



Third quarterly report 2010

Danfoss is a global industrial group which focuses on supplying energy-efficient and climate-friendly solutions for a number of selected industries. The group is a world leader within research, development, production, sales and service of mechanical and electronic products for use in the refrigeration and air-conditioning industry, the indoor comfort and heating sector, and a wide range of industries where energy consumption plays a vital role. The Danfoss Group's activities are divided into three segments. Danfoss' fully-owned core businesses are consolidated in the Danfoss Climate & Energy segment. Meanwhile, Danfoss Development includes the activities that will undergo planned strategic reassessment over the next few years in preparation for divestment, joint ventures or other forms of alliances. Sauer-Danfoss is the third segment – Danfoss is the controlling shareholder in the publicly listed Sauer-Danfoss, one of the world's leading producers and suppliers of mobile hydraulics. Danfoss strives to reach its targets through the least possible consumption of raw materials and energy, the least possible impact on the surroundings and an efficient utilisation of resources. Danfoss has a long tradition of social responsibility towards employees and the external environment.





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"We are able to conclude that the very positive development of the first six months of the year has continued into the second half-year. Therefore, for the third time this year, we have made an upward adjustment of our expectations for net sales and earnings. Our new strategy has had a more immediate effect than we dared hope, which means that Danfoss has emerged from the financial crisis considerably strengthened. Meanwhile, the demand for our products and solutions for the climate and energy sector is flourishing thanks to the major focus on this issue worldwide. This applies, not least, to the strong growth economies such as China, India, Brazil and Russia where Danfoss has been significantly represented for a number of years. We are now reaping the rewards for investments that we made before the general consensus began to focus on opportunities in these areas. Even though the extraordinarily high growth rates should, of course, be seen in light of a weak 2009, it is nonetheless our view that Danfoss is gaining market shares based on our focus on climate and energy. We are confident that this will mean that Danfoss will continue to have profitable growth and cash flow – at an unprecedented corporate level which we have not seen before – even if growth rates are more subdued in future."

Niels B. Christiansen, President and CEO, Danfoss A/S

Highlights from the first three quarters of 2010:

- **Net sales** were 23.4bn DKK, which equals growth of 29%. When adjusted for acquisitions, divestments and foreign currency translations, growth was 25%.
- **The profit before other income and expenses** was 2,421m DKK, compared with -164m DKK in 2009.
- **The operating profit (EBIT)** was 2,324m DKK, compared with -532m DKK the year before.
- **The result from continued operations before tax** was 2,083m DKK, compared with -780m DKK the year before.
- **The result for the period** was 872m DKK, compared to -921m DKK the year before.
- *Despite extensive growth, the free cash flow was 1,561m DKK, compared with 915m DKK in 2009. Danfoss traditionally generates the major part of its cash flow in the last six months of the year.*

The Profit & Loss Account and the Cash Flow Statement for 2009 and 2010 are impacted by the group's reclassification of discontinued activities to appear as separate items in the accounts. For further information about the impact, please refer to page 7.

Expectations for 2010:

As a result of the very positive developments in the third quarter, Danfoss has made an upward adjustment of both net sales and earnings for the entire accounting year.

- Therefore, net sales are expected to be between 30bn and 31bn DKK (previously 27-28bn DKK).
- The EBIT is expected to be between 2.4bn and 2.6bn DKK (previously 1.4-1.8bn DKK).

These expectations do not include the impact of divestments or acquisitions of companies/activities.

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Financial Highlights

Mill. DKK (unless otherwise stated)
All quarterly figures are unaudited.

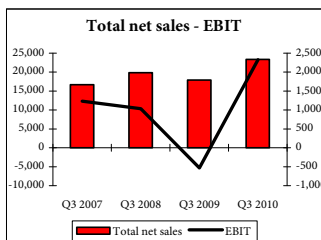
	Q3 2009	Q3 2010	Change in %	Q3 2009 YTD	Q3 2010 YTD	Change in %	2009
Profit and loss accounts:							
Net sales	6,125	8,410	38%	18,060	23,379	29%	24,165
Operating profit added depreciations, amortisations and impairments (EBITDA)	656	1,480	***	811	3,642	***	1,354
Operating profit excl. other income and expenses	326	1,168	***	-164	2,421	***	-40
Operating profit (EBIT)	214	1,131	***	-532	2,324	***	-1,431
Financial income/expenses	-61	-130	***	-218	-269	23%	349
Profit before tax, continued operations	148	1,008	***	-780	2,083	***	-1,119
Result from discontinued operations	-33	-682	***	-588	-683	***	-636
Net profit	111	92	***	-921	872	***	-1,402
Real growth in %	-11%	30%		-17%	25%		-12%
Balance sheet:							
Total non-current assets				20,425	18,087	-11%	19,289
Assets				30,853	30,196	-2%	28,642
Total shareholders' equity				10,536	11,046	5%	10,055
Net interest-bearing debt				9,218	8,324	-10%	9,301
Net assets				19,333	18,955	-2%	18,995
Capital expenditure	193	160	-17%	713	623	-13%	1,009
Cash flow statement:							
Cash flow from operating activities				1,649	1,990	21%	2,858
Cash flow from investing activities				-734	-429	-42%	-1,894
hereof net investments of intangible/tangible assets				-594	-296	-50%	-895
hereof net investments in companies				1	-125	***	-893
Free Cash flow				915	1,561	71%	964
Free cash flow before M&A				981	1,697	73%	1,906
Cash flow from financing activities				-448	-1,098	***	-734
Key figures:							
Number of employees (end of period)				26,098	26,061	0%	25,740
EBIT margin excl. other operating income etc.	5.4%	13.9%	8.5	-0.9%	10.4%	11.3	-0.2%
EBIT margin	3.5%	13.5%	10.0	-3.0%	9.9%	12.9	-5.9%
EBITDA margin	10.8%	17.6%	6.8	4.5%	15.6%	11.1	5.6%
RONA ¹⁾	1.1%	5.8%	4.7	-2.6%	12.4%	15.0	-7.1%
Return on equity				-8.3%	7.6%	15.9	-13.0%
Equity ratio				28.1%	30.2%	2.1	28.9%
Leverage ratio				87.5%	75.4%	-12.1	92.5%
Net interest bearing debt to EBITDA ratio ²⁾				6.9	1.9	-5.0	5.1

1) RONA (Return On Net Assets)
Result of operating profit as percentage of Net assets are total assets deducting

2) EBITDA excl. other operating income and expenses

Danfoss makes a third upward adjustment this year

The first three months of the second half-year has seen a full continuation of the development of the first half-year and as a result, Danfoss has increased its expectations for 2010 for the third time.



In the third quarter, the Danfoss Group had net sales of 8.4bn DKK, compared to 6.1bn the year before. When adjusted for acquisitions, divestments and foreign currency translations, growth amounted to 30%. The profit before other income and expenses was 1,168m DKK, whereas the EBIT was 1,131m DKK.

In the first nine months of 2010, net sales were 23.4bn DKK, compared to 18.1bn DKK in the same period in 2009, which equals growth of 29%. When adjusted for acquisitions, divestments and foreign currency translations, growth is 25%, compared to the same period the year before. Danfoss Climate & Energy grew by 20%, Danfoss Development grew by 19%, whereas growth in Sauer-Danfoss was 38%.

The very positive sales development of the first half-year continued in the third quarter which, consequently, developed better than expected. At the same time, the group gained market shares in several business areas. Growth was primarily driven by high and double-digit growth rates on the markets in the BRIC countries. The markets in Europe and North America also showed decent growth.

All of the divisions in Danfoss Climate & Energy contributed to the growth increase in net sales and earnings in the first three quarters of the year. The group's sales to the construction industries, which are sensitive to financial trends, have not yet returned to pre-crisis levels, but Danfoss' focus on special climate and energy improvements have compensated for this to a certain extent. However, the new construction markets were characterized by a low activity level and reticence, but it is expected that markets will develop more positively in the fourth quarter.

Sauer-Danfoss ended the third quarter with decent growth in both net sales and earnings. Growth was driven by a major demand from customers and especially the Asian market showed major growth. The implementation of the cost adjustment in 2009 and the launch of the new strategy led to a substantially improved profitability for the company. As a result of the positive developments during this quarter, the Sauer-Danfoss management has made an upward adjustment of the expectations for both net sales and profit for the whole of 2010.

During the third quarter, Danfoss maintained its focus on generating substantial cash flow. The purpose is, not least, to reduce the group's debt, and this will be achieved through an increase of the group's profit and maintenance of a tight control of the working capital. These measures have had a positive effect on the group's free cash flow, resulting in a profit of 1,561m DKK, compared to 915m the year before.

The activities already implemented, as set out in the group's new strategy, have, combined with tight cost control and improved capacity utilization, improved the group's earnings considerably.

The result before other income and expenses was 2,421m DKK, compared to -164m DKK the year before.

The operating profit (EBIT) was 2,324m DKK, compared to -532m DKK in 2009.

The result from continued operations before tax was 2,083m DKK, compared to -780m DKK the year before. **The result for the period from continued operations** (after tax) was 1,556m DKK, compared to -332m DKK in 2009. **The result for the period from discontinued operations** was a loss of 683m DKK, compared to a loss of 588m DKK the year before. **The result for the period** was 872m DKK, compared to -921m DKK in the year before. The result is considered very satisfactory.

“The focus on cash flows has resulted in us having generated a high cash flow level. This has been a contributory factor for the close to 1bn DKK reduction of our debt during the first nine months of 2010.”

**Kim Fausing,
Executive Vice
President**

Balance sheet and cash flows

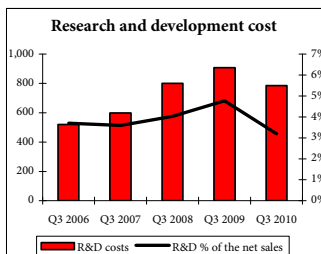
The equity was 11,046m DKK, compared to 10,055m DKK at the end of 2009. The increase in equity was primarily due to the recognition of the positive quarterly result. The total amount of assets amount to 30,196m DKK, compared with 28,642m DKK at the end of 2009.

The net interest-bearing debt was 8,324m DKK, compared to 9,218m DKK the year before. At the end of 2009, debt amounted to 9,301m DKK. The present net interest-bearing debt level corresponds to 1.9 x the latest four quarters' EBITDA, which is a very satisfactory development.

It is Danfoss' policy to dispose of considerable long-term financial resources. On September 30 2010, the group had unused irredeemable credit commitments, including cash funds, amounting to 6.0bn DKK, compared to 5.2bn DKK the year before.

Cash flow

The free cash flow, which is a combination of cash flow from operating activities of 1,990m DKK and cash flow from investing activities of -429m DKK, was 1,561m DKK, compared to 915m DKK in 2009. The free cash flow before acquisitions and divestment of activities was 1,697m DKK, compared to 981m DKK in 2009.



R&D development

In the first nine months of 2010, Danfoss spent 3.2% (786m DKK) of the net sales on research and development, compared to 4.8% (908m DKK) the year before. The scope of investments is in line with the implemented plans set out in the new strategy. At the same time, Sauer-Danfoss has reduced the number of investments due to the poor market conditions in 2009.



Changes in employee numbers

At the end of the quarter, the Danfoss Group had 26,061 employees, compared with 26,098 in 2009. The employees are distributed as follows: 10,912 in Europe, excl. Denmark (2009: 11,482); 3,746 in North America, incl. Mexico (3,578); Latin America 440 (371); 4,798 in Asia-Pacific, incl. China (3,858); and 60 in other regions (61). In Denmark, 6,105 were employed at the end of the third quarter, compared to 6,748 the year before.

Risk management

Please refer to the Danfoss Annual Report 2009, page 23, for details about the Danfoss Group's risk management and reporting.

Competition case

There is no news on the case described in Danfoss' half-year report. Therefore, the group does not presently have any knowledge about the conclusion of the European Commission or that of other competition authorities.

Discontinued activities

In order to ensure increased focus on the core business, Danfoss has decided that some activities should undergo strategic reassessment with a view to their sale, entry into joint ventures or other forms of alliance. This applies to, for example, Danfoss Household Compressors, where an agreement has been made concerning the sale of the company to German company AURELIUS. The deal was completed on November 5, 2010.

The IFRS rules concerning the classification of divested activities meant for sale and discontinuing activities have been applied in order to give a precise picture of continued activities in Danfoss. As a result, the profit and cash flow of the divested activities for all periods are shown as separate items in the Profit & Loss Account and the Cash Flow Statement. In addition, assets and liabilities at the end of the third quarter of 2010 have been reclassified to appear as separate items in the Balance Sheet (assets meant for sale).

In the first nine months of the year, the discontinued activities had net sales of 1.2bn DKK, compared to 1.1bn DKK the year before as well as a result of -683m DKK compared to -588m DKK the year before.



Corporate Citizenship

(at Danfoss, excluding Sauer-Danfoss)

Resource consumption and CO₂ emissions

Danfoss wants to reduce CO₂ emissions from energy consumption and transportation of finished goods by 25% before 2025. The target is in absolute figures and is measured in proportion with 2007 emissions, which mark the base year for the group's climate strategy.

Danfoss' consumption of electricity increased in the third quarter by 13%, whereas the CO₂ emissions from electricity consumption increased by 19%, compared with the same period the year before. The reason for this is the continuing increased growth at the factories in China, where CO₂ emissions increased by 35%, compared with the third quarter of 2009.

Electricity represents 72% of Danfoss' total energy consumption, but amounts to 86% of CO₂ emissions, because a substantial share of consumption takes place in China, where the emissions per consumed kWh are larger than in most other countries where Danfoss has production facilities. Danfoss' consumption of water for production processes and sanitary purposes is 193,000m³, which equals an increase of 12% compared with the second quarter of 2009.

Frequency of accidents resulting in absence

The accident frequency – the number of work accidents per 1 million working hours – is 14 in the third quarter of 2010. The number of accidents resulting in more than one day of absence increased from 37 in the third quarter of 2009 to 49. However, since the number of performed working hours increased correspondingly, the accident frequency remains unchanged.



Expectations for 2010

On the basis of the continuing positive development in the third quarter, Danfoss has made an upward adjustment of both net sales and earnings for the entire accounting year.

In the fourth quarter, growth is also expected to be driven by the markets in South America, Russia, India and China, whereas the markets in Europe and North America are expected to develop more moderately.

Therefore, the net sales are expected to be between 30bn and 31bn DKK, compared to 27-28bn DKK previously.

The restructuring activities initiated in 2009 and the measures implemented under the group's new strategy had a positive effect on the group's earnings in the first nine months of the year. This positive development of earnings is expected to continue in the fourth quarter. However, growth during this period is traditionally at a lower level than that of the other quarters of the year.

The results for Sauer-Danfoss in the third quarter were better than expected and the company has upwardly adjusted its expectations for 2010. The groups' 2010 earnings will also be affected by accounting adjustments amounting to 250-350m DKK due to the purchase of the controlling interest in Sauer-Danfoss.

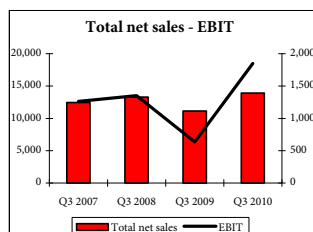
Despite this, the group expects to improve the EBIT in 2010 by approximately 4bn DKK compared with 2009.

So, the expectations of the EBIT is upwardly adjusted to be between 2.4bn and 2.6bn DKK, compared to the previous 1.4-1.8bn DKK.

The expectations do not include the impact of divestments or acquisitions of companies/activities.

Danfoss Climate & Energy

Net sales increased by 25% to 13,906m DKK from 11,136m DKK. When adjusted for acquisitions, divestments and foreign currency translations, growth in net sales was 20%.



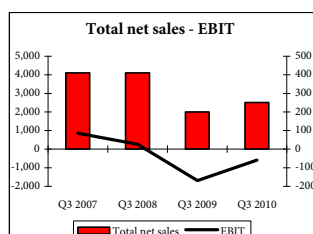
DKK Mill. (unless otherwise stated)	Q3 2009	Q3 2010	Change in %	Q3 2009 YTD	Q3 2010 YTD	Change in %	2009
Net sales	4,129	5,234	27%	11,136	13,906	25%	15,112
Operating profit (EBIT)	621	857	38%	636	1,849	***	1,051
EBIT Margin	15.0%	16.4%		5.7%	13.3%		7.0%
Capital expenditure	119	91	-24%	406	378	-7%	569
Number of employees				13,749	13,240	-4%	13,502

The operating profit (EBIT) was a profit of 1,849m DKK, compared to 636m DKK in 2009.

The markets in the BRIC countries (Brazil, Russia, India and China) continued to drive growth; especially the Chinese market. The markets in North America and Europe also showed decent double-digit growth rates.

Danfoss Development

Net sales increased by 26% to 2,512m DKK from 1,993m DKK. When adjusted for acquisitions, divestments and foreign currency translations, growth also amounted to 19%.



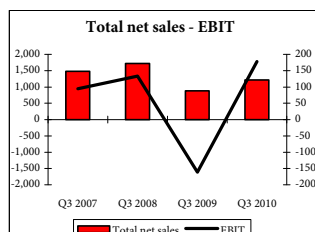
DKK Mill. (unless otherwise stated)	Q3 2009	Q3 2010	Change in %	Q3 2009 YTD	Q3 2010 YTD	Change in %	2009
Net sales	662	880	33%	1,993	2,512	26%	2,689
Operating profit (EBIT)	-5	-2	-60%	-170	-59	-65%	-244
EBIT Margin	-0.7%	-0.2%		-8.5%	-2.3%		-9.1%
Capital expenditure	25	51	***	81	157	94%	182
Number of employees				5,174	6,482	25%	5,172

The operating profit (EBIT) was -59m DKK, compared to -170m DKK the year before.

Danfoss Development includes, among other things, the activities which will undergo strategic reassessment over the next few years in preparation for divestment, joint ventures or other forms of alliances. These are the areas that Danfoss will not be single-handedly allocating resources to in order to place them in a world-leading position. The implementation of the strategy is expected to have a neutral impact on the group's results. It could, however, give rise to shifts, which could lead to both positive and negative extraordinary items in the quarterly reports throughout 2010 and 2011.

Sauer-Danfoss

Net sales increased by 38% to 1,212m USD from 880m USD. When adjusted for foreign currency translations and divestments of activities, the increase amounted to 38%.



USD Mill. (US GAAP) (unless otherwise stated)	Q3 2009	Q3 2010	Change in %	Q3 2009 YTD	Q3 2010 YTD	Change in %	2009
Net sales	253	393	55%	880	1,212	38%	1,159
Operating profit (EBIT)	-51	62	***	-161	178	***	-210
EBIT Margin	-20.0%	15.8%		-18.3%	14.7%		-18.2%
Capital expenditure				37	13		43
Number of employees				6,183	5,919	-4%	6,117

The operating profit (EBIT) was a profit of 178m USD, compared to a loss of 161m USD the year before.

Growth was generated in all regions, but the biggest drivers of growth were the markets in Asia-Pacific.

The positive development in the quarter convinced the management at Sauer-Danfoss to upwardly adjust expectations both for net sales and profit for 2010. For more information: <http://www.sauer-danfoss.com>

Sauer-Danfoss is listed on the New York Stock Exchange and the company share price can be monitored using the code SHS. The figures in this paragraph are the official Sauer-Danfoss figures recorded according to US GAAP. They are not the figures recognised in the Danfoss Group accounts. The figures are recognised according to IFRS in Danfoss' accounts.



Profit & loss account

Mill. DKK

	Q3 2009	Q3 2010	Q3 2009 YTD	Q3 2010 YTD	2009
Net sales	6,125	8,410	18,060	23,379	24,165
Cost of sales	-4,518	-5,900	-14,066	-16,908	-18,904
Gross profit	1,607	2,510	3,994	6,471	5,261
Distribution expenses	-1,012	-1,094	-3,236	-3,214	-4,297
Administrative expenses	-269	-248	-922	-836	-1,004
Operating profit excl. other income and expenses	326	1,168	-164	2,421	-40
Other operating income and expenses	-112	-37	-368	-97	-1,391
Operating profit (EBIT)	214	1,131	-532	2,324	-1,431
Income from associates and joint ventures	-5	7	-30	28	-37
Financial income/expenses	-61	-130	-218	-269	349
Profit before tax, continued operations	148	1,008	-780	2,083	-1,119
Corporate tax expenses, continued operations	-4	-234	448	-527	352
Result for the period, continued operations	144	774	-332	1,556	-767
Result from discontinued operations	-33	-682	-588	-683	-636
Result for the period	111	92	-921	872	-1,402

Balance sheet

Mill. DKK

	<u>Q3 2009</u>	<u>Q3 2010</u>	<u>2009</u>
Assets			
Non-current assets			
Intangible fixed assets	10,122	9,059	9,094
Tangible fixed assets	8,370	7,160	8,267
Non-current financial assets	1,933	1,868	1,928
Total non-current assets	<u>20,425</u>	<u>18,087</u>	<u>19,289</u>
Current assets			
Inventories	4,064	4,340	3,848
Accounts receivable	5,598	6,220	4,854
Bonds and shares	36	44	35
Cash and cash equivalents	730	747	616
	<u>10,428</u>	<u>11,351</u>	<u>9,353</u>
Assets held for sale	0	758	0
Total current assets	<u>10,428</u>	<u>12,109</u>	<u>9,353</u>
Total assets	<u>30,853</u>	<u>30,196</u>	<u>28,642</u>
Liabilities and shareholders' equity			
Total shareholders' equity	<u>10,536</u>	<u>11,046</u>	<u>10,055</u>
Liabilities			
Non-current liabilities	13,998	10,509	11,770
Current liabilities	6,319	8,340	6,817
Liabilities concerning assets held for sale	0	301	0
Total liabilities	<u>20,317</u>	<u>19,150</u>	<u>18,587</u>
Total liabilities and shareholders' equity	<u>30,853</u>	<u>30,196</u>	<u>28,642</u>



Statement of cash flow

Mill. DKK

	Q3 2009	Q3 2010	2009
Operating profit (EBIT)	-532	2,324	-1,431
Adjustments for non-cash transactions	1,235	1,402	2,920
Changes in working capital	1,559	-1,168	2,143
Cash flow generated from operations before interest	2,262	2,558	3,632
Financial income	11	18	22
Financial expenses	-446	-306	-565
Dividends received	0	3	0
Cash flow from operations before tax	1,827	2,273	3,089
Paid tax	-178	-283	-231
Cash flow from operating activities	1,649	1,990	2,858
Acquisition of intangible fixed assets	-100	-64	-136
Acquisition of tangible fixed assets	-593	-373	-850
Proceeds from sale of tangible fixed assets	99	141	91
Acquisition of subsidiaries etc.	0	-138	-893
Proceeds from disposal of subsidiaries etc.	1	13	0
Acquisition (-) and sale of other investments etc.	-141	-8	-106
Cash flow from investing activities	-734	-429	-1,894
Free Cash flow	915	1,561	964
Financing by non-shareholders:			
Repayment of (-)/proceeds from interest bearing debt	-124	-976	-343
Financing by shareholders:			
Repurchase (-)/sale of own shares	-57	-9	-57
Addition/disposal of minority interest	-8	0	-8
Dividends paid	-259	-113	-326
Cash flow from financing activities	-448	-1,098	-734
Cash flow from discontinued operations	-280	-357	-186
Net change in cash and cash equivalents	187	106	44
Cash and cash equivalents (beginning of period)	596	616	596
Foreign exchange adjustment of cash and cash equivalents	-53	25	-24
Cash and cash equivalents (end of period)	730	747	616

Equity specification

Mill. DKK

	Share capital	Hedging reserve	Translation reserve	Reserve own shares	Other reserves	Reserves	Proposed dividend	Danfoss A/S' share of equity	Minoritet interest	Total equity
Balance at 1 January 2009	1,027	-93	-788	-47	9,503	8,575	205	9,807	2,060	11,867
Total recognised income and expense		-20	-103		-749	-872		-872	-165	-1,037
Dividends to shareholders							-205	-205	-33	-238
Purchase of minority interest					-5	-5		-5	6	1
Capital issued/capital reduction				-57		-57		-57		-57
Balance at 30 September 2009	<u>1,027</u>	<u>-113</u>	<u>-891</u>	<u>-104</u>	<u>8,749</u>	<u>7,641</u>	<u>0</u>	<u>8,668</u>	<u>1,868</u>	<u>10,536</u>
Balance at 1 January 2010	<u>1,027</u>	<u>-72</u>	<u>-800</u>	<u>-103</u>	<u>8,236</u>	<u>7,261</u>	<u>0</u>	<u>8,288</u>	<u>1,767</u>	<u>10,055</u>
Total recognised income and expense		-87	250		664	827		827	282	1,109
Dividends to shareholders								0	-109	-109
Capital issued/capital reduction				-9		-9		-9		-9
Balance at 30 September 2010	<u>1,027</u>	<u>-159</u>	<u>-550</u>	<u>-112</u>	<u>8,900</u>	<u>8,079</u>	<u>0</u>	<u>9,106</u>	<u>1,940</u>	<u>11,046</u>

Notes

Applied accounting principles:

Since 2002, Danfoss has prepared the annual accounts according to IFRS (International Financial Reporting Standards). The accounting principles have been applied in this quarterly report. For a detailed review of the principles, please refer to the 2009 Annual Report. This quarterly report was not prepared according to the principles included in IAS no. 34 regarding quarterly reports.

All quarterly figures are unaudited.

Exchange rates used

The accounts were prepared in Danish Kroner. The Profit & Loss Account figures were converted into Danish Kroner at the average rate of the reporting period. The Balance Sheet figures were converted at the final rate of the reporting period.

Currency	Q3 2009 Ending rates	Q3 2010 Ending rates	2009 Ending rates	Q3 2009 Average rates	Q3 2010 Average rates	2009 Average rates
EUR	7.44	7.45	7.44	7.45	7.44	7.45
GBP	8.19	8.67	8.23	8.41	8.69	8.36
USD	5.08	5.46	5.19	5.47	5.67	5.35

Financial highlights quarterly

Mill. DKK (unless otherwise stated)

	Q4 2009					Q1 2010	Q2 2010	Q3 2010
	Q1 2009	Q2 2009	Q3 2009	Q4 2009	YTD			
Profit and loss accounts:								
Net sales	6,136	5,800	6,125	6,105	24,165	6,740	8,229	8,410
Operating profit added depreciations, amortisations and impairments (EBITDA)	127	28	656	543	1,354	842	1,321	1,480
Operating profit excl. other income and expenses	-272	-219	326	124	-40	412	842	1,168
Operating profit (EBIT)	-339	-406	214	-899	-1,431	394	799	1,131
Financial income/expenses	-98	-59	-60	567	349	-69	-72	-130
Profit before tax, continued operations	-444	-484	148	-339	-1,119	331	743	1,008
Result from discontinued operations	-131	-425	-33	-47	-636	-1	0	-682
Net profit	-399	-634	111	-482	-1,402	255	525	92
Real growth in %	-16%	-23%	-11%	3%	-12%	11%	37%	30%
Balance sheet:								
Total non-current assets	21,638	21,028	20,425	19,289	19,289	19,562	19,882	18,087
Assets	33,224	31,736	30,853	28,642	28,642	30,539	32,173	30,196
Total shareholders' equity	11,495	10,529	10,536	10,055	10,055	10,530	11,357	11,046
Net interest-bearing debt	10,436	10,201	9,218	9,301	9,301	9,724	9,719	8,324
Net assets	21,598	20,327	19,333	18,995	18,995	19,871	20,687	18,955
Capital expenditure	307	212	193	296	1,009	266	197	160
Cash flow statement:								
Cash flow from operating activities	87	593	1,649	2,858	2,858	144	765	1,990
Cash flow from investing activities hereof net investments of intangible/tangible assets	-284	-555	-735	-1,894	-1,894	-204	-305	-429
hereof net investments in companies	0	0	0	-893	-893	-92	-135	-126
Free Cash flow	-196	39	915	964	964	-60	460	1,561
Free cash flow before M&A	-176	89	981	1,906	1,906	46	603	1,697
Cash flow from financing activities	516	213	-448	-734	-734	332	20	-1,098
Key figures:								
Number of employees (end of period)	29,004	27,152	26,098	25,740	25,740	25,443	26,152	26,061
EBIT margin excl. other operating income etc.	-4.5%	-3.8%	5.4%	2.0%	-0.2%	6.1%	10.2%	13.9%
EBIT margin	-5.6%	-7.0%	3.5%	-14.4%	-5.9%	5.8%	9.7%	13.5%
EBITDA margin	2.1%	0.5%	10.8%	8.7%	5.6%	12.5%	16.1%	17.6%
RONA	-1.6%	-1.9%	1.1%	-4.7%	-7.1%	2.0%	3.9%	5.8%
Return on equity	-4.2%	-11.3%	-8.3%	-13.0%	-13.0%	1.7%	7.2%	7.6%
Equity ratio	28.2%	26.7%	28.1%	28.9%	28.9%	28.3%	29.3%	30.2%
Leverage ratio	90.8%	96.9%	87.5%	92.5%	92.5%	92.3%	85.6%	75.4%
Net interest bearing debt to EBITDA ratio	5.4	6.9	6.9	5.1	5.1	3.9	2.7	1.9
Geographical segments:								
Total net sales								
EU	3,072	2,809	2,982	3,004	11,865	3,201	3,645	3,729
Rest of Europe	467	487	629	644	2,227	542	703	851
Asia	700	876	963	937	3,476	965	1,354	1,532
North America	1,436	1,167	1,030	923	4,557	1,459	1,835	1,561
Africa	56	66	62	64	248	65	82	83
Pacific	97	93	119	146	455	116	126	136
Latin America	243	226	248	305	1,022	306	366	422
Middle East	65	76	92	82	315	86	118	96
Total	6,136	5,800	6,125	6,105	24,165	6,740	8,229	8,410
Number of employees								
Europe excl. Denmark	12,336	11,788	11,482	11,437	11,437	10,939	11,012	10,912
North America incl. Mexico	4,392	3,787	3,578	3,494	3,494	3,505	3,713	3,746
Latin America	458	376	371	378	378	389	396	440
Asia-Pacific	3,659	3,694	3,858	3,853	3,853	4,246	4,581	4,798
Other regions	69	65	61	63	63	64	61	60
Denmark	8,090	7,442	6,748	6,515	6,515	6,300	6,389	6,105
Total	29,004	27,152	26,098	25,740	25,740	25,443	26,152	26,061



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Date of publication:

This press release was published on November 8 2010, in Danish, German and English. In the case of misinterpretation in the English or German translations, the original Danish version takes precedence.