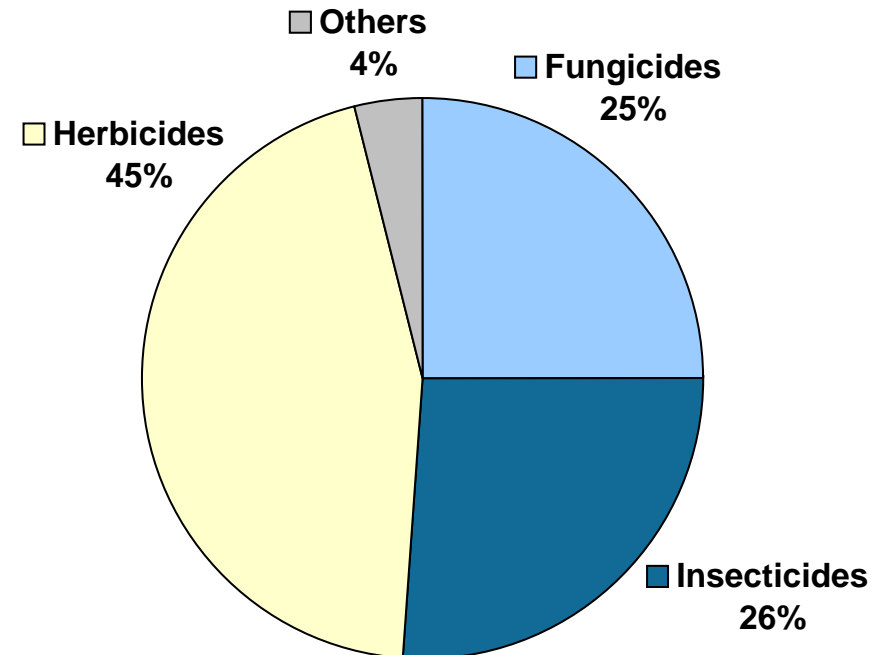
Global Agchem market

Market value USD 39 billion
(including non crop application)

2007 - Regions



2007 – Products



The competitive landscape

Tier I companies: (revenue > USD 2 bn)

Bayer, Syngenta, BASF, Monsanto, Dow, DuPont

- Large R&D based multinational companies.
- Diminishing returns of R&D.
- Increasing R&D effects in biotech.
- Consolidation to be expected.

Tier II companies: (revenue > USDm 500)

Makhteshim, Nufarm, United Phosphorous, Arysta, FMC, Sumitomo, Albaugh, Cheminova

- Heterogeneous group of companies.
- Increasing market share.
- Consolidation to be expected.

Tier III companies: (Revenue < USD 500m)

- Local and regional companies.
- Acquisition targets for Tier II companies.

Value chain



 **Key focus areas for Cheminova**

 **Not a focus area for Cheminova**

Employees in more than 30 countries



Main products

Plant protection products / pesticides			Fine Chemicals
Insecticides	Herbicides	Fungicides	
Organophosphates	Glyphosate		<ul style="list-style-type: none"> - Intermediates - Flotation agents for the mining industry
<ul style="list-style-type: none"> - Gamma-cyhalothrin - Acrinathrin - Imidacloprid - Abamectin 	<ul style="list-style-type: none"> - Imazethapyr - Chlorimuron - Diflufenican - Fenoxaprop - Metsulfuron 	<ul style="list-style-type: none"> - Flutriafol - Fosethyl - Tebuconazole - Fluazinam - Epoxiconazole 	

 = Old products (Introduced before 2000)

 = new products (introduced after 2000)

Strategic achievements 2008

- Growth through broader portfolio of generic products:
 - Sales of new generic products almost doubled.
 - 7 new products introduced so far this year.
 - Development & Registration activities expense at approx. 5% of sales.
- Improved operational efficiency:
 - Lean projects in manufacturing, filling and maintenance.
 - Increased output, lower costs, improved performance management.
 - Roll-out through global organization for targeted improvements in 2010 of DKKm 100.
- Add-on acquisitions:
 - 50% of Stähler Group, Germany.
 - 100% ownership of Pytech, Switzerland.
 - 100% ownership of CropTech, Colombia.
 - Formulation and filling plant, Australia.

Cheminova's development pipeline

Type	2008	2009	2010	2011	2012	Total	Market value (\$ million)
Herbicides	5	1	2	2	1	11	1.475
Fungicides	3		1	1	1	6	975
Insecticides			1			1	350
Other	1					1	100
Total	9	1	4	3	2	19	2.900

* Global sales value 2006 ex. manuf. (Phillips McDougall)



Corporate Social Responsibility

- Cheminova and CSR:
 - Code of business principles.
 - CSR-secretariat.
- Product stewardship:
 - Phase-out plan (recognized by FAO).
 - Stewardship guidelines for subsidiaries.
 - Development and introduction of less toxic alternatives.
- Production:
 - Incineration plant in India for chemical waste.
 - ISO and OHSAS environmental certification.
 - Energy-saving plant using surplus hydrogen from existing plant in Denmark and thus reducing the emission of CO₂ considerably.
- Supplier code of conduct.



Disclaimer

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

Auriga is only obliged to update and adjust the specifically stated expectations in as far as this is required by law, including the Securities Trading Act.

