SOLAR A/S

Group Management

Københavns Fondsbørs A/S

Company News Service https://cns.omxgroup.com

3 May 2007 FHT/mje

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Announcement

nt Solar A/S

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Contact persons: Chairman of the Supervisory Board lic. scient. Jens Borum

or CEO Flemming H. Tomdrup

Quarterly report as at 31 March 2007

Solar continued its positive development in Q1 2007 with revenue of €319.4m and earnings before tax of €15.8m. This revenue growth is the result of a continued high level of activity in all markets.

Main figures for Q1 2007:

- Revenue increased by 26% to €319.4m
- Organic revenue growth totalled 18%
- EBITA increased by 42% to €17.5m
- Earnings before tax increased by 33% to €15.8m
- Net profit for the period after tax increased by 29% to €11.1m

As a result of the acquisition of Alvesta V.V.S. – Material AB, expectations for 2007 are raised to revenue of €1,360m from €1,275m, and earnings before tax of €72m from €70m. Earnings before tax are affected by amortisation of intangible assets of €6.1m

CEO Flemming H. Tomdrup says:

"The high level of growth from 2006 has continued into 2007 with Q1 growth of 26%, of which 18% is organic growth. Thus, revenue almost reached € 320m and earnings before tax amounted to € 15.8m, corresponding to an increase of 33% compared to the same period last year.

As a result of the acquisition of Alvesta V.V.S. – Material AB, we have raised expectations for 2007 to revenue of € 1,360m from € 1,275m and earnings before tax of € 72m from € 70m. Declining activity within housing construction in Denmark is countered by growth in other areas on the domestic market and continued high growth abroad where Solar collects 2/3 of its group revenue."

Yours faithfully,

SOLAR A/S

Jens Borum

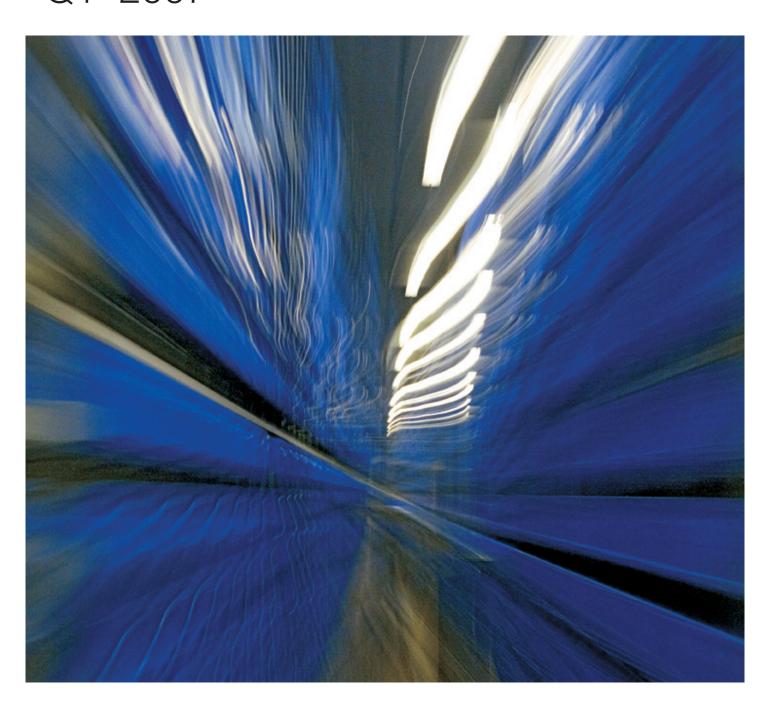
Appendix: Quarterly report Q1 2007, 16 pages





stronger together

Q1 • 2007



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Financial highlights

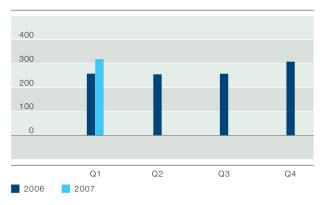
	Q1 2007	Q1 2006	۱ 2
Financial and operating data for the income statement (€ million)			
Revenue	319.4	253.9	1,07
Earnings before interest, tax and amortisation (EBITA)	17.5	12.3	1,07
Operating profit before special items	16.3	12.3	6
Special items, net	0.0	0.0	
Earnings before interest and tax (EBIT)	16.3	12.3	6
Financials, net	(0.5)	(0.4)	
Earnings before tax (EBT)	15.8	11.9	6
Net profit for the period	11.1	8.6	۷
rvet profit for the period	11.1	0.0	_
Earnings per share in € per share outstanding (EPS)	1.59	1.18	6
Financial and operating data for the balance sheet (€ million)			
Balance sheet total	483.7	393.4	46
Net investments in property, plant and equipment	5.2	5.7	1
Share capital outstanding	93.5	97.6	9
Equity	206.9	203.2	19
Interest-bearing liabilities	124.8	68.7	13
Financial and operating data for cash flow (€ million)			
Cash flow from operating activities	14.8	6.7	2
Cash flow from investing activities	(5.2)	(5.4)	(3
Cash flow from financing activities	(1.8)	(1.3)	(3
Financial ratios (% unless otherwise stated)			
Revenue growth	25.8	20.5	1
Organic growth	18.1	20.7	1
Earnings before interest, tax and amortisation (EBITA)	5.5	4.8	
Earnings before interest and tax (EBIT)	5.1	4.8	
Operating margin	3.5	3.4	
Return on equity (ROE)	22.0	17.3	2
Return on equity (ROE) before amortisation	24.4	17.3	2
Return on invested capital (ROIC)	13.7	13.1	1
Return on invested capital (ROIC) before amortisation	15.2	13.1	1
Equity ratio	42.8	51.7	۷
Intrinsic value in € per share outstanding	29.7	27.9	2
Share price in €	97.2	73.8	9
Share price/intrinsic value	3.27	2.65	3
Share price in DKK	725	550	
Employees			
Average number of employees (FTE)	2,515	2,209	2,

Outline

Q1 2007

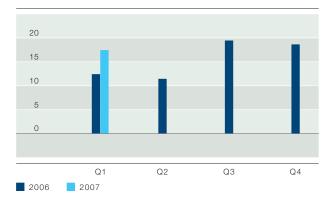
In Q1, Solar's revenue increased to € 319.4m, corresponding to revenue growth of 26% and organic growth of 18%.

Revenue in € million



EBITA increased by 42% to € 17.5m.

EBITA in € million



Earnings before tax increased by 33% to € 15.8m and net profit for the period increased by 29% to € 11.1m.

Earnings per share outstanding increased by 35% to € 1.59.

Revenue and net profit were on a par with expectations.

Expectations for 2007

As a result of the acquisition of Alvesta V.V.S. - Material AB, expectations for the revenue for 2007 are adjusted from € 1,275m to € 1,360m, and expectations for earnings before tax for the year are adjusted from € 70m to € 72m. Net profit for the year is affected by amortisation of € 6.1m.

Strategic measures

As a part of Solar's company programme "New Solar 2010", the roles of the subsidiaries and the corporate functions have been determined. Consequently, the former sales function has been converted into a marketing function and new functions have been established for business development and process optimisation and implementation, respectively.

All subsidiaries and corporate functions prepared and implemented "New Solar 2010" in Q1 2007 as planned.

Solar profile

In connection with the update of Solar's graphic design, Solar has launched a new corporate home page which is available at www.solar.eu.

"Solar realised a revenue increase of 26% to € 319.4m and improved earnings before tax by 33% to € 15.8m in Q1 2007."

Q1 2007

Revenue

In Q1, revenue increased by \leqslant 65.5m to \leqslant 319.4m, corresponding to a revenue increase of 26% and organic growth of 18%. An estimated 1.9 percentage points of the organic growth is attributable to increases in raw material prices.

All Solar Group subsidiaries realised revenue growth in Q1.

The distribution on subsidiaries was as follows:

Distribution on subsidiaries

	in :	evenue € million Q1 2006	Organic growth in %*			
0.1.0	Q1 2007					
Solar Danmark A/S	105.3	90.3	17	26		
Solar Sverige AB	52.7	41.2	26	17		
Solar Norge AS	47.1	37.0	30	40		
Solar Nederland B.V.	56.0	38.8	7	16		
Solar Deutschland GmbH	34.9	31.7	10	18		
Solar Suomi Oy	4.9	4.8	3	29		
Solar Polska Sp. z o.o.	4.4	2.9	52	10		
P/F Solar Føroyar	1.7	1.1	43	22		
Aurora Group	14.8	8.1	21	-28		
Eliminations	-2.4	-2.0				
Total	319.4	253.9	18	21		

^{*} In determining the organic growth, no adjustment is made for number of working days.

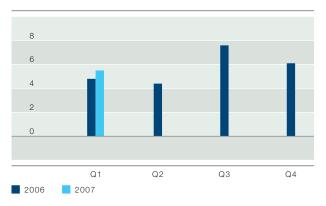
Revenue in the quarter was on a par with expectations.

Earnings before interest, tax and amortisation (EBITA)

EBITA increased by 42% to € 17.5m, corresponding to 5.5% of revenue.

Development in EBITA in % of revenue of the last 5 quarters may be illustrated as follows:

EBITA in % of revenue



Financials

Financials, net includes received interest compensation of \in 0.5m relating to reimbursement of tax for previous accounting periods. This contributed to financials, net amounting to a cost of \in 0.5m which was on a par with previous quarters.

Earnings before tax (EBT)

EBT increased by 33% to € 15.8m, corresponding to 4.9% of revenue.

Net profit for the period

Net profit for the period increased by 29% to € 11.1m.

The improved profit is the result of the current efficiency measures and continued high organic growth, leading to high capacity utilisation.

Profit was on a par with expectations.

Earnings per share

Earnings per share outstanding increased by 35% to € 1.59.

Investments

To be able to handle the continued growth, investments are being made at the central warehouses in Norway and Denmark and in the construction of a new administration building in Germany. Investments in the above totalled € 2.7m for the period.

Interest-bearing debt

At the end of Q1, interest-bearing liabilities had increased by € 56.1m compared to Q1 2006. However, a considerable part of this is attributable to the acquisitions of tCom and the Sanicentra Group in Q4 2006 and the distribution of dividend, compensatory amount in connection with merger and the buy-back of shares totalling € 42.2m in Q2 2006.

In Q1, inventories were reduced by € 5.2m, which affected the development of working capital positively. Development in receivables and non-interest bearing liabilities followed revenue development in the quarter.

STRATEGIC MEASURES

Within the framework of the existing strategy, Solar has prepared a company programme "New Solar 2010" which contributes to a focused effort within three selected areas: "Growth, Efficiency and People". As a part of this programme, the roles of the subsidiaries and the corporate functions have been determined.

Corporate functions have been adjusted and the former sales function has been converted into a marketing function. A new business development function has been established as at 1 May. Furthermore, a process optimisation and implementation function has been established as a staff function that refers to the Executive Board.

In future, the marketing function will manage the group's overall activities within marketing, branding, e-Business and internal communication among other things.

The business development function handles business development in the existing organisation and any geographical expansion.

The process function works with inter-disciplinary process optimisation and implementation. The function is also responsible for implementation of the Lean way of thinking as a culture carrier as regards the elimination of waste.

All subsidiaries and corporate functions prepared and implemented the company programme in Q1 2007 as planned.

"The company programme "New Solar 2010" focuses its efforts on: "Growth, Efficiency and People"."

STATUS OF MEASURES IN 2007

Solar Danmark A/S

In Q1, the company began an extension of the central warehouse. The extension adds increased capacity in the goods receiving area which is nearing its capacity limit as a result of growth experienced.

As expected, growth in the construction of housing declined. This declining growth in supplies to the housing market was compensated for by growth in investments in commercial property and in the new business areas.

Generally, the activity level in the Danish market remained at a high level.

Solar Sverige AB

As mentioned in announcement no. 13, Solar Sverige AB completed the acquisition of Alvesta V.V.S. - Material AB on 2 May. In connection with the acquisition, Solar Sverige AB became a total supplier of electrical and HWS articles for professional customers.

In the beginning of 2007, the enterprise established a drive-in branch in Luleå, approximately 1,000 km to the North of Stockholm, to be able to supply to a geographical area experiencing high growth.

Generally, the activity level in the Swedish market was high as expected.

Solar Norge AS

The 6,500 m² extension of the central warehouse is proceeding as planned and is expected to be occupied in August. The enterprise expects to make an agreement for the construction of a new 2,800 m² administration building in connection with the central warehouse in Gardermoen. This extension is expected to be complete by Q2 2008 after which all office and central warehouse functions can be found at one address.

The start-up of offshore supplies to Statoil began in Q1 but will not take full effect until the end of Q2 according to plan. As expected, supplies to Telenor Nordic began in Q2.

Generally, the level of activity remained high in the Norwegian market.

Solar Nederland B.V.

The integration of the Sanicentra Group is proceeding as planned and the extensive first phase is expected to be completed in the middle of 2007. The integration of the back-office functions has almost been completed.

Solar Deutschland GmbH

In the middle of May, the new office building in Lanken will be occupied. The company now has all its technical and product functions in one location. This grouping of functions is a part of the "Neues Solar" project.

No significant negative effect of the VAT increase as at 1 January was noted, and the activity level in the German market is assessed as being continuously increasing.

Solar Suomi Oy

The enterprise has chosen to reduce its activities within industry and increase its focus on electricians instead. This change of focus has had a negative effect on revenue development. The geographical expansion of the enterprise's activities continues as planned, most recently with the opening of a new drive-in branch in Vaasa.

Solar Polska Sp. z o.o.

Continued geographical expansion through the opening of new sales offices and drive-in branches is planned. However, the process is made difficult by the large demand for qualified employees. The activity level remained high in the market and was reflected in very satisfactory organic growth in Q1.

P/F Solar Føroyar

The activity level remained high which provides the enterprise with good possibilities of continued growth.

Aurora Group

In 2006, the Danish parent company sold its property in Herlev. The enterprise continues to occupy the premises but as a tenant currently. The work on finding the future location of the headquarters and the Danish sales organisation as well as of the new central warehouse will begin in 2007.

Following the acquisition of tCom AS, the Aurora Group has experienced a considerable influx of new customers and intensified its dialogue with potential customers.

"Revenue of € 1,360m and earnings before tax of € 72m are now expected for 2007. Earnings before tax are affected by amortisation of € 6.1m."

EXPECTATIONS FOR 2007

As stated in announcement no. 13, Solar Sverige AB has completed the acquisition of Alvesta V.V.S. - Material AB.

We expect that a considerable slowdown in housing construction will be observed in Denmark during 2007.

However, this is expected to be offset by Solar's business development activities in a number of new areas and the continued high general activity level in other markets.

As a result of the acquisition of Alvesta V.V.S. - Material AB, expectations for revenue for 2007 are changed from $\mathop{\,\leqslant\,} 1,275 \text{m}$ to $\mathop{\,\leqslant\,} 1,360 \text{m}$, and expectation for earnings before tax for the year are changed from $\mathop{\,\leqslant\,} 70 \text{m}$ to $\mathop{\,\leqslant\,} 72 \text{m}$. Earnings before tax are influenced by amortisation of $\mathop{\,\leqslant\,} 6.1 \text{m}$.

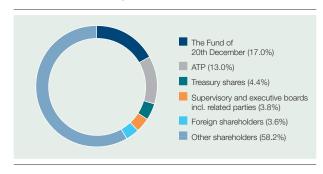
SOLAR'S SHARES

Solar's share capital is distributed on nominally € 12.1m A shares and nominally € 85.6m B shares.

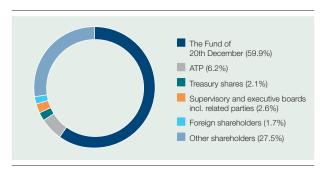
The following shareholders have registered ownership shares or voting rights of 5% or more of the total capital as at 31 March 2007.

	Shares	Votes
The Fund of 20th December, Kolding	17.0%	59.9%
Arbejdsmarkedets Tillægspension, Hillerød	13.0%	6.2%

Distribution of share capital as at 31 March 2007



Distribution of votes as at 31 March 2007



As at 31 March 2007, Solar's holding of treasury shares totalled 318,420 B shares, corresponding to 4.4% of share capital. The treasury share holding is maintained as a cash reserve for any future acquisitions of enterprises.

Dividend and share price development

At the general meeting on 13 April 2007, it was decided to pay DKK 17.00, corresponding to € 2.28 in dividend per share outstanding at DKK 100.

On 31 March 2007, the price of Solar's B share was DKK 725 compared to DKK 712 at the beginning of the year.

Share price development (index)



Finance calendar 2007

23 August	Quarterly report Q2 2007
15 November	Quarterly report Q3 2007

Presentation of the quarterly report Q2 2007 will be transmitted online on 23 August 2007 at 15:00 and will be available at www.solar.eu.

Announcements 2007 excl. insider announcements

Date	No.	Announcement
02.05	13	Solar Sverige AB has entered into an agreement for the acquisition of the HWS wholesaler Alvesta V.V.S Material AB
20.04	12	New Corporate Business Development Director in Solar A/S
20.04	11	New Corporate Market Director in Solar A/S
13.04	9	New articles of association
13.04	8	Course of General Meeting in Solar A/S
27.03	6	Notice of general meeting
08.03	4	Annual report 2006 for the Solar Group
28.02	3	Solar concludes 3-year framework agreement for the supply of electrical equipment for the offshore industry
08.02	2	Solar A/S' Swedish subsidiary, Solar Sverige AB, has entered into negotiations for the acquisition of a HWS wholesaler
22.01	1	New CED in Solar Nederland B.V.

ACCOUNTING POLICIES

The quarterly report of Solar A/S is presented in accordance with International Financial Reporting Standards (IFRS) and additional Danish disclosure requirements for the presentation of financial statements of listed companies. Reference is made to pages 64-70 of Annual Report 2006 for a description of accounting policies.

Essential items in the financial statements are based on annual agreements, etc. In connection with the preparation of the quarterly report, a conservative estimate of the current year's activities has been made.

In the quarterly report, corporation tax has been provided on the basis of earnings before tax with the expected average tax rate. No calculation of taxable income for the period has been made.

The Solar A/S quarterly report is presented in euro which is the company's presentation currency.

The quarterly report has not been audited.

Management's statement

Management's statement

Today, the Supervisory Board and Executive Board have discussed and approved the group's quarterly report as at 31 March 2007.

The quarterly report is unaudited and presented in accordance with International Financial Reporting Standards

(IFRS) and additional Danish disclosure requirements for the presentation of financial statements of listed companies. In our opinion, the accounting policies applied are suitable, meaning that the quarterly report gives a true and fair view of the assets, liabilities, financial position, cash flow, and profit of the group.

Kolding, 3 May 2007

Executive Board

Flemming H. Tomdrup

Supervisory Board

Jens Borum	Peter Falkenham	Kent Arentoft
(Chairman)	(Vice-chairman)	
Niels Borum	Remy Cramer	Bent H. Frisk
Preben Jessen	Aase Kofoed	Carsten H. Ørssleff

Income statement

€ million	Q1 2007	Q1 2006	Ye 20
Revenue	319.4	253.9	1,07
Cost of sales	(248.4)	(196.8)	(83
Gross profit	71.0	57.1	24
External operating costs	(13.9)	(10.4)	(4
Staff costs	(37.0)	(31.4)	(12
Loss on trade receivables	(0.5)	(1.1)	(
Earnings before interest, tax, depreciation and amortisation (EBITDA)	19.6	14.2	6
Depreciation on property, plant and equipment	(2.1)	(1.9)	(
Earnings before interest, tax and amortisation (EBITA)	17.5	12.3	6
Amortisation of intangible assets	(1.2)	0.0	(
Operating profit before special items	16.3	12.3	6
Special items, net	0.0	0.0	
Earnings before interest and tax (EBIT)	16.3	12.3	6
Financial income	1.4	0.6	
Financial costs	(1.9)	(1.0)	(
Earnings before tax (EBT)	15.8	11.9	6
Corporation tax	(4.7)	(3.3)	(1
Net profit for the period	11.1	8.6	4
Fornings per share in £ per share sutatending (FDC)	1.50	1 10	
Earnings per share in € per share outstanding (EPS) Diluted earnings per share in € per share outstanding (EPS-D)	1.59 1.59	1.18 1.18	6

Balance sheet

€ million	31 March 2007	31 March 2006	At year-er 200	
ASSETS				
Intangible assets	21.8	0.0	22	
Property, plant and equipment	114.0	108.7	112	
Investments	1.6	4.7	1	
Fixed assets	137.4	113.4	137	
Inventories	133.2	107.4	138	
Trade receivables	195.5	155.9	173	
Corporation tax receivable	1.3	4.5	1	
Other receivables and prepayments	7.7	4.4	7	
Cash at bank and in hand	8.6	7.8	7	
Current assets	346.3	280.0	327	
Total assets	483.7	393.4	464	
Share capital Reserves	97.7	97.6	97	
Chara canital	07.7	07.6	07	
Reserves	(1.5)	(2.6)	(1	
Retained earnings	94.8	81.8	84	
Proposed dividend for the year	15.9	10.6	15	
Proposed dividend for the year Proposed compensatory amount in connection with merger	15.9 0.0	10.6 15.8		
			С	
Proposed compensatory amount in connection with merger	0.0	15.8	1 96	
Proposed compensatory amount in connection with merger Equity	0.0 206.9	15.8 203.2	196 34	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities	0.0 206.9 32.8	15.8 203.2 21.3	1 96 34	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations	0.0 206.9 32.8 4.4	15.8 203.2 21.3 3.2	1 96 34 5	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax	0.0 206.9 32.8 4.4 8.1	203.2 21.3 3.2 8.8	0 196 34 5 8	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax Other provisions	0.0 206.9 32.8 4.4 8.1 0.1	15.8 203.2 21.3 3.2 8.8 0.0	0 196 34 5 8 0	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax Other provisions Non-current liabilities	0.0 206.9 32.8 4.4 8.1 0.1 45.4	15.8 203.2 21.3 3.2 8.8 0.0 33.3	0 196 34 5 8 0 48	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax Other provisions Non-current liabilities Interest-bearing liabilities	0.0 206.9 32.8 4.4 8.1 0.1 45.4 92.0	15.8 203.2 21.3 3.2 8.8 0.0 33.3 47.4	0 196 34 5 8 0 48 99 72	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax Other provisions Non-current liabilities Interest-bearing liabilities Trade payables	0.0 206.9 32.8 4.4 8.1 0.1 45.4 92.0 90.2	15.8 203.2 21.3 3.2 8.8 0.0 33.3 47.4 73.7	0 196 34 5 8 0 48 99 72	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax Other provisions Non-current liabilities Interest-bearing liabilities Trade payables Corporation tax payable	0.0 206.9 32.8 4.4 8.1 0.1 45.4 92.0 90.2 7.3	15.8 203.2 21.3 3.2 8.8 0.0 33.3 47.4 73.7 4.6	196 34 5 8 0 48 99 72 5 42	
Proposed compensatory amount in connection with merger Equity Interest-bearing liabilities Provision for pension obligations Provision for deferred tax Other provisions Non-current liabilities Interest-bearing liabilities Trade payables Corporation tax payable Other payables and prepayments	0.0 206.9 32.8 4.4 8.1 0.1 45.4 92.0 90.2 7.3 41.0	15.8 203.2 21.3 3.2 8.8 0.0 33.3 47.4 73.7 4.6 31.2	15 0 196 34 5 8 0 48 99 72 5 42 0	
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Equity and Cash flow statement

€ million	Q1 2007	Q1 2006	2
FOLITY			
EQUITY			
Equity at the beginning of the financial year	196.4	194.9	1
Correction concerning previous years	0.0	0.0	
Foreign currency translation adjustment of foreign subsidiaries	(0.6)	(0.3)	
Other adjustments	0.0	0.0	
Net profit for the period	11.1	8.6	
Distribution of dividend	0.0	0.0	(
Payment of compensatory amount in connection with merger	0.0	0.0	(
Purchase of treasury shares	0.0	0.0	(
Equity at end of period	206.9	203.2	1
CASH FLOW STATEMENT			
Net profit for the period	11.1	8.6	
Depreciation and amortisation	3.3	1.9	
Change in provisions and other adjustments	0.0	0.7	
Corporation tax	4.7	3.3	
Corporation tax paid	(2.9)	(4.3)	(
Cash flow before change in working capital	16.2	10.2	
Change in inventories	5.2	(1.3)	(
Change in receivables	(23.1)	(23.6)	(
Change in non-interest bearing liabilities	16.5	21.4	
Cash flow from operating activities	14.8	6.7	
Cash flow from investing activities	(5.2)	(5.4)	(
Cash flow from financing activities	(1.8)	(1.3)	(
Total cash flow	7.8	0.0	(
Cash at beginning of period	(91.4)	(39.4)	(
Taken over in connection with acquisition of subsidiaries	0.0	0.0	
Foreign currency translation adjustments	0.2	(0.2)	
Cash at end of period	(83.4)	(39.6)	(
Cash at end of period:			
Cash at bank and in hand	8.6	7.8	
Current interest-bearing liabilities	(92.0)	(47.4)	(
Cash at end of period	(83.4)	(39.6)	

Quarterly figures

	(21	C)2)3		24
	2007	2006	2006	2005	2006	2005	2006	2
Figure 1 and amounting data for the								
Financial and operating data for the income statement (€ million)								
Revenue	319.4	253.9	257.3	224.0	256.1	220.3	307.2	2
Earnings before interest,								
tax and amortisation (EBITA)	17.5	12.3	11.4	8.1	19.4	12.6	18.6	
Operating profit before special items	16.3	12.3	11.4	8.1	19.4	12.6	18.3	
Special items, net	0.0	0.0	2.9	0.0	0.0	(2.1)	(0.1)	
Earnings before interest and tax (EBIT)	16.3	12.3	14.3	8.1	19.4	10.5	18.2	
Financials, net	(0.5)	(0.4)	(0.5)	(0.5)	(0.7)	(0.5)	(0.6)	
Earnings before tax (EBT)	15.8	11.9	13.8	7.6	18.7	10.0	17.6	
Net profit for the quarter	11.1	8.6	9.9	5.4	13.5	7.5	11.8	
Earnings per share in € per share outstanding (EPS)*	1.59	1.18	1.40	0.74	1.94	1.03	1.68	
Financial and operating data for the								
balance sheet (€ million) Balance sheet total	483.7	393.4	405.1	353.2	422.3	364.2	464.7	3
Net investments in property, plant and	400.7	393.4	400.1	300.2	422.0	304.2	404.7	J
equipment	5.2	5.7	0.5	1.1	5.4	4.6	2.2	
Share capital outstanding*	93.5	97.6	93.4	97.4	93.4	97.6	93.4	
Equity	206.9	203.2	171.5	173.4	183.6	184.1	196.4	1
Interest-bearing liabilities	124.8	68.7	110.4	73.4	97.5	70.1	133.8	
Financial and operating data for								
cash flow (€ million)	110	6.7	1.0	(0.2)	15.0	0.1	0.0	
Cash flow from operating activities Cash flow from investing activities	14.8 (5.2)	6.7	1.0 0.2	(0.3)	15.9	8.1	0.9	
Cash flow from financing activities	(3.2)	(5.4) (1.3)	(43.3)	(1.0) (10.1)	(5.0) 16.7	(3.4)	(27.3)	
Cash now from financing activities	(1.0)	(1.3)	(43.3)	(10.1)	10.7	(1.0)	(2.0)	
Financial ratios (% unless otherwise stated)								
Revenue growth	25.8	20.5	14.9	10.2	16.3	9.8	20.1	
Organic growth	18.1	20.7	14.6	9.6	16.5	9.1	17.9	
Earnings before interest, tax and								
amortisation (EBITA)	5.5	4.8	4.4	3.6	7.6	5.7	6.1	
Earnings before interest and tax (EBIT)	5.1	4.8	5.6	3.6	7.6	4.8	5.9	
Operating margin	3.5	3.4	3.8	2.4	5.3	3.4	3.8	
Return on equity (ROE)	22.0	17.3	21.1	12.4	30.4	16.8	24.8	
Return on equity (ROE) before amortisation	24.4	17.3	21.1	12.4	30.4	16.8	25.5	
Return on invested capital (ROIC)	13.7	13.1	14.6	9.2	19.8	14.8	14.6	
Return on invested capital (ROIC) before								
amortisation	15.2	13.1	14.6	9.2	19.8	14.8	15.0	
Equity ratio	42.8	51.7	42.3	49.1	43.5	50.5	42.3	
Intrinsic value in € per share outstanding*	29.7	27.9	24.6	23.9	26.4	25.3	28.2	
Share price in €	97.2	73.8	71.6	45.6	80.1	55.6	95.5	
Share price/intrinsic value	3.27	2.65	2.91	1.91	3.04	2.20	3.39	
Share price in DKK*	725	550	534	340	597	415	712	
Employees								
Average number of employees (FTE)	2,515	2,209	2,236	2,198	2,267	2,202	2,409	2



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