

# Annual Report 2003



THE DANISH INTERNATIONAL INVESTMENT FUNDS

THE INDUSTRIALISATION FUND FOR DEVELOPING COUNTRIES

# Contents

Purpose	3
Statement by the Management on the Annual Report	4
Auditors' report	5
Financial highlights	6
The Management's review	8
Accounting policies	17
Income statement	20
Balance sheet 31 December	20
Cash flow statement	22
Notes	23
The Supervisory Board	28
500 projects: DKK 50 billion and 85,000 jobs	30
Two examples of IFU investments	34
IFU as partner	37
The adviser network	40
Investment portfolio as at 31 December 2003	41
Organisation and staff	51



“For the purpose of promoting economic activity in developing countries, IFU has been created to promote investments in these countries in collaboration with Danish trade and industry.”

*The Act on International Development Co-operation,  
The Danish Parliament, June 7, 1967*

# Statement by the Management on the Annual Report

We have today presented IFU's Annual Report for the year 2003.

The Annual Report has been prepared in accordance with the Danish Financial Statements Act governing reporting class C enterprises (large). We consider the applied accounting policies appropriate for the Annual Report to provide a true and fair view of the Fund's assets, equity and liabilities, financial position, cash flow and the results.

Copenhagen, 26 February 2004.

## **The Executive Board:**

Sven Riskær, Managing Director

Frank Norman Larsen, Deputy Managing Director

## **The Supervisory Board:**

Johannes Poulsen, Chairman

Agnete Raaschou-Nielsen, Deputy Chairman

Lars Andersen

Sigurd Ø. Andersen

Elsebeth Budolfsen

Lars Kolte

Kjeld Ranum

Michael Rasmussen

Carsten Staur

Karen Wermuth



Motorcare Uganda

# Auditors' report

## To the Supervisory Board of IFU

We have audited the Annual Report of IFU for the financial year ended 31 December 2003, pages 4-29.

The Annual Report is the responsibility of the Fund's Supervisory and Executive Boards. Our responsibility is to express an opinion on the Annual Report, pages 4-29, based on our audit.

## Basis of opinion

We conducted our audit in accordance with Danish Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance that the Annual Report is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and dis-

closures in the Annual Report. An audit also includes assessing the accounting policies used and significant estimates made by the Supervisory and Executive Boards, as well as evaluating the overall annual report presentation. We believe that our audit provides a reasonable basis for our opinion.

Our audit has not resulted in any qualification.

## Opinion

In our opinion, the Annual Report gives a true and fair view of the Fund's financial position at 31 December 2003 and of the results of its operations and its cash flows for the financial year then ended in accordance with the Danish Financial Statements Act.

Copenhagen, 26 February 2004

## Ernst & Young

Statsautoriseret Revisionsaktieselskab

*Svend Duelund Jensen*  
State Authorised Public Accountant

*Henrik Barner Christiansen*  
State Authorised Public Accountant

# Financial highlights

	2003 DKKm	2002 DKKm	2001 DKKm	2000 DKKm	1999 DKKm
<u>INCOME STATEMENT</u>					
Income from sale of shares and dividends	143	92	27	86	80
Share capital written off	(32)	(33)	(9)	(9)	(44)
Interest income and fees related to projects	38	44	60	48	32
Project loans written off	(7)	(12)	(5)	(0)	(1)
Value adjustments	(53)	(105)	(67)	(131)	(38)
Other expenses related to projects	(0)	(5)	(1)	(5)	(5)
Gross contribution from projects	88	(19)	5	(11)	24
Operating expenses, net	(36)	(34)	(34)	(32)	(31)
Financial income, net	44	72	49	58	23
Net income for the year	97	19	20	15	15
<u>BALANCE SHEET 31 DECEMBER</u>					
Share capital investments in projects at cost	1,128	1,197	1,096	1,041	930
Project loans at cost	833	637	743	837	580
Total investment in projects at cost	1,961	1,834	1,839	1,878	1,511
Accumulated value adjustments	(983)	(894)	(776)	(811)	(657)
Investments in projects, net <sup>1</sup>	978	939	1,063	1,067	854
Current assets	1,235	1,147	1,030	873	943
Total balance	2,215	2,088	2,094	1,940	1,797
Total equity capital	2,124	2,027	2,008	1,861	1,696
Capital paid in during the year	0	0	0	150	150
Funds committed to projects	517	505	539	468	623
<u>CASH FLOW STATEMENT</u>					
Operating activities	100	104	106	92	41
Investing activities	73	(103)	(15)	(179)	(201)
Financing activities	69	(23)	(25)	135	167
<u>ADDITIONAL DATA</u>					
New projects contracted (no.)	24	25	25	22	24
Exited projects (no.)	28	25	20	21	31
Portfolio of projects (no.)	208	212	212	207	206
Investments contracted	527	359	352	521	427
- hereof contracted in new projects	414	281	246	333	286

	2003 DKKm	2002 DKKm	2001 DKKm	2000 DKKm	1999 DKKm
<b>KEY RATIOS</b>					
Gross contribution from projects/ Investment in projects, net	9.03 %	(2.04)%	0.44%	(1.06)%	2.79 %
Net income for the year/ Average total equity capital	4.67 %	0.94 %	1.05 %	0.84 %	0.96 %
Operating expenses, net/ Average investment in projects at cost	1.89 %	1.87 %	1.81 %	1.90 %	2.14 %
Total equity capital/Total assets	95.90 %	97.09 %	95.91 %	95.91 %	94.36 %
Accumulated value adjustments/ Investment in projects at cost	(50.13)%	(48.77)%	(42.21)%	(43.18)%	(43.49)%
Investments contracted in new projects/ New projects contracted (no.)	17.2	11.2	9.9	15.1	11.9
Total investment in projects at cost/ Portfolio of projects (no.)	9.4	8.6	8.7	9.1	7.3
Average number of fulltime employees	80	81	78	80	78

<sup>1)</sup> The financial highlights have been restated for 2002 and 2001 as a consequence of the changes in accounting policies effected in 2002.

For 1999 - 2000, the reserves against losses have been booked against the project assets when calculating the total balance, and actual income from sale of shares has been reclassified to value adjustments in the income statements.



Motorcare Uganda

# The Management's review:

## Main activities

IFU was created by law in 1967 as an independent self-governing fund with the legal mandate to promote economic activity in developing countries by promoting investments in these countries in collaboration with Danish trade and industry.

As an independent, self-governing Fund, IFU is limited in its liability to the extent of its net worth. The Danish Minister of Foreign Affairs appoints the Supervisory Board and the Managing Director. The Fund operates in accordance with business principles with a strong commitment to good corporate governance, high environmental standards and social responsibility.

IFU provides advisory services combined with investments in the form of share capital participation, loans and guarantees on commercial terms for investments in production or service companies in developing countries with a per capita income below USD 5,115 (2004). The Fund's revenues consist of interest on loans and liquid assets as well as dividends and capital gains from the sale of shares.

By collaborating with IFU, the partners, in addition to financing and risk sharing, gain access to IFU's country and project knowledge from investments in about 500 projects in 72 countries during 36 years, and to an extensive network of advisers and financial institutions.

### Main features at 31 December 2003

	NUMBER	DKKm	EURm*)
Net profit 2003		96.9	13.0
Total equity capital at 31.12.2003 (**)		2,123.9	285.3
Investments during 2003	38	527.4	70.8
Investments in new projects since the establishment (1967-2003)	498	3,844.1	516.4
Total disbursements (1967-2003)		4,322.0	580.6
Number of countries in which IFU has invested (1967-2003)	72		

\*) Exchange rate: EUR 100 = DKK 744.46

\*\*) The Danish government has decided to extract DKK 750 million from IFU in 2004

## Mission, Vision & Strategy

### Mission:

To enhance global economic growth, development and more equitable income distribution through increased global flow of socially responsible, productive investments making optimal use of comparative advantages.

### Vision:

To contribute through information and advice in connection with co-investments to enhancing Danish enterprises' active

participation in the global flow of productive investments towards developing and reform countries.

### Strategy:

To become known, recognised and used by all relevant Danish enterprises as a competent provider of know-how, experience and external financing and to be their most preferred investment partner in developing and reform countries.



## Development in IFU's area of activity



EDFI/Interact meeting in Copenhagen 2003

### Global economic recovery under way – but slowly

At year-end 2003, the world economy had not yet recovered from the slowdown which began in 1997 and accelerated after 2001. However, the "world output" increased by 3 per cent in 2002 against 2.4 per cent in 2001, and the growth is expected to reach 3.2 per cent in 2003 and 4.1 per cent in 2004 according to the IMF. Thus the global trend is mostly positive. For the developing countries as a whole, the growth rate is estimated to be 5.0 per cent in 2003 and forecasted to increase to 5.6 per cent in 2004. In this context, China is taking the lead with growth rates of 7.5 per cent in both 2003 and 2004. Somewhat lower is India with growth rates in 2003 and 2004 of 5.6 and 5.9 per cent, respectively. The growth rates of both countries by far exceed the general average of both developing and developed countries. Africa continues to lack behind with growth rates of 3.7 and 4.8 per cent in 2003 and 2004, respectively. And in Latin America as well, only a modest economic recovery is expected. Brazil is expected to have a growth rate of 1.5 per cent in 2003, increasing to 3.0 in 2004. The flow of FDIs to developing countries in 2002, the year for which the newest data are available, have reached about USD 200bn. At this level, FDI flows hugely exceed the ODA flow, which in 2002 amounts to a modest USD 60bn.

IFU expects that in 2004 and the following years, Danish companies will continue to direct a substantial and most likely increasing share of their investments towards developing countries, partly to gain access to the fast growing market potential which they represent, partly to take advantage of low costs and other comparative advantages, which can be derived by outsourcing production and other activities to this part of the world.

### Expected economic growth in Denmark - but a.o. subject to dollar value

The economic recovery is expected to reach Europe and Denmark during 2004 driven by increasing economic growth in the USA and Asia. The economic growth in Denmark is expected to increase from 0.3 per cent in 2003 to 2.2 per cent in 2004. The growth is further supported by a less restrictive state budget policy for 2004. The economy is still fairly sound with a surplus on the balance of payments and on the public accounts in both 2003 and 2004. In 2004, it is expected that the unemployment will start to fall. On the negative side, however, a 30 per cent drop in the exchange rate of USD is putting severe pressure on Danish export. This factor together with the relatively high wage level in Denmark will increase competitive pressure on Danish enterprises and hence strengthen the already strong trend of outsourcing whole or part of the most labour intensive production to countries with a lower wage level. This trend will result in an increased demand from Danish companies for IFU's financial resources and know-how.

### Capital extraction - enhanced efficiency and modernisation

In connection with the approval of the Danish state budget for 2004, the Parliament approved the government's decision to extract DKK 750m from IFU as an income to the Danish state. This corresponds to approx. 70 per cent of IFU's liquid funds at the end of 2003. With liquid funds becoming limited in the future, investment restraint is required, and tight cash management will be a major focus. As a consequence of the capital extraction, IFU has introduced a new rigid cash management system in order to se-

» cure that the Fund can maintain a positive liquidity. The Danish government has committed itself to providing a guarantee of DKK 300m as a possible overdraft facility jointly for IFU and IØ. But the Board has decided that this overdraft facility, will only be used to cover unavoidable, short term fluctuations in the liquid funds caused by unexpected, suddenly occurring shortfalls in cash flows. To enhance the leverage of the limited capital resources, more emphasis will furthermore be given to equity as opposed to loan investments. The Board has furthermore introduced new, more restrictive investment criteria, which include a limitation of the maximum amount IFU can invest in a single project to DKK 50m as compared to more than double the amount before.

The reduction of IFU's capital base will also imply a significant decrease in the financial income of the Fund in the order of DKK 25-30m per year, and this again will have a substantial negative impact on the net operational result of the Fund. Consequently, significant savings in the administrative costs and staff reductions have been carried through in order to compensate as much as possible for the negative impact of the capital extraction.

#### **Evaluation of the Fund**

During 2003, Nordic Consulting Group (NCG) has carried out an evaluation of IFU, commissioned by the Danish Ministry of Foreign Affairs in December 2002. The evaluation report is expected to be published in March 2004.

#### **Argentina and Uruguay again eligible for IFU project financing**

Due to the economic rollercoaster ride in the last couple of years, Argentina and Uruguay have again ended up below the World Bank per capita income level for countries to which loans may be granted; the level which also makes up the upper limit for countries eligible for IFU financing. (For 2004 this limit is set at USD 5,115). Previously, these countries were eligible for financing of projects from IFU's sister fund, the Investment Fund for Emerging Markets (IFV). The re-entry into IFU eligibility has led IFU's Supervisory Board to approve that possible additional investments in IFV's projects in Argentina can be made by IFU. On the other hand, Mexico has risen above the World Bank per capita income level for lending in the past year, and IFU will no longer be able to make new investments there.

#### **EDFI and Interact meetings in Copenhagen**

In 2003, IFU hosted the Annual General Meetings of the association of European Development Finance Institutions, EDFI, and Interact. Interact comprises the members of EDFI and in addition the European Investment Bank (EIB), Agence Française de Développement (Afd) and Kredit-

anstalt für Wiederaufbau (KfW). The meetings took place on 22-23 May. Guest speaker at the Interact meeting was Mr. Poul Nielson, European Commissioner for Development and Humanitarian Aid. One of the things he stressed in his speech is exactly the core activity of IFU:

"I have a preference for equity partnerships. This does not mean that I am negative towards all other forms of investments, but the expression of partnership creates confidence, and here shareholders is a beautiful expression," Mr. Nielson said.

#### **EIB and EDFI set up common financing vehicle**

At a meeting in Rome on 21 November 2003, The European Investment Bank (EIB) and ten members of EDFI, the association of European Bilateral Development Finance Institutions, established the limited liability company European Financing Partners (EFP).

EFP will fund private sector operations, proposed by any of the EDFI shareholders, in countries in Africa, the Caribbean and the Pacific (ACP). Establishment of this vehicle is the first concrete step taken under the framework agreement for financial cooperation and exchange of services between EIB and EDFI members, Afd and KfW, signed in January 2003. IFU expects to make extensive use of this instrument as an important supplement to its own reduced capital base.

#### **IFU hosts international meeting of CDE in Copenhagen**

The annual meeting for the European network of the Center for the Development of Enterprise (CDE) took place in Copenhagen in 2003 with IFU hosting the event. CDE is an institution made up of the European Union and the ACP states. The ACP states are the countries which have signed the so-called Cotonou Agreement with the EU concerning development cooperation. The purpose of the Cotonou Agreement is to create instruments for promoting economic development in the ACP countries and thus helping to combat poverty in these countries. The meeting, which took place on 6-7 November, was attended by representatives from 25 institutions and ministries in the network.

#### **Cooperation with the Danish Institute for Human Rights**

During 2003, IFU, jointly with the Confederation of Danish Industries, continued its collaboration with researchers at the Danish Institute for Human Rights to develop pragmatic and easy-to-use investment-related human rights indicators and tools for business, under the name "Human Rights Compliance Assessment" (HRCA). The intention of this tool is to help companies assess the impact of their operations abroad.

The results of the cooperation with the Danish Institute for Human Rights will be presented at a workshop in Copenhagen in May 2004.

## Results for 2003

In IFU's 2002 Annual Report, a continued high demand for IFU's services was foreseen, and this materialised in investments in 24 new projects in 2003. The total investment in new and existing projects in 2003 was DKK 527.4m

The investments in new projects went to 14 countries. A large portion of the investments were made in countries that are among the poorest in the world, and where there is an urgent need for development, such as Cameroon, Kenya, Uganda, Vietnam and Zambia. For the first time, an IFU investment was made in Sierra Leone.

The number of new projects in China increased to six from two in 2002, while the number of new projects in India remained at two as in 2002.

IFU's average investment of share capital and loans in the new projects was DKK 17.3m, and equity investments (share capital plus equity loans) made up for 35 per cent of IFU's 2003 investments. 56 per cent of the new projects were made in cooperation with Danish partners with less than 250 employees.

IFU's result for 2003 was a profit of DKK 96.9m compared to a profit of DKK 18.9m in 2002. The result for 2003 was much better than anticipated a year ago, primarily due to a number of large, unforeseen share sales during the year and a better than expected contribution from value adjustments on IFU's portfolio of share capital investments.

In order to further accommodate to the principles of fair value in the Danish Financial Statements Act, IFU abandoned making general provisions for losses in 2003.

Previously, general provisions were automatically made at the time of disbursement of share capital or project loans at a rate which should match – on average - expected future losses. After three years, all general value adjustments were either credited back or replaced by specific value adjustments on a project by project basis. This change in accounting estimate has resulted in a net positive contribution to the net result for IFU for 2003 of DKK 21.0m.

Income from sale of shares relative to cost in 2003 was DKK 122.9m compared to DKK 37.1m in 2002, whereas realised losses relative to cost on divested share capital

were DKK 32.2m in 2003, on a level with the figure for 2002, DKK 32.9m. Overall value adjustments on share capital investments, including reversal of value adjustments made prior to the start of the year on realised transactions, were DKK 30.8m in 2003 compared to DKK (40.8)m in 2002. Total contribution from share capital investments, including dividends, was DKK 141.8m in 2003 compared to DKK 18.0m in 2002.

Total realised losses and value adjustments on loan principals were DKK (141.5)m in 2003 compared to DKK (90.5)m in 2002. Value adjustments on project loan principals were once again negatively impacted by the falling USD, as only a minor part of IFU's portfolio of project loans denominated in USD are hedged. IFU only hedges project loan principals with an estimated low risk of default. The negative development in value adjustments on loan principals in 2003 was, however, largely balanced by value adjustments on receivables and liabilities, including the effect of derivatives and value adjustments on syndicated capital, both primarily related to project loans, which showed a positive contribution of DKK 50.0m in 2003 as compared to DKK 13.4m in 2002.

In 2003, IFU's operating expenses, net were DKK 35.8m compared to DKK 34.3m in 2002. Financial income, net was DKK 44.4m compared to DKK 72.4m in 2002. The lower financial income in 2003 reflects the lower interest rates during the year.

IFU's project investments are located in developing countries, of which some are experiencing turbulent political and economic conditions from time to time. Further, IFU's investments take place in projects with a high commercial risk. This means that the fair value of the investments by nature is difficult to measure with accuracy, and that it is furthermore subject to significant fluctuations as reflected in IFU's results from year to year.

Other factors of importance for IFU's result are fluctuations in foreign currency exchange rates (first and foremost related to the exchange rate between USD and DKK) and fluctuations in interest rate on project loans and on liquid funds.

Number of investments in new projects	24		
Number of additional financing of existing projects	14		
New projects:			
IFU's investments	DKK	413.5m	EUR 55.5m
Total investments	DKK	2,298.2m	EUR 308.7m
IFU's investments in new and existing projects	DKK	527.4m	EUR 70.9m
Disbursement of share capital and loans	DKK	461.4m	EUR 62.0m
IFU's equity capital at year ending 31.12.03*)	DKK	2,123.9m	EUR 285.3m
Net income for the year	DKK	96.9m	EUR 13.0m
Estimated Danish export generated from the investments	DKK	239.5m	EUR 32.2m
Estimated employment effect in DK of this export	480	man-years	
Estimated job creation in host countries	6,623	jobs	

\*) The Danish government has decided to extract DKK 750m from IFU in 2004.



Vietnam

# Investments contracted in 2003

NEW PROJECTS	Project name	Country	IFU's investment (million DKK)			Expected Employment (persons)
			Shares *	Loans**	Total	
1	Bio Nutrientes do Brasil	Brazil		1.9	1.9	10
2	Euro Matic Brazil	Brazil		2.7	2.7	31
3	Singa Banana Plantations	Cameroon		27.2	27.2	1,800
4	BB Electronics China	China		30.0	30.0	550
5	Cool Sorption China	China	1.5		1.5	10
6	GPV China	China	11.3		11.3	106
7	GPV PBC (China)	China	5.6		5.6	400
8	Heco Mechanical Seals	China	3.3		3.3	11
9	Hydra Tech	China	2.1	2.0	4.1	20
10	Rex Car Rental	Cuba		30.0	30.0	100
11	Sera-Scandia Dominicana	Dominican Rep.		0.6	0.6	17
12	Suez Canal Cont. Term.	Egypt	56.7		56.7	600
13	FLS Automation India	India		1.6	1.6	24
14	NEG Micon India	India		111.4	111.4	100
15	Aviation Lease	Kenya	32.6	23.0	55.5	90
16	Motorcare Sierre Leone	Sierra Leone	0.1	4.2	4.3	30
17	FCK-UPE Soccer School	South Africa		4.5	4.5	35
18	FLS Automation SA	South Africa		2.5	2.5	10
19	Patra Porcelain	Thailand		1.0	1.0	100
20	Victoria Galvanization	Uganda		3.0	3.0	85
21	Int. Beverage Distrib.	Vietnam	1.7		1.7	12
22	Scancom Vietnam	Vietnam	15.7	25.1	40.8	2,300
23	Sea Saigon Shipping Co.	Vietnam		7.4	7.4	52
24	Chulumenda	Zambia	3.0	1.9	4.9	130
<b>Total</b>			<b>133.5</b>	<b>280.0</b>	<b>413.5</b>	<b>6,623</b>

FURTHER FINANCING OF ON-GOING PROJECTS	Project name	Country	IFU's investment (million DKK)		
			Shares *	Loans**	Total
25	Aviation Assistance Alger	Algeria		8.5	8.5
26	Schrøder Plast	China	2.1		2.1
27	Sinai White Portl. Cement	Egypt	10.5		10.5
28	Larsen	Ghana		1.3	1.3
29	Kampsax India	India	0.7		0.7
30	Aalborg White Asia	Malaysia	1.8		1.8
31	Roxul Asia	Malaysia	0.9		0.9
32	Nyati Beach Lodge	Mozambique		1.0	1.0
33	Fan Milk	Nigeria		9.6	9.6
34	W.Africa Container Term.	Nigeria		62.0	62.0
35	Danper Trujillo	Peru		7.4	7.4
36	Danline Bathroomware	South Africa		1.5	1.5
37	AFI	Venezuela	0.0		0.0
38	KMC Vietnam	Vietnam		6.4	6.4
<b>Total</b>			<b>16.2</b>	<b>97.7</b>	<b>113.9</b>
<b>Grand total</b>			<b>149.7</b>	<b>377.7</b>	<b>527.4</b>

\*) incl. Overrun commitments

\*\*) incl. Guarantees

**28 Projects were exited in 2003**



Orana Vietnam

## Knowledge and human resources

Knowledge about countries, fundraising and project implementation is one of IFU's material assets. Emphasis has therefore been placed on maintaining and developing this resource. IFU's knowledge is closely linked to and interwoven with that of its sister funds, IØ and IFV. The knowledge is mostly embedded in the staff in Copenhagen, the offices abroad and within the global network of advisers. It is important to maintain and continuously develop the staff and to ensure that the acquired skills can be utilised in the best possible way in the day-to-day work to the benefit of the projects in which IFU participates.

Since IFU's new management structure was implemented two years ago, expert teams related to specific tasks have been created on an ad hoc basis. This has significantly improved the efficiency and the exchange of experience among staff members – as well as with external advisers. 2003 was marked by continued, intensive activity within supplementary training, internally as well as externally.

Since the beginning of the 1990s, a dozen trainees engaged abroad by IFU or its sister Funds (IØ and IFV) have completed a MBA Degree at the Scandinavian International Management Institute (SIMI) in Copenhagen.

## Offices abroad and adviser network

The relationship between the head office in Denmark, the offices abroad and the advisers helps to strengthen the knowledge resources. The main task of the offices and advisers is to promote and monitor the projects by assisting with their thorough knowledge of the local areas, authorities, legislation, businesses, etc.

IFU has offices in Beijing, China, New Delhi, India and

Johannesburg, South Africa. In addition to these, two adviser offices in Lomé, Togo and São Paulo, Brazil contribute to the administration of projects in West Africa and Latin America, respectively. IFU also plans to open a new adviser office in East Africa during 2004.

At year-end 2003, 29 advisers in 18 countries were adding value to the work of the Fund.

## Facts about the staff

IFU is the fund manager for and operates in close combination with its sister Funds, IØ and IFV, which operate in Central and Eastern Europe and the emerging markets respectively. The total number of permanent staff at the end of 2003 was 80, actively monitoring a portfolio of close to 400 projects with a total fund investment of DKK 6.3bn. A significant staff reduction, mainly in Copenhagen, has

taken place at the beginning of 2004 in order to adapt to the consequences of the capital extraction as described above.



## Investments raise standards for social and human rights

In most countries where IFU and its Danish partners invest, there are other and often less restrictive rules and standards for the security, health and safety of the employees than in Denmark. Therefore the Fund has presented in its Code of Conduct how the project companies should act in relation to human rights, social responsibility, occupational health and safety as well as environment and work environment. Together with its project partners, IFU shall constantly strive to raise the standards within all those areas. As guidelines, the Fund utilises the following international agreements and conventions:

- The United Nations Universal Declaration of Human Rights.
- The Council of Europe Convention for the Protection of Human Rights and Fundamental Freedoms.
- ILO's (The International Labour Organisation) conventions for abolition of forced labour, protection against child labour, non-discrimination concerning employment, equal remuneration for men and women and protection of freedom of association and the right to collective bargaining.
- The OECD Convention on combating bribery of foreign public officials in international business transactions.

Before IFU decides on whether or not to enter into a project, the partners are made aware of the Fund's Code of

Conduct, and by their signature they confirm that they have been made aware of it, and that they concur and intend to work accordingly. IFU's Code of Conduct is based on voluntary and pragmatic cooperation between the Fund and its partners, but some requirements are mandatory:

- Using bribery is both a criminal offence and unacceptable.
- IFU's minimum requirement is that investments meet the standards adopted in the host country, and the conventions which the host country has ratified.
- IFU will not support nor accept forced labour or child labour. Under no circumstances may work be carried out by children under the age of 14. Older children may only be employed if it does not affect their school attendance, and if they do not carry out work which may be morally or physically harmful.
- In addition to this it is very important to IFU that the project does not expose the employees to discrimination of any kind. Everyone must be treated equally, regardless of gender, race, disability, political belief, religion or social origin.
- Furthermore, the employees' freedom of association must be protected.
- At the same time IFU endeavours to ensure that wages are equal to or higher than the legal minimum of the host country, and that large suppliers to the project companies also meet the same standards.

All projects are assessed once a year in relation to IFU's Code of Conduct, and many turn out to keep higher standards than what is customary in the country of operation. Sometimes moral dilemmas arise in relation to the ethical rules which have been adopted. If unions are prohibited or monopolised by the state in the host country, it is difficult to meet the requirement of freedom of association. It may also be difficult to fire a 14-year old girl if she is the breadwinner of the family, and the only alternative is begging in the streets or prostitution. In such instances, IFU and the partners have to evaluate case by case how best to live up to the Fund's Code of Conduct. Instead of a union, the company may be able to organise a club for the employees as an alternative consultancy procedure. And the 14-year old may be helped with tuition and formal education organised alongside her work for the company.

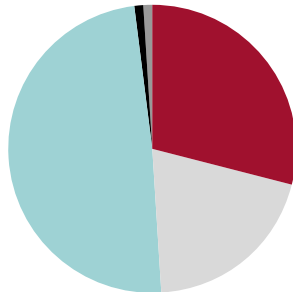


Motorcare Uganda

## Mostly “acceptable” performance – corporate governance

### Code of Conduct

- Excellent
- Good
- Fair
- Poor
- Critical

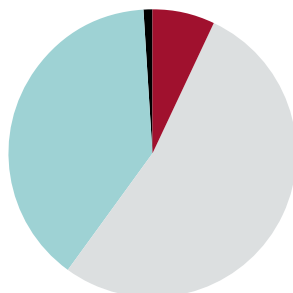


As in previous years, 2003 showed that most of the projects live up to IFU’s Code of Conduct. In IFU’s annual assessment of the projects in relation to the Code of Conduct, 65 out of 132 projects evaluated were classified as “good” or “excellent”. Only two projects can be classified as “critical” or “poor” due to the fact that the projects still have no policy or practice of screening their major suppliers but are aware of the need to gradually address this issue. IFU has expressed its concern to the management of the projects and to the partners, expecting that the problems will be solved as soon as possible.

## Focus on the environment

### External environment

- Excellent
- Good
- Fair
- Poor
- Critical

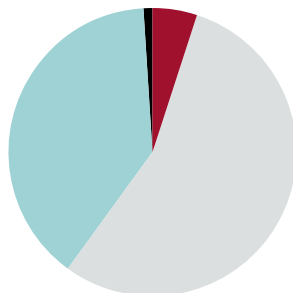


In 1996, IFU decided on a policy which will actively engage the project partners and management in the ongoing process of ensuring a high environmental and occupational health and safety standard in the projects. In addition to the project company being obligated to comply with the rules and regulations of the host country, the Danish partner has to describe and gauge the extent to which the project meets the standards of the Danish environmental and occupational health and safety rules. Significant deviations must be described, and a plan to improve the deviant areas must be made and approved by IFU.

The projects are categorised as either A, B or C projects according to the World Bank environmental review procedure, under which the A projects have the potentially largest environmental effects. At the same time, the World Bank sector guidelines are applied, e.g. within tropical forestry, where Danish rules and regulations cannot be used as framework. The Fund’s current portfolio includes 6 A projects, 151 B projects and 29 C projects.

### Occupational Health and Safety (OHS)

- Excellent
- Good
- Fair
- Poor
- Critical



All project companies initiated after the approval of IFU’s environmental policy in 1996 must prepare an Annual Environmental Status Report (AESR) for the board of the company, in order for the board to continuously identify possible needs for improvement, and the same procedure has been adapted by most companies from before 1996, which are still in the portfolio. This report becomes part of IFU’s ongoing monitoring of the projects. Together with the in-depth knowledge of the project, which IFU’s representative possesses, the AESR forms the basis for an internal environmental classification of all IFU projects. Once a year, the projects are given marks from “critical” over “poor”, “fair” and “good” to “excellent”. In 2003, all projects evaluated except for one were classified as “fair” or better both in regard to external environment and to OHS. The problems in the project classified as poor are addressed in the best possible way, considering it is a project which is in deep financial crisis.

## Events after the balance sheet date

In 2004, as decided by Parliament, DKK 750m of IFU's equity capital will be withdrawn by the Danish State, and as a consequence, a significant staff reduction has taken place in January 2004.

## Outlook for 2004

For IFU, 2004 will first and foremost be marked by the consequences of the Danish government's decision that the Fund must repay DKK 750m of its equity to the Danish State. The capital extraction has required an introduction of more restrictive investment criteria, and it will result in a substantial income reduction, which in spite of strong cost cutting and staff reduction measures will significantly impact the Fund's earning capacity in the years to come.

In spite of the capital extraction, there is still reason to envisage a robust level of activity in 2004 and the years to come. Danish companies continue to show great interest in making direct investments in low-cost, fast growing developing countries in order to ensure competitiveness and direct access to expanding markets. Therefore, an unchanged number of new projects is expected in 2004, while the investment volume will stagnate.

The capital extraction will induce IFU to be less risk-taking in order to secure a more solid return on the projects to compensate for the decrease in income basis. In 2004, in spite of the new, less conservative accounting principles introduced in 2003, a slightly negative net result is expected.





# Accounting policies

This Annual Report has been prepared in accordance with the provisions of the Danish Financial Statements Act governing reporting class C enterprises (large).

## Accounting policies in general

The accounting principles applied are the same as for the previous year, but accounting estimates have been changed in relation to measurement of fair value of IFU's outstanding share capital investments and project loans.

Share capital investments in and project loans to project companies are continuously measured at fair value, i.e. net of or including value adjustments relative to cost. Formerly this included, for projects established within three years before the balance sheet date, and where no value adjustment was provided as a specific provision for losses, a value adjustment in the form of a general provision for losses at a rate of 20 per cent of cost for loans and 30 per cent of cost for share capital. The general provisions for losses were reversed at the latest three years after establishment of the project.

The elimination of general provisions for losses has been decided in order to further accommodate to the principles of fair value in the Danish Financial Statements Act. This change in accounting estimate has resulted in a net positive contribution to the net result for IFU for 2003 of DKK 21.0m.

## Presentation and Classification

IFU's income statement and balance sheet vary from the standard tables of the Danish Financial Statements Act, because they are presented on the basis of IFU's special character as an investment fund (long term investments), and with a view to the best possible clarity of the information to the reader of the accounts. The deviation is in concurrence with section 23 (4) of the Danish Financial Statements Act. In order to increase the information value of IFU's Annual Report, the presentation and classification of the individual

items on the income statement and the balance sheet have been modified compared to last year.

This year, the item "Value adjustments" has been divided, so that realised losses and capital gains from realised/terminated share capital investments and project loans are separated on the income statement.

Furthermore, value adjustments on share capital investments and project loans and on other receivables and liabilities are presented separately on the income statement. The individual value adjustments are further specified in the notes.

Contrary to last year, "Funds committed to projects" are only specified in the notes. So far, "Funds committed to projects" have been presented under fixed assets and not as part of the non-committed cash resources.

The comparative figures for 2002 as well as the financial highlights 1999-2003 have been adjusted to the modified classification of the items of the accounts.

## Recognition and measurement

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the Fund, and provided that the value of the assets can be measured reliably.

Liabilities are recognised in the balance sheet when the Fund has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the Fund, and the value of the liabilities can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Adjustment subsequent to initial recognition is effected as described below for each item.

Information brought to IFU's attention before the time of

finalising the presentation of the annual report and which confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income other than value adjustments is recognised in the income statement when earned, just as costs are recognised by the amounts attributable to this financial year. Value adjustments of financial assets and liabilities are recognised in the income statement as value adjustments.

### Foreign currency adjustment

Foreign currency transactions are initially recognised in DKK using the exchange rate at the transaction date. Loans, receivables, payables and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are adjusted into DKK using the exchange rate at the balance sheet date. All exchange rate adjustments, including those that arise at the payment date

are, dependent on their nature, recognised in the income statement as value adjustments, financial income or financial expenses.

### Derivative financial instruments

IFU has established a set of criteria for entering into forward exchange contracts and cross currency swaps (derivative financial instruments) to hedge future transactions concerning selected foreign currency loans and receivables from sale of shares (fair value hedge).

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently adjusted to fair value. Derivative financial instruments are recognised under other receivables or other payables.

Changes in the fair value of derivative financial instruments are recognised in the income statement under value adjustments (receivables and liabilities).

## Income statement

### Dividends from projects

Dividends from projects net of withholding taxes, if any, are recognised as income at the date of declaration.

### Interest income and fees related to projects

Interest on loans to projects is recognised as income when accrued. Fees related to projects are recognised as income when earned.

### Project loans written off

Write-offs on project loan principals in foreign currency are stated in DKK at a value corresponding to the exchange rate at the date of the write-off.

### Value adjustments

All adjustments to fair value on share capital investments (shares), project loan principals and receivables and liabilities are recognised as value adjustments.

Value adjustments (shares) include reversal of value adjustments relative to cost in DKK made prior to the start of the year, if any, on divested share capital investments. Realised gains and losses relative to cost in DKK from divestitures of share capital investments are shown separately in the income statement as income from sale of shares or share capital written off.

Value adjustments (loan principals) include exchange rate adjustments and reversal of value adjustments other than exchange rate adjustments made prior to the start of the year, if any, on realised transactions (repayments and losses). Realised losses on project loan principals are

shown separately in the income statement.

Value adjustments (receivables and liabilities) include realised losses, exchange rate adjustments, and reversal of value adjustments other than exchange rate adjustments made prior to the start of the year, if any, on realised transactions (payments and losses).

### Other expenses related to projects

Other expenses related to projects comprise interest expenses to syndicated capital, grants to projects and various expenses.

### Operating expenses, net

IFU manages the administration and accounting of altogether four funds/facilities. At present this includes The Industrialisation Fund for Developing Countries (IFU), The Investment Fund for Central and Eastern Europe (IØ), The Environmental Investment Facility for Central and Eastern Europe (MIØ) and The Investment Fund for Emerging Markets (IFV). The total operating expenses, net of income related to operating activities, incurred by IFU are divided at year-end between IFU, IØ, MIØ and IFV according to an activity dependent distribution key.

### Financial income and expenses

Financial income and expenses comprise interest income on cash and bonds, realised and unrealised capital gains and losses on bonds, interest expenses, exchange rate adjustments on cash and bank charges.

## Balance sheet

### Share capital investment in projects, net

Share capital investments in project companies are measured at fair value, i.e. net of or including value adjustments relative to cost in DKK.

Fair value for a specific share capital investment is defined as the estimated disposal value in DKK at the balance sheet date, taking into account such aspects as the latest known stock exchange price, if relevant, i.e. the company is listed and the market is deemed liquid, formal exit agreements, if applicable, relevant and exercisable, the book value in DKK of IFU's investment according to the latest accounts, past and expected future results of the project company and commercial and political risks involved.

Value adjustments on share capital are measured in steps of 25 percentage points relative to cost in DKK based on an assessment of each individual project.

### Project loans, net

Fair value of project loans are measured net of or including value adjustments relative to cost in DKK. These adjustments take into account actual exchange rate, security, if any, the financial situation of the project and commercial and political risks involved.

Value adjustments other than exchange rate adjustments on project loans are measured in steps of 25 percentage points relative to the exchange rate adjusted value based on an assessment of each individual project.

### Fixed assets and leasehold improvements

Fixed assets and leasehold improvements are measured at cost less accumulated depreciation and impairment losses. Straight-line depreciation is made on the basis of an estimated useful life of the fixed asset varying from 3 to 5 years. Depreciation is recognised in the income statement under operating expenses, net.

Fixed assets and leasehold improvements costing less than DKK 50,000 per unit are recognised as costs in the income statement at the time of acquisition.

### Interest receivable related to projects and other receivables

Interest receivable related to projects and other receivables are measured at fair value, i.e. at actual exchange rates and after adjustments for risk of loss. Included in other receivables are prepayments of costs relating to subsequent financial years.

### Cash and bonds

Bonds are stated at the official prices quoted on the balance sheet date except for called bonds, which are stated at par value. Realised and unrealised gains or losses on bonds

are recognised in the income statement under financial income, net.

### Provision for losses

Provision for losses comprises anticipated losses related to guarantee agreements. Adjustments of provision for losses related to guarantee agreements are recognised in the income statement as value adjustments (receivables and liabilities).

### Syndicated capital

Syndicated capital is investment capital received from third parties and invested in projects, in principle on their account and risk. Syndicated capital is measured at fair value similar to share capital investments and loans invested directly by the Fund. Fair value adjustments on syndicated capital are recognised in the income statement as value adjustments (receivables and liabilities).

### Lease commitments

Lease commitments relating to assets held under finance leases are capitalised and recognised in the balance sheet under long term debt or current liabilities and are measured at amortised cost, which in most cases corresponds to nominal value.

### Long term debt

Long term debt is measured at amortised cost, which in most cases corresponds to nominal value.

### Current liabilities

Current liabilities include deferred income, which is comprised of received income for recognition in subsequent financial years. Current liabilities are measured at fair value.

### Cash flow statement

The cash flow statement has been prepared in accordance with the direct method and shows IFU's cash flow from operating, investing and financing activities as well as IFU's cash position at the beginning and end of the year.

Cash comprises cash at hand less short-term bank debt.



Vietnam

## INCOME STATEMENT

	2003 DKK 1,000	2002 DKK 1,000
NOTE		
Income from sale of shares (relative to cost)	122,861	37,084
Share capital written off (relative to cost)	(32,163)	(32,918)
Dividends from projects	20,326	54,642
1/ Interest income and fees related to projects	38,361	44,455
Project loans written off	(7,423)	(12,474)
2/ Value adjustments (shares)	30,815	(40,782)
3/ Value adjustments (loan principals)	(134,055)	(77,986)
4/ Value adjustments (receivables and liabilities)	50,031	13,440
5/ Other expenses related to projects	(463)	(4,645)
<b>GROSS CONTRIBUTION FROM PROJECTS</b>	<b>88,290</b>	<b>(19,184)</b>
6/ Operating expenses, net	(35,813)	(34,316)
<b>OPERATING INCOME (LOSS)</b>	<b>52,477</b>	<b>(53,500)</b>
7/ Financial income	41,859	78,191
7/ Financial expenses	2,528	(5,810)
<b>NET INCOME FOR THE YEAR</b>	<b>96,864</b>	<b>18,881</b>

The net income for the year has been transferred to the equity capital.

BALANCE SHEET 31 DECEMBER  
ASSETS

	2003 DKK 1,000	2002 DKK 1,000
NOTE		
FIXED ASSETS	<u>2003</u>	<u>2002</u>
Share capital investment in projects at cost	1,127,632	1,196,810
Value adjustments	(598,152)	(628,967)
8/ Share capital investment in projects, net	529,480	567,843
Project loans at cost	833,377	636,841
Value adjustments	(384,910)	(265,276)
9/ Project loans, net	448,467	371,565
10/ Fixed assets and leasehold improvements	1,642	1,553
<b>Total fixed assets</b>	<b>979,589</b>	<b>940,961</b>
CURRENT ASSETS		
Interest receivable related to projects	22,574	19,803
11/ Other receivables	132,909	30,773
12/ Bonds	652,260	911,878
Cash	427,333	184,324
<b>Total current assets</b>	<b>1,235,076</b>	<b>1,146,778</b>
<b>TOTAL ASSETS</b>	<b>2,214,665</b>	<b>2,087,739</b>

BALANCE SHEET 31 DECEMBER  
LIABILITIES AND EQUITY CAPITAL

	2003 DKK 1,000	2002 DKK 1,000
NOTE		
EQUITY CAPITAL		
Paid-in capital	1,050,936	1,050,936
13/ Accumulated reserves	<u>1,072,945</u>	<u>976,081</u>
<b>Total equity capital</b>	<b><u>2,123,881</u></b>	<b><u>2,027,017</u></b>
PROVISION FOR LOSSES		
Guarantees	666	15,047
14/ SYNDICATED CAPITAL	21,564	18,378
15/ LONG-TERM DEBT	<u>11,210</u>	<u>12,865</u>
<b>Total provisions, syndicated capital and long-term debt</b>	<b><u>33,440</u></b>	<b><u>46,290</u></b>
16/ CURRENT LIABILITIES	<u>57,344</u>	<u>14,432</u>
<b>Total liabilities</b>	<b><u>57,344</u></b>	<b><u>14,432</u></b>
<b>TOTAL EQUITY CAPITAL AND LIABILITIES</b>	<b><u>2,214,665</u></b>	<b><u>2,087,739</u></b>
17/ FUNDS COMMITTED TO PROJECTS		
18/ AVAILABLE EQUITY CAPITAL AND CLEARANCES IN PRINCIPLE		
19/ CONTINGENT LIABILITIES		
20/ PLEDGED ASSETS		
21/ RELATED PARTY DISCLOSURES		



Vietnam

## CASH FLOW STATEMENT

	2003 DKK 1,000	2002 DKK 1,000
NOTE		
CASH FLOW FROM OPERATING ACTIVITIES		
Dividends from projects received	20,660	52,459
Interest from projects received	20,443	43,146
Other project related payments	3,893	(4,938)
Operating expenses, paid	(33,042)	(34,194)
Financial income, net	<u>88,415</u>	<u>47,433</u>
<b>Net cash from operating activities</b>	<b><u>100,369</u></b>	<b><u>103,906</u></b>
CASH FLOW FROM (TO) INVESTING ACTIVITIES		
Received from sale of shares	198,990	108,343
Received from project loans	119,657	157,659
Paid-in share capital in projects	(123,354)	(182,542)
Disbursement of project loans	(338,038)	(62,893)
Received from (invested in) bonds	<u>216,110</u>	<u>(123,186)</u>
<b>Net cash from (to) investing activities</b>	<b><u>73,365</u></b>	<b><u>(102,619)</u></b>
CASH FLOW FROM (TO) FINANCING ACTIVITIES		
Proceeds from syndications related to projects	41,360	0
Repayment of syndications related to projects	(1,036)	(23,269)
Other proceeds from financing activities	<u>28,951</u>	<u>0</u>
<b>Net cash from (to) financing activities</b>	<b><u>69,275</u></b>	<b><u>(23,269)</u></b>
NET CHANGE IN CASH	243,009	(21,982)
<b>CASH BEGINNING OF YEAR</b>	<b><u>184,324</u></b>	<b><u>206,306</u></b>
<b>CASH END OF YEAR</b>	<b><u>427,333</u></b>	<b><u>184,324</u></b>

## NOTES

	2003 DKK 1,000	2002 DKK 1,000
1	<u>Interest income and fees related to projects</u>	
	Interest from project loans	41,135
	Interest from receivables	1,314
	Front end fees	1,685
	Guarantee commission	207
	Other fees	114
	<b>38,361</b>	<b>44,455</b>
2	<u>Value adjustments (shares)</u>	
	Reversed plus values (divested share capital investments)	(13,324)
	Reversed provision for losses (divested share capital investments)	53,305
	Changes in plus values	43,285
	Changes in provision for losses (shares)	(124,048)
	<b>30,815</b>	<b>(40,782)</b>
3	<u>Value adjustments (loan principals)</u>	
	Exchange rate adjustments (loans)	(100,131)
	Reversed provision for losses (loans written off)	15,376
	Changes in provision for losses (loans)	6,769
	<b>(134,055)</b>	<b>(77,986)</b>
4	<u>Value adjustments (receivables and liabilities)</u>	
	Exchange rate adjustments (derivatives)	24,884
	Value adjustments interest receivables	(5,015)
	Value adjustments guarantees	(3,213)
	Value adjustments syndicated capital	(6,339)
	Value adjustments other	3,123
	<b>50,031</b>	<b>13,440</b>
5	<u>Other expenses related to projects</u>	
	Interest expenses related to syndications	3,391
	Grants to projects	954
	Various expenses	300
	<b>463</b>	<b>4,645</b>
6	<u>Operating expenses, net</u>	
	<u>Expenses</u>	
	Salaries, Head office	30,478
	Rental expenses	3,522
	Travelling expenses	4,595
	Regional office expenses	12,833
	Fees for board of directors	1,270
	Fees for external assistance	7,673
	IT expenses	3,734
	Office expenses	1,950
	Depreciation of fixed assets and leasehold improvements (note 10)	380
	Various expenses	3,081
	<b>71,186</b>	<b>69,516</b>
	<u>Income</u>	
	Management fees	(542)
	Board member fees, net of tax	(575)
	Various income	(421)
	<b>(1,631)</b>	<b>(1,538)</b>
	<b>69,555</b>	<b>67,978</b>
	Operating expenses, net charged to IØ	(26,039)
	Operating expenses, net charged to MIØ	(5,888)
	Operating expenses, net charged to IFV	(1,735)
	<b>35,813</b>	<b>34,316</b>
	IFU's part of operating expenses, net	

## NOTES

	2003 DKK 1,000	2002 DKK 1,000
Fee to the auditor of the funds included in "Fees for external assistance" and "Various expenses":	<b>807</b>	<b>1,265</b>
- Hereof audit fees	529	701
- Hereof non-audit fees	278	564
Specification of personnel expenses (salaries etc.)		
Salaries, remunerations etc.	36,713	34,487
Pension contributions	3,246	3,180
Other expenses for social security	127	126
Personnel expenses in total	<b>40,086</b>	<b>37,793</b>
Total remuneration to the board of directors and management	<b>3,919</b>	<b>4,429</b>
Average number of employees, Head office	61	63
Average number of employees, Regional offices	19	18
	<b>80</b>	<b>81</b>
<b>7</b> <u>Financial income and expenses</u>		
<u>Financial income</u>		
Interest income, cash and bonds	35,346	53,479
Gain on bonds	6,513	24,712
Financial income	<b>41,859</b>	<b>78,191</b>
<u>Financial expenses</u>		
Interest expenses, bank charges and exchange rate adjustments	2,528	(5,810)
Financial expenses	<b>2,528</b>	<b>(5,810)</b>
Financial income and expenses	<b>44,387</b>	<b>72,381</b>
<b>8</b> <u>Share capital investment in projects, net</u>		
Share capital investment in projects beginning of year at cost	1,196,810	1,095,980
Paid-in share capital in projects during the year	123,354	182,542
Cost of shares sold during the year	(160,369)	(48,794)
Write-offs during the year at cost	(32,163)	(32,918)
Share capital investment in projects end of year at cost	<b>1,127,632</b>	<b>1,196,810</b>
Accumulated value adjustments beginning of year	(628,967)	(588,185)
Value adjustments during the year (note 2)	30,815	(40,782)
Accumulated value adjustments end of year	<b>(598,152)</b>	<b>(628,967)</b>
Share capital investment in projects, net end of year	<b>529,480</b>	<b>567,843</b>
<b>9</b> <u>Project loans, net</u>		
Project loans beginning of year at cost	636,841	742,605
Disbursements during the year	338,038	62,893
Repayments during the year	(119,657)	(157,659)
Exchange rate adjustments during the year relative to cost	(14,422)	5,406
Project loans transferred to other receivables during the year	0	(3,930)
Write-offs during the year	(7,423)	(12,474)
Project loans end of year at cost *)	<b>833,377</b>	<b>636,841</b>



## NOTES

	2003 DKK 1,000	2002 DKK 1,000	
Accumulated value adjustments beginning of year	(265,276)	(187,836)	
Value adjustments during the year	<u>(119,634)</u>	<u>(77,440)</u>	
Accumulated value adjustments end of year	<b><u>(384,910)</u></b>	<b><u>(265,276)</u></b>	
Project loans, net end of year	<b><u>448,467</u></b>	<b><u>371,565</u></b>	
Accumulated value adjustments end of year are comprised of:			
Exchange rate adjustments relative to cost	(89,010)	(40,143)	
Value adjustments excl. exchange rate adjustment	<u>(295,900)</u>	<u>(225,133)</u>	
	<b><u>(384,910)</u></b>	<b><u>(265,276)</u></b>	
*) Project loans end of year at cost are comprised of:			
Senior project loans	450,794	235,432	
Subordinated loans	357,732	371,860	
Equity loans	23,918	28,763	
Feasibility study loans	<u>933</u>	<u>786</u>	
	<b><u>833,377</u></b>	<b><u>636,841</u></b>	
*) Project loans end of year at cost in DKK distributed according to currency denomination:			
	2003	2002	
	<u>Currency</u>	<u>Currency</u>	
DKK			60,634
USD <sup>1)</sup>	59,587	57,656	441,435
EUR	42,595	16,313	316,517
Other currencies			<u>14,791</u>
			<b><u>833,377</u></b>
			<b><u>636,841</u></b>
1) USD 13.5 million are hedged against DKK (USD 16.4 million in 2002)			
10 <u>Fixed assets and leasehold improvements</u>			
Cost beginning of year			1,100
Additions during the year			<u>592</u>
Cost end of year			<b><u>2,600</u></b>
Depreciation beginning of year			75
Depreciation for the year (note 6)			<u>503</u>
Depreciation end of year			<b><u>958</u></b>
Book value end of year			<b><u>1,642</u></b>
The carrying amount end of year includes:			
Recognised leased assets			<u>495</u>
			<u>653</u>

## NOTES

	2003 DKK 1,000	2002 DKK 1,000
11 <u>Other receivables</u>		
Dividends receivables	780	1,272
Receivables from sale of shares etc.	101,389	8,314
Receivables from sale of loan etc.	3,535	4,155
Receivable front end fees	1,574	1,192
Other project related receivables	<u>(501)</u>	<u>126</u>
	106,777	15,059
Value adjustments	(4,532)	(5,214)
	<u>102,245</u>	<u>9,845</u>
Derivatives *)	22,860	14,951
Administrative receivables	7,186	5,402
Rental deposits	<u>618</u>	<u>575</u>
	<b><u>132,909</u></b>	<b><u>30,773</u></b>
*) Stated amount for 2003 concerns a hedged amount of USD 14.2 million with term from 2004 to 2010.		
12 <u>Bonds</u>		
Listed bonds	651,997	893,396
Accrued interest receivables from bonds	<u>263</u>	<u>18,482</u>
Bonds end of year	<b><u>652,260</u></b>	<b><u>911,878</u></b>
13 <u>Accumulated reserves</u>		
Accumulated reserves beginning of year	976,081	957,200
Net income for the year	<u>96,864</u>	<u>18,881</u>
Accumulated reserves end of year	<b><u>1,072,945</u></b>	<b><u>976,081</u></b>
14 <u>Syndicated capital</u>		
Syndicated capital is investment capital received from third parties and invested in projects in principal on their account and risk.		
European Community Investment Partners (ECIP)	25,474	30,335
European Investment Bank (EIB)	1,205	3,772
Corporate investors	<u>58,849</u>	<u>17,772</u>
Syndicated capital in total	85,528	51,879
Value adjustments	<u>(63,964)</u>	<u>(33,501)</u>
Syndicated capital end of year *	<b><u>21,564</u></b>	<b><u>18,378</u></b>
*) Syndicated capital end of year are comprised of:		
Syndication of share capital investments	30,903	37,356
Syndication of project loans	<u>54,625</u>	<u>14,523</u>
Syndicated capital in total	85,528	51,879
Value adjustments on syndication of share capital investments	(12,213)	(21,756)
Value adjustments on syndication of project loans	<u>(51,751)</u>	<u>(11,745)</u>
Syndicated capital end of year	<b><u>21,564</u></b>	<b><u>18,378</u></b>
15 <u>Long-term debt</u>		
EIB (ECFI III facility) *	11,210	12,399
Administrative debt	<u>0</u>	<u>466</u>
	<b><u>11,210</u></b>	<b><u>12,865</u></b>
*) hereof payable after five years: DKK 5,938		

## NOTES

	2003 DKK 1,000	2002 DKK 1,000
16	<u>Current liabilities</u>	
	1,893	2,203
	885	733
	1,222	0
	37,946	1,355
	41,946	4,291
	(2,649)	(2,810)
	39,297	1,481
	15,186	10,181
	2,853	2,762
	8	8
	<u>57,344</u>	<u>14,432</u>
17	<u>Funds committed to projects</u>	
	Funds committed to projects are comprised of undisbursed contractual commitments allocated for investments.	
	382,565	292,831
	9,925	26,630
	124,637	185,450
	<u>517,127</u>	<u>504,911</u>
18	<u>Available equity capital and clearances in principle</u>	
	The available equity capital is reached as follows	
	2,123,881	2,027,017
	666	15,047
	21,564	18,378
	(1,519,291)	(1,465,675)
	<u>626,820</u>	<u>594,767</u>
	<u>451,479</u>	<u>246,092</u>
19	<u>Contingent liabilities</u>	
	The total lease and rental commitments amount to DKK 3.4 million (DKK 3.3 million in 2002) - hereof due within the following year DKK 2.8 million (DKK 2.5 million in 2002).	
20	<u>Pledged assets</u>	
	IFU has pledged Danish State Bonds amounting to DKK 14.0 million as security for long term debt to EIB.	
	In one project, IFU - as all other shareholders - has pledged its shares (at an estimated fair value of DKK 12.5 million) as security for senior loans granted to the project.	
21	<u>Related Party Disclosures</u>	
	<b>IFU Project investments - Shares and loans</b>	
	IFU's percentage interests in project investments often exceed 20%, but always remain below 50%. The project companies are not considered related parties, as no controlling or significant influence is exercised over them. It should be noted that transactions conducted during the year with the project companies include dividends, interest income and fees and directors' fees from the companies in which IFU employees are board members.	
	<b>Supervisory and Executive Boards</b>	
	IFU's other related parties are the members of the Supervisory and Executive Boards. During the year there were no transactions other than the salaries and fees paid to the board members.	

# The Supervisory Board

The Danish Minister of Foreign Affairs appoints the Chairman, the Deputy Chairman and the other members of the Supervisory Board for a three-year period. Each appointment is personal.

The Minister of Foreign Affairs also appoints the Managing Director.

The current Supervisory Board has been reappointed for another three-year period beginning August 2003.

The Board usually convenes on a monthly basis. On the recommendation of the management, it makes decisions about investments and key issues.

The rules of disqualification follow the provisions of the Public Administration Act (Act No. 571 of December 19, 1985, ss3–6).



Johannes Poulsen, Chairman (1942), member since 1997. M.Sc. (Economics and Business Administration). Director, BUUR INVEST A/S. Other board memberships: IØ\*\*, IFV\*\*, AXCEL IndustriInvestor A/S, AXCEL II A/S, AXCEL Management A/S, Bukkehave A/S, Dantherm Holding A/S, Eksport Kredit Finansiering A/S, FLS Industries A/S, Greentech Energy Systems A/S, Lyskilde Holding A/S, Frandsen-Lyskilde A/S, JP/Politikens Hus A/S, Investeringsforeningen BANCO\*\*, Eksport Kredit Fonden, Extend Reach Corporation.



Agnete Raaschou-Nielsen, Deputy Chairman (1957), member since 2000. Ph.D. (Economics). Managing Director, Zacco Denmark A/S. Other board memberships: IØ\*, IFV\*, Höganäs AB, Danske Invest, BG Invest, Centre for Business History and Centre for Law, Economics and Financial Institutions (Copenhagen Business School).



Lars Andersen (1958), member since 1994. M.Sc. (Economics). Managing Director, The Economic Council of the Labour Movement. Other board memberships: IØ, IFV, DSB, Danish Trade Council (until 30 April 2004).

Sigurd Ø. Andersen (1951), member since 2000.

M.Sc. (Engineering). Managing Director, Burmeister & Wain Scandinavian Contractor A/S. Other board memberships: IØ, IFV, Pedregal S. de RL., BWSC A/S, BWSC Guam Inc., BWSC Mindanau Inc., BWSC Panama S.A., Brancheforeningen for Biogas.



Elsebeth Budolfson (1947), member since 2000.

M.Sc. (Pharm). Managing Director, T-cellic A/S. Other board memberships: IØ, IFV, Fertin Pharma A/S, Ferrosan A/S, Contura A/S, Idosan A/S, VækstFonden, NSGene A/S, Persona A/S.



The principle is that a member of the Board or an employee cannot participate in the discussion of a case involving a company in which the person in question has a special interest.

Board members may not buy or sell shares or other securities issued by companies of which they have obtained special knowledge through their board work. To prevent insider trading, the Board authorises an updated list at each meeting of the listed companies of which the Board believes it has inside information; however, the prohibition of utilising knowledge from Board work applies in general.

All information received by the Board members, orally or in writing, is being treated with full confidentiality.



Lars Kolte (1950), member since 1997.  
Degrees in Economics (Universities of Århus, Wisconsin, Brügge). Managing Director, Eksport Kredit Fonden. Other board memberships: IØ, IFV, Nordic Investment Bank, IPSIS (London).



Kjeld Ranum (1938), member since 1994.  
M.Sc. (Engineering). Director. Other board memberships: IØ, IFV, Svejsefabrikken Migatronik A/S\*\*, Superfos A/S, Superfos Industries A/S, B.U.H.L.- Randers A/S\*\*, Randers Reb A/S\*, Aarhus United A/S\*\*, HEMPEL A/S\*\*, JP/Politikens Hus A/S, Danish Trade Council\*\* (Until 30 April 2004).



Michael Rasmussen (1964), member since 2000. M.Sc. (Economics) and AMP (Insead). Member of the Executive Board, Nordea Bank Denmark A/S. Other board memberships: IØ, IFV, Nordea Kredit A/S\*, Nordea Finance, Nordea Bank Poland, Danish Trade Council, LRF Kredit A/S, Council of Danish Ship Finance

Carsten Staur (1954), member since 2000.  
MA. State Secretary, Ambassador, Ministry of Foreign Affairs. Other board memberships: IØ, IFV, Danish Center for International Studies and Human Rights, Danish Institute for International Studies.

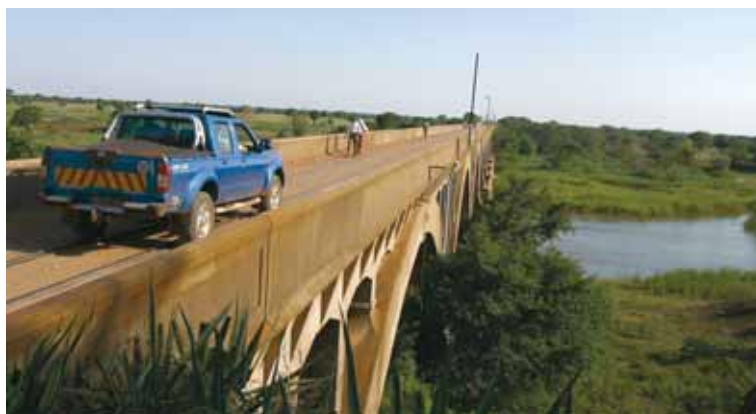


Karen Wermuth (1954), member since 2000.  
LLM. Under Secretary, Ambassador, Ministry of Foreign Affairs. Other board memberships: IØ, IFV.



\*\* Chairman

\* Deputy Chairman



Motorcare Uganda

# 500 projects: DKK 50 billion and 85,000 jobs

IFU's existence was based on globalisation, long before that word became part of our modern consciousness. For more than three decades, the Fund has made a difference in the poorest parts of the world.

From the very first investment – a paper project in Turkey – and through what is now almost 500 other projects, IFU's goal has been the same:

To contribute to positive development in the poorest countries in the world through private, direct investments in profitable projects in collaboration with Danish companies. The reasoning is that good and well run companies is one of the key factors to creating economic growth and development in the poorest countries.

### The Coffee Fund

When IFU was established in 1967 – under the nickname “the Coffee Fund”, as it was originally supposed to ensure that Danish duties on coffee and tea were channelled back to the developing countries through investments – the world was an entirely different place. In the east, the Soviet Union had created what seemed to be an unshakable empire; the old European colonial powers were in the process of being phased out, and in spite of its leading po-

sition in the West, the US was severely hampered by the Vietnam War.

Development aid was still a very new concept and often seemed to be actual emergency aid and almost always in the form of state or state run projects, regardless of whether they were a matter of developing infrastructure or investments in actual production companies. This was due to the fact that many developing countries were centrally planned economy countries that did not appreciate private investments.

From today's point of view the establishment of IFU was very visionary. Though it did not draw much attention in the 1960s, the Fund was one of the few organisations with a very early understanding of the importance of a well functioning private sector as the key to development. Hence IFU's existence was focused on internationalisation and globalisation, long before those words became part of modern consciousness.

Key figures IFU 1968-2003

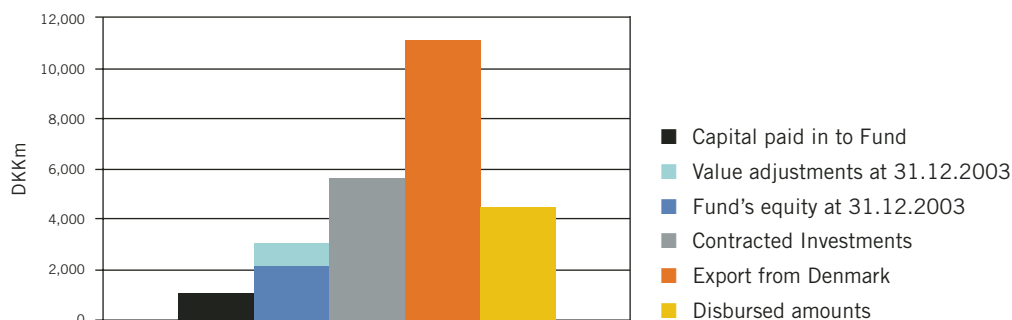


Table 1: Investments distributed by continents 31.12.2003

	No. of projects	IFU Investment DKKm			Total Project Investment DKKm	Employment (persons)
		Equity <sup>1)</sup>	Loans	Total		
Africa	152	1,074.6	638.2	1,712.8	14,447.2	28,246
Asia ( incl.Turkey and Malta)	245	1,981.6	664.0	2,645.6	28,597.5	41,852
Latin America	101	620.0	658.2	1,278.2	7,839.0	15,092
<b>Total</b>	<b>498</b>	<b>3,676.2</b>	<b>1,960.4</b>	<b>5,636.6</b>	<b>50,883.7</b>	<b>85,190</b>

Table 2: Investments distributed by income per capita groups 31.12.2003

	No. of projects	IFU Investment DKKm			Total Project Investment DKKm	Employment (persons)
		Equity <sup>1)</sup>	Loans	Total		
LIC	209	1,601.5	768.5	2,370.0	25,788.6	39,055
LMIC	180	1,328.0	550.9	1,878.9	18,728.7	31,776
UMIC	78	539.4	330.2	869.6	3,894.9	8,648
Other, GNI per capita above \$5,185	31	207.3	310.8	518.1	2,471.5	5,711
<b>Total</b>	<b>498</b>	<b>3,676.2</b>	<b>1,960.4</b>	<b>5,636.6</b>	<b>50,883.7</b>	<b>85,190</b>

LIC- Low Income Countries with per capita GNI <\$745

LMIC- Lower Middle Income Countries with per capita GNI \$746-\$2975

UMIC- Upper Middle Income Countries with per capita GNI \$2976-\$5185

1) Share capital, equity loans and subordinated loans

**Table 1-2:** As can be seen, more than 30 per cent of the IFU investments over the years have taken place in Africa. In total, the low-income countries have attracted more than 40 per cent of IFU's investments.

### Development effects

The tie to the Danish business sector formed the basis of the operations of the Fund right from the start. The objective was to promote investments in developing countries "in collaboration with Danish trade and industry". In this way the Danish companies' wish to establish commercial projects is combined with the effort to create economic growth and development in some of the poorest countries in the world.

The goal is, however, not just of a financial nature. Of course the Fund aims at developing financially viable projects, but IFU's mandate is about more than that: It is about supplying developing countries with new technology, better management and market access as well as high environmental and corporate ethics. In many cases the projects also contribute to an enabling environment, and hence ease the way for new investments in the countries.

Through the years 1967-2003, IFU has supported 498 projects in 72 developing countries by investing DKK 5.6bn in these projects. The total investments in the projects were DKK 50.9bn. Altogether, these projects have created more than 85,000 jobs in the developing countries.

During the first 10 years, DKK 300m was injected into IFU by the Danish state. In the second half of the 1990s, the Danish State granted another DKK 750m to IFU over five years for the purpose of making a special effort in the poorest countries. The Fund's capital, and hence the number of new investments, has grown steadily through all the years. Calculations show that on average each krone (DKK) injected into IFU had been "invested" in a succession of projects about 5 times.

In line with the general Danish development aid, IFU has always directed much attention to Africa, because it is the poorest continent of them all.

Table 3: Internal Rate of Return (IRR) on exited projects

	No. of projects	Share Capital	Project Loans	Total
Africa	85	(10.89)	(8.51)	(9.42)
Asia (incl. Malta and Turkey)	134	9.69	4.72	8.81
Latin America	70	(12.07)	7.29	1.67
<b>Total</b>	<b>289</b>	<b>4.77</b>	<b>1.41</b>	<b>3.62</b>

**Table 3:** The figures show that IFU has had an overall positive IRR of 3.62 per cent on all exited projects. For exited projects in Africa, the IRR was, however, negative with an IRR of -9.42 per cent, whereas Asia and Latin America showed positive IRR figures

**IFU's additionality**

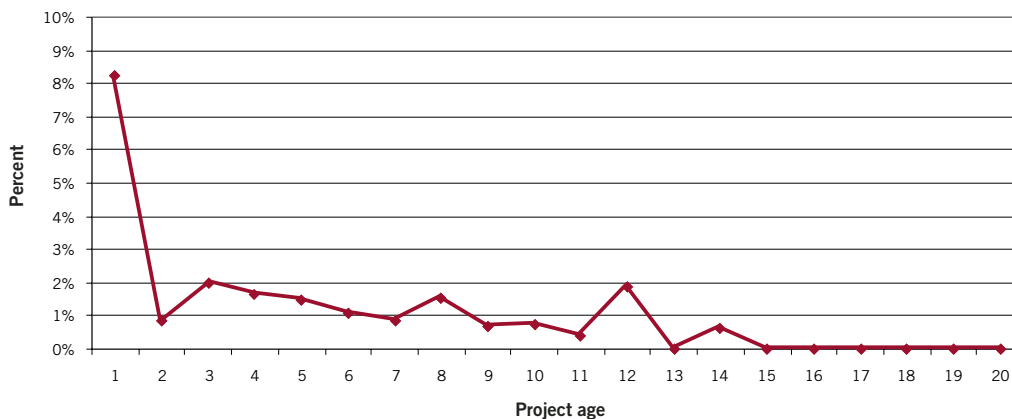
The Danish companies – small as well as large – also benefit from the cooperation with IFU. With almost 40 years of experience in investing alongside Danish companies in developing countries, the Fund can provide a number of advantages.

First of all, IFU is willing to share the risk and contribute with risk capital in the form of equity, mezzanine financing and loans. In addition to that, the Fund helps create a strong foundation for the projects through active participation during the whole process prior to the disbursement of money, e.g. through the so-called Pre-Investment Meetings (PIM). During these meetings the prospective joint venture partners review and discuss the business plan and the motives of the partners for making the investment. These meetings are guided by an independent facilitator, who is experienced in working with joint ventures, and who is familiar with local practices.

IFU also assists in mobilising funds from other financial institutions. Further, IFU often participates in negotiations with local authorities about legal and regulatory matters. IFU is an active and experienced partner on the project companies' Supervisory Board of Directors and works there together with the partners' representatives and shares with them the experience IFU has gained over time from other projects.

IFU plays an important role in introducing policies and guidelines regarding environment and occupational health and safety (OHS) to the projects and the partners with the aim of improving the standards in the projects. To this should be added the introduction of guidelines for corporate governance by adhering to IFU's Code of Conduct in the projects. In many cases, these policies and guidelines were introduced by IFU at a time when such policies/guidelines were nonexistent – even at large Danish partner companies.

Stop of operation as function af project age 1967-2003



A survey of the “mortality” rate for projects as a function of project age shows that 80 per cent of the projects are viable 15 years after start-up. In about 8 per cent of all projects, activities stop within the first year of project start. In the following years, the mortality rate falls to close to or under 2 per cent per year. Altogether, about 20 per cent of the IFU projects have stopped activities in the period from start up to a project age of 15 years. After this age, no operation stops are recorded. This means that about 80 per cent of the IFU projects survive and thus contribute to the economic development in the host countries. In Denmark more than 75 per cent of start-ups have ceased activities within five years after start-up.

Table 4: Size of the Danish partner by no. of employees

	No. of projects	IFU Investment DKKm			Total Project Investment DKKm	Employment (persons)
		Equity <sup>1)</sup>	Loans	Total		
0 - 249 employees	232	982.4	543.5	1,525.9	8,077.9	31,044
250 - 499 employees	61	354.5	197.2	551.7	5,126.3	8,410
Over 500 employees	205	2,339.3	1,219.7	3,559.0	37,679.5	45,736
<b>Total</b>	<b>498</b>	<b>3,676.2</b>	<b>1,960.4</b>	<b>5,636.6</b>	<b>50,883.7</b>	<b>85,190</b>

1) Share capital, equity loans and subordinated loans

**Table 4:** Most Danish partners are small and more than 230 of the 498 projects have been established with Danish partners with less than 250 employees. In total, the project activities have generated export from Denmark of about DKK 11.1bn. Each IFU krone (DKK) invested has thus generated Danish export worth two kroner (DKK). The export from Denmark has generated employment in Denmark corresponding to about 22,000 man-years.



### A changing world

Through the years, projects supported by IFU have concentrated on different parts of the world. Even though IFU has tried to focus on the poorest countries, variations in investment climate have obviously influenced the desire and ability of Danish companies to make investments. Wars, conflicts, trade barriers and instability altogether have made investments in some countries difficult, while trade alleviations and political stability have paved the way in others. Through the 1980s, a number of Danish companies focused on Central and South America. Many of them still do, but with the end to socialist, centrally planned economy in many countries in the late 1980s, a number of new investment opportunities suddenly became available.

Especially in the Far East and in many African countries, a general understanding of the fact that private investments were preferable to inefficient, bureaucratic state operations arose. Now, the advantages connected with foreign investments became apparent: New technology, new efficient management methods, stronger basis of financing and access to export markets. In other words, it was now recognised that private, direct investments could make a significant contribution to the development process. India and even more so China are two of the countries which have systematically and successfully put this realisation into practice.

### Still a long way to go

Over the years, IFU has had 12 offices abroad in different developing countries, the locations of which have changed with the shifts in the investment conditions. Presently, IFU has 5 offices abroad and 29 advisers attached in 18 countries. Together with the employees at IFU's head office in Copenhagen, they have contributed to the knowledge and experience which help promote and enhance new investments with participation of private Danish companies and to protect them against the many pitfalls of foreign markets.

The world has thus changed considerably since the beginning of IFU's activities in the 1960s, especially in light of the colossal paradigm shift which the global economy has undergone since the fall of communism in 1989. But today, the need for development and the challenges are greater than ever before, and hence the practical value of IFU's activities and the economic development impacts have constantly become larger.

When that day comes when all countries have risen above the World Bank poverty rate, special support to investments in developing countries will no longer be required. The world is still far away from that ideal situation, and therefore major tasks still lie ahead for IFU.



Motorcare Uganda

# Two examples of IFU investments:



Motorcare Uganda

## Kjaer Group invests in people

The Danish Kjaer Group sells, repairs and services cars in Africa. But the company does more than that. Kjaer Group's fundamental values are based on people and their development, and this affects the company to a high degree. It is of course important for Kjaer Group to run a good and healthy business – and it does – but it is also important to help make a difference in the countries where the group operates. In 2003, Kjaer Group was elected “Best workplace in Denmark” in a competition arranged by the Danish magazine “Berlingske Tidendes Nyhedsmagasin” in cooperation with “Great Place to Work Institute” in the USA.

“We make a point of being a good example, and we help set new standards. It is of course a competition parameter, but we actually believe that we can make a difference”, explains Mads Kjaer, managing director of the Kjaer Group. This is why the Kjaer Group subsidiaries in Africa pay higher salaries than what is customary in the countries in question, this is why they provide for training and development of the employees, and this is why the company has supported Aids projects and sponsored a visit to Denmark by a juvenile football team from Uganda.

### Partner with official status

Kjaer Group has sold cars and motorcycles in developing countries since the 1970s. Last year, the group sold around 3,500 cars in 70 different countries. Customers are first and foremost NGOs and bilateral and multilateral aid organisations. In the middle of the 1990s, the company began establishing sales offices and repair shops in Africa, and IFU has co-financed two of Kjaer Group's large investments, the subsidiaries Motorcare in Mozambique and Motorcare in Uganda, with a subscription for shares of in total DKK 6.9m and loans in the amount of DKK 15.5m.

Today, the two project companies employ almost 100 peo-

ple in total and sell, inter alia, Nissan cars and Suzuki motorcycles and service the vehicles as well. At the end of 2003, IFU gave a binding commitment to co-finance a similar project in Sierra Leone with DKK 4.2m. Mads Kjaer is very pleased:

“IFU shares the risk connected with investing in those countries. Furthermore, it is of great importance to us to have a co-investor with an official status”, he says.

### Common sense

All companies in the Kjaer Group work according to the strategy “diversity in management”, and with the objective of reflecting both genders and the different nationalities within the companies. At the same time, “Good Governance”, “Code of Conduct” and environmental responsibility have become everyday concepts, though they are not part of the general image of the countries in which the Kjaer Group operates.

Besides working according to IFU's Code of Conduct, the Kjaer Group has joined the UN's Global Compact, and the Danish companies were certified in 2002 as “Investors in People” (IIP), which implies committed training and development of the employees. The goal is to obtain the same certification for the African companies as soon as possible. “This is common sense to us. We should help develop third world countries and promote sustainability”, explains Mads Kjaer.

For the same reasons the companies try to set the same environmental standards in Africa as in Denmark. Those standards can be difficult to meet sometimes – it can, for instance, be difficult to dispose of waste in an environmentally sound way. But the Kjaer Group constantly tries to move in the right direction and has made a virtue of having equipment in the repair shops in Africa, which fully complies with the environmental requirements in Denmark.



Motorcare Uganda



Orana Vietnam



His Royal Highness Prince Henrik with Orana's Managing Director Mr. Niels Østerberg in the company's new factory in Ho Chi Minh City, Vietnam.

## Orana contributes to economic growth in Vietnam

Things have been moving fast for Orana in Vietnam: Within a year the fruit company has built a factory, it has started production with 31 employees, has received a large export order from Malaysia, and its results are already in the black. In this way the company can be said to be contributing with jobs as well as an improved balance of payment in one of the poorest countries in the world.

The good results have been preceded by years of preparation in the Vietnamese market, and – in the words of the Managing Director – “invaluable support” from both Danida and IFU.

### Cultural knowledge is important

Danida has supported the training of the factory employees through the so-called Private Sector Programme, while IFU has supported the financing of the project company through subscription for shares of DKK 1.0m. At the end of 2003, IFU furthermore decided to grant a loan to the project company of DKK 3.2m, because the surprisingly large turnover called for more capital.

But money is not the only thing Orana gains from working with IFU. Managing Director of Orana, Niels Østerberg, says that IFU's seat on the board of directors is a great advantage to a company with two equal partners. At the same time he stresses that the Fund's in-depth knowledge of joint ventures, its knowledge of Asia and its understanding of the cultural differences are invaluable.

Orana itself was very familiar with the Vietnamese society, prior to building the factory. “We began trading in Vietnam ten years ago, and we have slowly accumulated a thorough knowledge of the market”, says Niels Østerberg.

Orana in Denmark was established in 1984 as an indepen-

dent division of A/S Rynkeby Mosteri, and since then it has been responsible for the industrial sale of fruit compounds for e.g. juice and yoghurt. In Vietnam, Orana sold its products through an agent, who is now Orana's local partner. Even though Orana exports to most of the world, the company has never produced outside Denmark before. The idea of a factory in Vietnam arose because of a high import tax of 50 per cent, which could be avoided by starting local production.

### Lack of legislation

But there were a lot of bumps in the road from idea to reality. Not many years ago, Vietnam was closed country to western investments.

The country has opened up to private economy, but Vietnam is still a one-party state with the Communist Party as the strong central power, a weak enabling environment in general as well as lack of experienced people in many areas. Vietnam as such does still have a lot to improve with regard to general attention to environmental issues, but Orana is committed to creating proper conditions for its employees and to ensure good environmental standards. The company has cooperated with Carl Bro, a Danish consulting company, about recycling the factory's wastewater using solar energy.

According to the plans, the project company will employ 60 people in 2004. In addition, another project has been initiated, which will support 45 farmers and their families in the poorest part of the country: In stead of importing strawberries, as Vietnam does today, the project company, assisted by Danida, is teaching farmers to grow strawberries.

# IFU as partner

Partners gain access to comprehensive knowledge, contacts and a worldwide network of advisers by collaborating with IFU. - In addition to financing and risk sharing, of course!

## Through the partnership with IFU, Danish companies will:

- Gain access to IFU's experience as global investor and specifically from previous investments in the same sector or country.
- Have the opportunity to make use of IFU's global network of advisers and specifically in the geographic areas in question or within specific areas of expertise.
- Benefit from the respect which IFU enjoys in the host countries by a well established track record combined with the fact that IFU has been established by the Danish State.

## Investors in developing countries have good reasons to seek cooperation with Danish companies:

- Because the Danish business structure is characterised by small enterprises and a high number of entrepreneurs, entrepreneurs from developing countries find it easy to see eye to eye with Danish businessmen.
- Danish companies hold a strong technological and commercial position within many sectors.

## IFU's financing is also important:

- The risk is spread among several parties, and the ability to withstand unforeseen problems and costs is enhanced.
- IFU is more willing to take risks than commercial banks.
- In certain cases, the partners can benefit from IFU's special facility to finance preparatory studies and first visits.



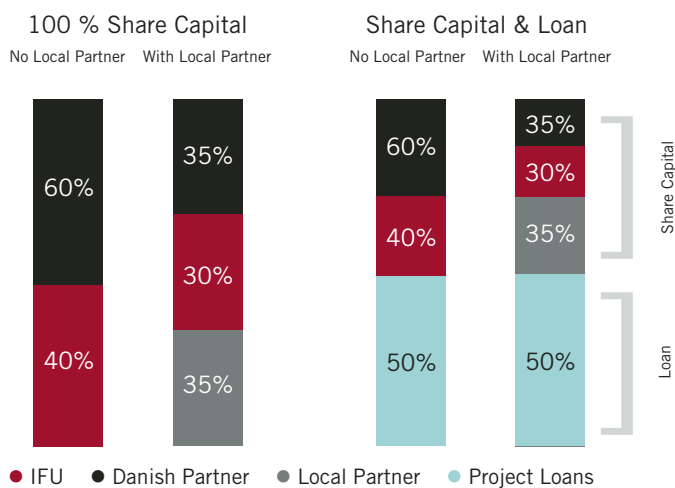
Vietnam

**With money comes advice:**

- With about 500 investments in more than 70 countries, IFU has a broad general experience combined with an important specific country experience.
- In the same way IFU has gathered general valuable experience from most business sectors.
- IFU has unique knowledge when it comes to assessing and facilitating partner relations. Through the years, IFU has gained considerable insight into enhancing the strengths of partnerships, and also their pitfalls.
- IFU normally takes a seat on the Supervisory Board of Directors of the project companies. In this way, IFU's experience is available and readily shared with the other project partners and the management to the benefit of the project companies.

**Co-financing**

- Thanks to its extensive experience and network IFU is capable of putting together complete financing solutions for projects. IFU cooperates with a number of international, European and Nordic sources of financing. Of these could be mentioned International Financing Corporation (IFC), European Investment Bank (EIB), Nordic Investment Bank (NIB) and the other 12 members of the association of European Development Finance Institutions (EDFI).
- Based on IFU's knowledge of local financing conditions, IFU can help identify local sources for long and short term financing in the host countries.
- For projects in Africa, IFU can assist in obtaining support for carrying out studies and training from Centre for Development of Enterprise (CDE) and African Project Development Facility (APDF)



**IFU's part of the project financing**

- IFU may subscribe for share capital, provide mezzanine financing, grant loans and issue guarantees for loans from other financial institutions.
- IFU can normally co-finance up to 30 per cent of the total project investment, incl. working capital. For small projects IFU's co-financing may in exceptional cases go up to 50 per cent of the total investment.
- The maximum amount IFU may invest in a single project is under normal conditions DKK 50m.
- IFU's part of the equity capital shall always be smaller than that of the Danish partner.

## Eligibility

Both large and small projects, including pilot projects, are eligible for financing, as long as they contribute to value-added and sustainable economic activity in the host country. This applies whether they are greenfield projects, expansion of existing projects or privatisation of state run businesses.

The investment is conditional on IFU viewing the project as commercially viable and the active participation of a Danish private co-investor.

Potential host countries of investments are the countries on the OECD-DAC list of development aid recipients, and per capita income must not exceed USD 5,115 (2004).

## How IFU works



Orana Vietnam

IFU recommends that companies contact IFU early on during project planning or preparations. In this way they will be able to benefit fully from IFU's participation.

To initiate an investment process, IFU may issue a preliminary approval of the project – a so-called declaration of Clearance in Principle. This document can facilitate negotiations with authorities, project partners and lenders.

When preparations are drawing to a close, IFU will in most cases arrange for the partners to meet at a final meeting headed by an independent facilitator. The purpose of such a pre-investment meeting (PIM) is to ensure that all stakeholders share a full and clear understanding of each other's business motives and obligations prior to implementation of the investment decision.

The signing of the shareholders' agreement and/or the loan agreement between IFU and the partners marks the conclusion of the project preparations. IFU usually takes a seat on the Supervisory Board of the project company, which allows the partners to benefit continuously from the Fund's knowledge.

Once a project company is consolidated and profitable – usually after 6-8 years – IFU withdraws. IFU's shares are sold often with a first right of refusal to and at terms agreed by the partners at the beginning of the project. The revenues to IFU can then be used for new investments.

## Sister Funds and international co-operation

IFU administers two sister Funds, IØ and IFV. IØ operates in Central and Eastern Europe, while IFV covers developing countries with a per capita income above USD 5,115 (2004). IFV ends new investments in 2004.

The three Funds are collectively termed the Danish International Investment Funds.

The Funds are members of the European Development Finance Institutions (EDFI). This is an organisation with the objective of furthering mutual cooperation between the 13 EU member institutions and developing common interests in relation to the European Commission and its institutions, including the European Investment Bank (EIB).

# The adviser network:

## Special expertise and local knowledge

Companies entering into dialogue with IFU can draw directly on a global network of advisers who each has a special expertise or local knowledge of the area in which establishment of the project is contemplated.

At the end of 2003, IFU had 29 advisers in 18 countries around the world.

The network is extended continuously with the purpose of offering the best possible guidance when it comes to choice of partners, preparation and implementation of the projects. Most of the advisers are senior businessmen with considerable commercial experience. Many have run their own business or have held a leading position in a local company. They have an in-depth knowledge of local business culture, investment authorities, local financing institutions, accountants, lawyers, etc.

### West Africa: Fragile political systems

Danish companies often face major challenges in Africa, mainly because of instability in some countries and a lack of enabling environment for investments. Nevertheless, the region has a lot of potential, and IFU's competent senior regional adviser in Lomé, Togo, can assist Danish companies in dealing with the problems more easily.

Kodjo Aziagbé, a native of Togo in West Africa, joined IFU in October 1989, after his MBA Degree in Finance from Roosevelt University in Chicago, USA. He was employed by

IFU's Regional Office for Africa in Lomé, Togo, from January 1990. When the Regional Office was moved from Lomé to Harare in Zimbabwe in January 1994, the Lomé office changed status to an adviser office of IFU, within the company KA Consultants, owned and operated by Kodjo Aziagbé.



Through this set-up, the senior regional adviser has been assisting IFU since October 1993.

To the comprehensive formal and practical education, which Kodjo Aziagbé possessed when he joined IFU, new dimensions have been added through post education and training at the Head Office of IFU in Copenhagen, and through a great diversity of project tasks in various countries in the West Africa region.

### China: A lot of read-between-the-lines

"Being ethical, but also accommodating local business practices can be very challenging," says Lucien Wang, IFU's Adviser in Beijing, China. Sometimes, it takes patience and persistence, and a lot of read-between-the-lines to yield the expected results there.

IFU's Danish project partners can, however, take advantage of Lucien Wang's many years of experience. He can help put all the factors right.

Although a native from Taiwan, he has lived in China for nearly ten years. He started his career in the semi-conductor industry and also worked in the marketing and IT business in Taiwan, Hong Kong and the USA, before joining Motorola. For about 15 years, he led a team running the digital network for Motorola across Asia. He has also led an Internet company to build and operate online stock trading for a Chinese enterprise for about two years. Meanwhile, he

runs a few personal investments in China, mainly in real estate, software and IT services.

He feels very comfortable being a bridge between western practice and the Chinese business climate, and he appreciates that "IFU is a very competent and highly ethical organisation to team with."





# Investment portfolio as at 31 December 2003

Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period	
		Shares (DKK mill.)	Loans (DKK mill.)						
<b>AFRICA</b>									
<b>*AFRICA (REGIONAL)</b>									
African Infrastruc. Fund	Infrastructure projects	B&W Scandinavian Contractor	8.6		3.8	3.3	3,471.3	30	2000-
AMSCO	Management services	Carl Bro Gruppen/Globe	7.3		7.0	7.0	50.0	54	1989-
Mærsk Africa Facility	Transport related projects	A. P. Møller-Mærsk		50.0			100.0	500	1999-
<b>Total 3 Projects</b>			<b>15.9</b>	<b>50.0</b>	<b>10.8</b>	<b>10.3</b>	<b>3,621.3</b>	<b>584</b>	
<b>ALGERIA</b>									
Aldaph	Pharmaceuticals	Novo Nørdisk	11.4	34.1			357.2	240	2000-2002
Altec	Engineering	Haldor Topsøe	0.6		0.6		3.0	50	1971-1977
Aviation Assistance Alger	Aviation	Burgess Aviation	6.8	8.5			28.0	65	2002-
Cosider	Construction	Christiani & Nielsen	3.3		0.8		14.0	550	1978-1981
<b>Total 4 Projects</b>			<b>22.1</b>	<b>42.6</b>	<b>1.4</b>		<b>402.2</b>	<b>905</b>	
<b>ANGOLA</b>									
Nova Cimangola	Cement	FLS Industries		50.5	47.9	24.3	625.6	1,000	1996-
<b>Total 1 Project</b>				<b>50.5</b>	<b>47.9</b>	<b>24.3</b>	<b>625.6</b>	<b>1,000</b>	
<b>BENIN</b>									
Cimbenin	Cement	Fibo	8.6	6.9	13.8	6.9	105.0	170	1991-
Fan Milk	Dairy	Fan Milk International	0.4		0.3		1.0	12	1992-1996
Fan Milk	Distribution of dairy products	Fan Milk International		1.7	1.7	1.0	4.2	55	1999-
<b>Total 3 Projects</b>			<b>9.0</b>	<b>8.6</b>	<b>15.8</b>	<b>7.9</b>	<b>110.2</b>	<b>237</b>	
<b>BURKINA FASO</b>									
Fan Milk	Distribution of dairy products	Fan Milk International		0.7	0.7	0.7	1.8	22	1997-
<b>Total 1 Project</b>				<b>0.7</b>	<b>0.7</b>	<b>0.7</b>	<b>1.8</b>	<b>22</b>	
<b>BURUNDI</b>									
Avicom	Poultry farming	DPD	1.0	1.2	2.2		4.0	40	1989-1996
<b>Total 1 Project</b>			<b>1.0</b>	<b>1.2</b>	<b>2.2</b>		<b>4.0</b>	<b>40</b>	
<b>CAMEROON</b>									
Camsavon	Chemical industry	Sønderstrup Sæbefabrik	0.0		0.0		1.0	40	1986-1988
Camtainer	Land transport	Scancatrans	3.1	6.7	9.7		35.0	100	1984-1995
Cocadac	Construction	E. Pihl & Søn	2.8	4.0	6.9		10.0	300	1976-1982
NOBRA	Brewery	Cerekem	17.8	25.6	40.3		412.0	15	1986-1995
Singa Banana Plantations	Production of bananas	A. P. Møller-Mærsk		27.2	27.3	27.3	100.9	1,800	2003-
<b>Total 5 Projects</b>			<b>23.7</b>	<b>63.5</b>	<b>84.2</b>	<b>27.3</b>	<b>558.9</b>	<b>2,255</b>	
<b>CAPE VERDE</b>									
Ceris	Brewery	Bryggerigruppen	4.2	15.6	19.9		63.0	90	1985-2001
<b>Total 1 Project</b>			<b>4.2</b>	<b>15.6</b>	<b>19.9</b>		<b>63.0</b>	<b>90</b>	
<b>CENTRAL AFRICAN REP.</b>									
SOGESCA	Sugar refinery	GEA Niro/Danisco Sugar		26.6	26.6		320.0	350	1985-1996
<b>Total 1 Project</b>				<b>26.6</b>	<b>26.6</b>		<b>320.0</b>	<b>350</b>	
<b>COTE d'IVOIRE</b>									
CITB	Wood products	Danish Wood Treating	0.3	1.0			4.0	15	1983-1984
Fan Milk	Ice cream	Fan Milk International	0.7				6.9	20	1993-1995
Finamark	Dairy products	Fan Milk International	11.1		5.4	5.4	33.5	195	2002-
Sadofoss	Chemical industry	Sadolin	5.3	9.3	14.6		32.0	58	1976-1995
SAM	Furniture	E. Roth Oversøisk Hårdtræ	0.5	1.1	1.7		15.0	25	1970-1999
Sedan	Construction	Helsingør Værft	5.0	4.8	12.4		42.0	350	1976-1982
Sitranbois	Wood products	Nordisk Trælast	16.8	33.0	38.6	0.0	83.0	600	1977-
West Africa Growth Fund	Financial institution	No Danish partner	12.9		13.5	9.5	130.0	6	1997- #
<b>Total 8 Projects</b>			<b>52.6</b>	<b>49.1</b>	<b>86.2</b>	<b>14.9</b>	<b>346.4</b>	<b>1,269</b>	
<b>DEMOCRATIC REP. CONGO</b>									
Danilait	Powdered milk packing	Scancool International	1.4	0.4	1.8		6.0	25	1987-1997
Dilaz	Dairy	Primodan Dairy Equipment	0.9				10.0	25	1987-1988
<b>Total 2 Projects</b>			<b>2.3</b>	<b>0.4</b>	<b>1.8</b>		<b>16.0</b>	<b>50</b>	
<b>EGYPT</b>									
Al Quseir Hotel Company	Hotel operation	SAS Hotels	21.5	22.3	13.3	13.3	167.8	300	2000-
CLFF	Research and development	Proteinkemisk	2.1		1.6		3.0	40	1982-1996
Dantex	Clothing	Brandtex	4.3	8.0	12.5		35.0	200	1984-1991
Egytac	Pulp and paper products	Buhl Automation	2.3	9.2	8.9		30.0	30	1976-1986
El Rayan Danfarm	Dairy farm	Danfarm Contractors	20.5				435.0	350	1987-1988
EPL	Research and development	Danish Protein Institute		1.1			2.0	15	1980-1982
Hotel Marina	Hotels and restaurants	Helnan International		7.4	7.1		16.6	220	1992-2000
Sinai Cement Co.	Cement production	Aalborg Portland	39.6		39.7	39.7	1,501.0	700	2000-
Sinai White Portl. Cement	Cement plant	Aalborg Portland	52.4	31.8	69.5	69.5	639.9	400	1999-
Suez Canal Cont. Term.	Container terminal	A. P. Møller-Mærsk	56.7		56.8	56.8	1,200.0	600	2003-
<b>Total 10 Projects</b>			<b>199.4</b>	<b>79.8</b>	<b>209.6</b>	<b>179.4</b>	<b>4,030.3</b>	<b>2,855</b>	

	Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period
			Shares (DKK mill.)	Loans (DKK mill.)					
<b>ETHIOPIA</b>									
African Lakes Ethiopia	Car sales and maintenance	Kjær Group	4.0				24.0	50	2002-
Muus	Feed mill	Elias B. Muus	0.5	0.9	1.0		3.0	25	1972-1975
<b>Total 2</b>	<b>Projects</b>		<b>4.5</b>	<b>0.9</b>	<b>1.0</b>		<b>27.0</b>	<b>75</b>	
<b>GHANA</b>									
Carpo Scandi Wood Ghana	Production of wood products	Scandi Wood	1.2				7.0	40	2001-
Danafco	Pharmaceuticals	Propharma	1.9		1.6	1.6	17.6	100	1998-
Fan Milk	Dairy	Fan Milk International	2.9	15.4	16.6	1.3	34.1	110	1989-
Ghana Emulsion	Cold emulsion	Phønix Contractors	3.8	1.2	5.3	5.3	27.0	50	1995-
Larsen	Waste Collection	J. Hvidtved Larsen		2.8	1.3	1.3	12.9	80	2001-
Muk Air	Air transport	Muk Air A/S	2.0		1.3	1.3	10.5	30	1997-*
Northsax Kiln Company	Wood products	Dalhoff Larsen & Hornemann	0.6				6.0	4	1997-2003
Pako Bay	Fishing	Brdr. Kristensen	0.2				3.7	60	1997-1998
Scanbech Ghana	Production of plastic bottles	Scanbech Group	1.3	1.0	1.0	1.0	6.5	80	1998-
Volta Arkil	Quarry	Ove Arkil	2.1	2.5	4.0		9.0	30	1991-1999
<b>Total 10</b>	<b>Projects</b>		<b>15.8</b>	<b>23.0</b>	<b>31.0</b>	<b>11.8</b>	<b>134.3</b>	<b>584</b>	
<b>KENYA</b>									
Acacia Fund	Financial institution	No Danish partner	0.1	13.2	14.2	8.0	140.0	7	1997-
Aviation Lease	Operational lease of aircrafts	Burgess Aviation	32.6	23.0			186.6	90	2003-
DCK-EA	Agriculture and farming	DCK Production	0.8	0.8	3.9		22.0	1	1970-1978
DCK-Production	Agriculture and farming	DCK Production	3.9	4.0	2.1		34.0	5,000	1970-1978
Muus	Feed mill	Elias B. Muus	0.7	1.3	1.1		3.0	35	1972-1980
Vestergaard-Frandsen	Textiles	Vestergaard Frandsen Group	1.3	5.0	6.5	3.1	8.2	10	1995-
<b>Total 6</b>	<b>Projects</b>		<b>39.3</b>	<b>47.2</b>	<b>27.8</b>	<b>11.1</b>	<b>393.8</b>	<b>5,143</b>	
<b>LESOTHO</b>									
Tantina Milling	Flour milling	ABC Hansen		0.3			4.9	27	1999-2000
<b>Total 1</b>	<b>Project</b>			<b>0.3</b>			<b>4.9</b>	<b>27</b>	
<b>MALAWI</b>									
Scandrill	Water supply	Intertec Contracting	1.2	13.8	11.8	4.1	22.8	30	1986-
<b>Total 1</b>	<b>Project</b>		<b>1.2</b>	<b>13.8</b>	<b>11.8</b>	<b>4.1</b>	<b>22.8</b>	<b>30</b>	
<b>MALI</b>									
Somapil	Batteries	Alkaline Batteries	1.8	4.8	6.2		34.0	260	1984-1995
<b>Total 1</b>	<b>Project</b>		<b>1.8</b>	<b>4.8</b>	<b>6.2</b>		<b>34.0</b>	<b>260</b>	
<b>MOROCCO</b>									
Comapral	Dairy	O.G. Hoyer	8.7	25.4	32.3		95.0	30	1986-1997
Cool Time	Trade	O.G. Hoyer	0.0				110.0	1	1990-1998
Ettamam	Feed mill	Schmidt & Jessen	1.5		0.0		19.0	50	1981-1986
York Refrigeration Morocc	Service company	York Refrigeration	0.4		0.3		1.4	10	1993-
<b>Total 4</b>	<b>Projects</b>		<b>10.5</b>	<b>25.4</b>	<b>32.6</b>		<b>225.4</b>	<b>91</b>	
<b>MOZAMBIQUE</b>									
Frigo Services	Machinery and equipment	York Refrigeration	0.4		0.3		2.0	25	1989-2001
Motorcare Mozambique	Sale and service of cars	Kjær Group	3.7	6.7	10.0	4.2	27.7	12	1999-
Nyati Beach Lodge	Lodge	Nyati	4.0	1.0	4.0	4.0	10.0	24	2002-
<b>Total 3</b>	<b>Projects</b>		<b>8.0</b>	<b>7.7</b>	<b>14.2</b>	<b>8.2</b>	<b>39.7</b>	<b>61</b>	
<b>NIGERIA</b>									
Adegbemile	Flour mill	United Milling Systems	1.1	0.2	0.4		25.0	40	1985-1998
BARC	Agriculture and farming	Bryggerigruppen					440.0	950	1982-2003
DEMCO	Construction	Bryggerigruppen					52.0	57	1988-2003
Fan Milk	Dairy	Fan Milk International	16.0	16.1	20.6	14.1	9.4	2,200	1999-
Fertile Acres	Agriculture and farming	Cerekem	2.5	2.9	4.1		23.0	100	1984-1996
Grundfos Pumps	Machinery and equipment	Grundfos	1.3				20.0	60	1983-1986
JIB	Brewery	Bryggerigruppen	55.5	0.3	6.3		416.0	1,400	1977-2003
Nwankwu & Rasch	Construction	NTR Holding	1.0		0.8		4.0	65	1976-1979
Peacock Paints	Paints	Dyrup & Co.	4.5	9.7	5.4		101.0	64	1979-1999
Pioneer Milling	Milling plant	Bryggerigruppen					52.0	90	1986-2003
Plateau Bottling	Soft drinks	Bryggerigruppen	4.2		3.3		100.0	120	1981-1999
Sunrise Bottling	Soft drinks	Cerekem	8.2		6.5		104.0	120	1983-1988
Tiger Battery	Batteries	Alkaline Batteries	4.4	38.2	8.6		144.0	150	1983-1997
W.Africa Container Term.	Container terminal	A. P. Møller-Mærsk		87.4	25.7	9.1	35.7	25	2000-
W.African Portland Cement	Production of cement	F.L. Smidth		35.4			1,980.1	550	1999-2000
<b>Total 15</b>	<b>Projects</b>		<b>98.5</b>	<b>190.3</b>	<b>81.9</b>	<b>23.2</b>	<b>3,506.2</b>	<b>5,991</b>	
<b>RWANDA</b>									
Sorwapiles	Batteries	Alkaline Batteries	4.0		0.1		47.0	100	1985-1989
<b>Total 1</b>	<b>Project</b>		<b>4.0</b>		<b>0.1</b>		<b>47.0</b>	<b>100</b>	
<b>SENEGAL</b>									
African Seafood	Fishing/processing	P.F. Faromar	10.5	26.5	34.3		129.0	90	1984-1999
Ciments du Sahel	Production of cement	F.L. Smidth	8.0	29.8	37.7	37.7	739.4	200	2001-

Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period
		Shares (DKK mill.)	Loans (DKK mill.)					
Rutec	Service company	Atlas-DK	0.1		0.1	1.0	20	1980-1983
Senegal Seafood	Fishing/fish processing	P.F. Faromar		2.0	2.0	30.0	250	1982-1985
SOCA	Agriculture and farming	APV Engineering	3.4	13.0	14.9	48.0	75	1987-1996
<b>Total 5 Projects</b>			<b>22.0</b>	<b>71.3</b>	<b>89.0</b>	<b>37.7</b>	<b>947.4</b>	<b>635</b>
<b>SIERRA LEONE</b>								
Motorcare Sierre Leone	Car distribution	Kjær Group	0.1	4.2		11.8	30	2003-
<b>Total 1 Project</b>			<b>0.1</b>	<b>4.2</b>		<b>11.8</b>	<b>30</b>	
<b>SOUTH AFRICA</b>								
Benzak Beverages	Distribution of malt drinks	Bryggerigruppen		1.0	1.0	1.0	20	1999-
Credin Bakery Supplies	Food ingredients	Palsgaard Industri	0.7	2.7	2.6	9.8	70	1998-
Dan-Essence	Detergents & soap	Sønderstrup Sæbefabrik		1.2		3.8	54	1997-2001
Danafrica Flour Mills	Food and beverages	Kongskilde	0.1			1.0	50	1997-1999
Danførge Engineering	Machinery and equipment	Brdr. Jørgensen	0.5	0.4	0.7	0.5	25	1997-
Danline Bathroomware	Bath tubs	Danline	0.2	2.1	0.8	0.8	31	2002-
FCK-UPE Soccer School	Sports education	FC København / Parken		4.5	1.4	1.4	8.0	2003-
FLS Automation SA	Consulting engineering	FLS Automation		2.5		6.5	10	2003-
Kristensen Oceanfront	Restaurants	Kristensen Group	8.5	13.9	20.3	9.7	45.4	1998-
Morsø Heating Centre	Production of heating products	Morsø Jernstøberi	2.3	2.3	4.1	4.1	10.3	8
New Africa Signs & Graph.	Signs and posters	Sign-Tronic	0.0	0.8	0.9		3.4	12
Newave Technology	Prepress print	Dokmand		1.0	1.0		7.8	12
Nielsen Tap	Water taps	Toni Armatur	0.3	0.2	0.2		2.1	30
Princeton Computing	Education	Courseware Scandinavia	0.2		0.2		1.3	30
Resource Dev. Consultants	Consultancy	Carl Bro Gruppen	0.8	1.5	2.4	1.5	4.5	20
Sibaya Conservation Proj.	Hotels and restaurants	Hotel Pakhuset	0.4	0.3	0.4	0.4	5.5	20
Stoneground Mills	Manufacturing of mills	ABC Hansen		0.9	0.9	0.8	2.7	15
Time Out SA	Branded sportswear	Time Out		1.0	1.0	1.0	2.9	20
Today's Signs & Graphics	Production of signs	Ladelund Skilte		0.2	0.2	0.2	1.1	7
Umtha Manufacturing	Production of sports articles	Time Out		0.7			3.1	80
<b>Total 20 Projects</b>			<b>14.1</b>	<b>37.2</b>	<b>37.9</b>	<b>21.4</b>	<b>128.2</b>	<b>819</b>
<b>SUDAN</b>								
SFI	Dry yeast	Danisco Bioteknologi	5.5	8.3	10.7		35.0	60
SMS Milling	Flour mill	United Milling Systems	0.4	1.2	1.4		6.0	15
<b>Total 2 Projects</b>			<b>5.9</b>	<b>9.5</b>	<b>12.1</b>		<b>41.0</b>	<b>75</b>
<b>SWAZILAND</b>								
KGR Enterprises	Rehab. of railwagons	Giersing Rose		2.7	1.4	0.8	17.9	45
United Plantations Africa	Plantations	International Plantations	17.3		18.1	18.1	88.5	750
<b>Total 2 Projects</b>			<b>17.3</b>	<b>2.7</b>	<b>19.6</b>	<b>18.9</b>	<b>106.4</b>	<b>795</b>
<b>TANZANIA</b>								
DAHACO	Airport handling	SAS	1.4	8.1	9.0		33.0	400
Den-Tan Resources	Fishing	Pre-Consult		2.0	2.0		15.0	60
Mashado Game Fish. Lodge	Hotels and restaurants	Skanska Jensen	5.9	5.1	11.0	11.0	69.3	160
Mount Meru	Hotels and restaurants	Tanzania Hotel Investment	1.7	4.0	7.7		40.0	300
RSP Transport	Water transport	Danea		1.2	1.2	1.0	6.3	15
Tanruss	Hotels and restaurants	Skanska Jensen	15.4	69.3	140.1	88.4	414.2	350
<b>Total 6 Projects</b>			<b>24.4</b>	<b>89.7</b>	<b>171.0</b>	<b>100.3</b>	<b>577.8</b>	<b>1,285</b>
<b>TOGO</b>								
Africotière	Water transport	Mortensen & Lange	0.1			1.0	35	1989-1992
Atlantic Produce	Agriculture and farming	Tropical Plants Agencies	2.0	3.3	4.4	0.2	11.0	100
Cerekem Exotic	Agriculture and farming	Cerekem	3.1	7.8	10.4		34.0	170
Fan Milk	Dairy	Fan Milk International	2.1	3.6	4.9		10.0	68
ITP	Rubber and plastic products	Nordisk Wavin	6.7	20.1	18.5	1.1	63.0	82
La Gazelle	Land transport	Erik Conradsen	1.3		1.4		9.3	80
Soprolait	Dairy	APV Engineering	0.7	2.0	2.7		25.0	40
Sotodas	Chemical industry	DK Kemi International	4.9	11.5	10.7		22.0	41
STS	Fabricated metal products	Rambøll	1.2	3.6	4.7		14.0	250
<b>Total 9 Projects</b>			<b>22.1</b>	<b>51.9</b>	<b>57.6</b>	<b>1.4</b>	<b>189.3</b>	<b>866</b>
<b>TUNISIA</b>								
TDC	Clothing	D.T.C. Company/TDC	0.9			5.5	5	1992-1994
<b>Total 1 Project</b>			<b>0.9</b>			<b>5.5</b>	<b>5</b>	
<b>UGANDA</b>								
Drillcon	Drilling of bore holes	Victoria Pumps		1.3	1.3	1.0	5.7	45
K2-Informatics (U) Ltd.	Management and IT consultancy	K2-Consult		1.0	1.0	0.7	3.2	40
Maersk Uganda	Operation of container depot	A. P. Møller-Mærsk		9.3	9.5		17.3	10
Motorcare Uganda	Sale/maintenance of vehicles	Kjær Group	3.2	8.8	11.7	9.5	44.5	60
MTN Publicom	Pay phones	Ascom Nordic	2.6	19.4	22.0	22.0	34.1	26
Victoria Engineering	Manufacturing of pumps	Knebel Drilling		3.0			10.4	56
Victoria Fresh Food	Fishing/fish processing	C.C. Brun Entreprise	4.0	3.0	7.0		12.0	60
Victoria Galvanization	Steel fabricat./galvanization	Victoria Pumps		3.0	2.0	2.0	14.1	85
Victoria Pumps	Mechanical engineering	Knebel Drilling	5.5	3.0	8.5	5.5	16.0	50
<b>Total 9 Projects</b>			<b>15.3</b>	<b>51.9</b>	<b>63.0</b>	<b>40.7</b>	<b>157.3</b>	<b>432</b>

Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period	
		Shares (DKK mill.)	Loans (DKK mill.)						
<b>ZAMBIA</b>									
Chulumenda	Farming	Springkildegard	3.0	1.9	4.3	4.3	20.3	130	2003-
Milden Milling	Maize milling	United Milling Systems	5.0				60.0	200	1994-1995
Verino Farms	Broilers/dressed chickens	Springkildegard		2.5	2.4	2.4	13.8	150	1998-
<b>Total 3 Projects</b>			<b>8.0</b>	<b>4.4</b>	<b>6.7</b>	<b>6.7</b>	<b>94.1</b>	<b>480</b>	
<b>ZIMBABWE</b>									
Ballantyne Butchery	Meat processing	No Danish partner	2.0		2.0	2.0	0.4	70	2001-
Colcom	Meat processing	No Danish partner	1.2		1.2	1.2	8.1	300	2001-
Danmeats	Meat processing	Pfeiffer/Globe	1.0	3.4	4.3		11.5	50	1995-2001
Dansafe	Reflection textile	Oppenheim & Jansson	0.3	0.2	0.4		2.0	10	1995-1999
Frese	Plumbing equipment	Frese	2.5	6.0	8.5		34.0	50	1996-2003
Imperial	Coolers and freezers	Maskinfabrikken Derby	18.8		15.0		67.0	120	1993-
Metafold Investments	Refrigerators and coolers	No Danish partner	5.5		5.5	5.5	33.5	90	2000-
Powervision	Energy production/distribution	Innovision R&D	0.5	0.2	0.6		2.5	70	1997-2003 #
Ref-Air-Engineering	Machinery and equipment	Danish Refrigeration	0.6	1.8	2.1		2.4	25	1992-2002
Scan-Lock	Plastic floor tiles	I.P.E. Danmark	0.4		0.2		2.3	20	1994-1999
<b>Total 10 Projects</b>			<b>32.8</b>	<b>11.6</b>	<b>40.0</b>	<b>8.7</b>	<b>163.7</b>	<b>805</b>	
<b>TOTAL AFRICA 152 PROJECTS</b>			<b>676.5</b>	<b>1,036.3</b>	<b>1,210.5</b>	<b>558.9</b>	<b>16,957.3</b>	<b>28,246</b>	
<b>ASIA</b>									
<b>BANGLADESH</b>									
Dahetra Bangladesh	Dyeing and printing on textile	Dahetra		2.3			13.1	45	2002-
Dandy	Chewing gum	Dandy Holding	1.0				28.0	80	1991-1992
KAFCO (Plant)	Fertilizers	Haldor Topsøe	35.1	43.1	48.3	48.3	2,500.0	800	1990-
KAFCO (Prom)	Fertilizers	Haldor Topsøe	0.6				7.0	8	1987-1990
Wavin	PVC pipes	Nordisk Wavin	3.0				60.0	134	1986-1987
<b>Total 5 Projects</b>			<b>39.8</b>	<b>45.4</b>	<b>48.3</b>	<b>48.3</b>	<b>2,608.1</b>	<b>1,067</b>	
<b>CAMBODIA</b>									
Dumex	Chemical industry	Dumex	1.0	2.0	3.0		6.0	100	1971-1976
<b>Total 1 Project</b>			<b>1.0</b>	<b>2.0</b>	<b>3.0</b>		<b>6.0</b>	<b>100</b>	
<b>CHINA</b>									
Baihua	Publishing and printing	Heidelberg	18.0		18.2	18.2	62.5	160	1992-
BB Electronics China	Electronic components	BB Electronics		30.0			105.9	550	2003-
Beijing Sunpu El. Appl.	Production of water heaters	Metro Therm	5.0				101.4	150	2001- #
Bestseller Fashion Group	Clothing	Bestseller Wholesale	6.5	3.0	7.0	1.0	14.9	241	1997- #
Chinaust Changchun	Automobile parts	Codan Gummi					2.6	15	1993-1994
Chinaust Plastics	PVC pipes	Codan Gummi	1.3	5.5	6.8		20.0	90	1987-1994
Chinaust Shanghai	Automobile parts	Codan Gummi					6.5	25	1993-1994
Codan Ling Yun	Rubber hoses	Codan Gummi	7.5	4.4	11.8	7.2	42.2	55	1994-
Coloplast	Rubber and plastic products	Coloplast	22.4		19.1		46.7	100	1995-2002 #
Cool Sorption China	Production of vapour recovery	Cool Sorption	1.5				7.5	10	2003-
Dalian Xinshiji	Publishing and printing	EAC (Hong Kong)	16.0		14.4		40.0	150	1994-2003
Danagraf China	Electrical machinery/equip.	Danagraf	0.4				1.0	10	1997-2001 #
Danavox Xiamen	Hearing aids	GN Danavox	6.2	2.3	7.0		18.0	125	1989-1999
Danfoss	Medical/precision instruments	Danfoss	28.6		27.7	27.7	172.0	60	1995-
Danhua	Consultancy	Kampsax/Vejdirektoratet	0.8		0.8	0.8	3.0	8	1993- *
Danisco (China)	Food ingredients	Danisco Ingredients	6.0		6.3		147.4	90	1997-2002
DISA China	Air pollution contr. Products	DISA		10.0			15.0	150	2002-
East Lake Villas	Real estate activities	EAC (Hong Kong)	3.5	41.9	45.4		210.0	380	1987-1997
GPV China	Machining and milling	GPV Internation	11.3				62.4	106	2003-
GPV PBC (China)	PCB production	GPV Internation	5.6				33.1	400	2003- #
Green Environment	Consultancy	Rambøll/Cowi	0.4				1.2	3	1995-1997
Heco Mechanical Seals	Ship motor components	Heco Holding	3.3				8.0	11	2003-
Huhhot Hua Ou Starch	Starch products	Kartoffelmelcentralen	8.2		7.4	7.4	42.0	100	1996
Hydra Tech	Hydraulic cylinders	Hydra Tech	2.1	2.0			7.6	20	2003- #
Hydro-X	Chemical industry	Hydro-X	0.7	0.6	1.2		2.8	12	1995-
Impact Furniture	Production of sofas	Eilersen	0.6		0.2		2.0	25	1999-2001 #
Innovation	Production of sofa sets	Innovation Randers	1.9		1.7		5.0	20	1998-2000
International Nutrition	Food and beverages	EAC (Hong Kong)	41.0	6.3	43.9		115.0	180	1992-2000 #
Jacob Holm	Chemical industry	Jacob Holm & Sønner	20.8		21.6		221.0	90	1995-2002
Mærsk Container	Production of ship containers	Mærsk Container		13.9	14.7	9.5	224.6	600	1999-
Ningbo Zhedong	PVC windows	Plastmo	2.9		2.5		13.0	60	1996-2000 #
Novozymes (China)	Pharmaceuticals	Novozymes	54.1		71.0		1,160.0	360	1995-
Primo Kunming	Plastic (PVC) windows	Primo Danmark	0.6		0.7		2.5	20	1999- #
Qiaohong New Materials Co	Sanitary fibre products	Dan-Webforming	18.5		15.3	15.3	157.0	56	2001- #
Rosti China	Production of plastic parts	Rosti		21.5	17.0	17.0	68.0	200	2002-
Schrøder Plast	Production of plastic products	Schrøder Plast	6.3	2.0	7.5	7.0	22.0	32	2000- #
Shanghai Dansk	Textiles	Dansk HK	12.4	15.1	25.1	24.0	40.0	30	1995- #
Shanghai Ovo Egg Prod.	Pasteurised egg products	Ovotec International	2.2				12.5	50	2001-2003 #
Shanghai Shenlian Roulund	Rubber and plastic products	Roulunds Rubber A/S	3.4		3.5	3.5	22.2	80	1996-
Shanghai Trayton Trading	Sale of polstered furniture	Trayton Møbler		1.0			5.7	116	2000-2000 #
SIDIC	Consulting engineers	Dangroup International	1.1	0.2	1.3		3.0	4	1987-1999
Silcon	Electrical machinery/equipment	Silcon	2.5	0.8	2.4		17.0	80	1995-1999

Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period	
		Shares (DKK mill.)	Loans (DKK mill.)						
Smekru	Consulting engineers	Krøger	0.4		0.3		5.0	6	1988-2001
Sonion ( Suzhou )	Electronic equipment	Sonion Kirk	26.5		12.4	12.4	150.0	100	2001- #
Tianjin FTZ TeamWork	Office furniture and consult.	System B8 møbler	2.8		2.2		11.7	24	2001- *#
Ting Fung Starch	Starch products	Kartoffelmecentralen	10.9		9.7	9.7	85.0	30	1996-
Trayton Furniture	Production/sale of furniture	Trayton Møbler		4.0			12.0	186	2000-2000 #
Unicon-Dalian	Ready-mix concrete	Unicon Beton	3.3		3.1		25.0	50	1995-1999
Wenzhou Primotex	Production of buttons	Moria Industri	8.5		6.9	6.9	22.2	60	2001- #
Wolfking Tianjin Co.	Machinery and equipment	Wolfking Danmark	2.0		0.5		9.0	35	1997-2000
Yan-Dan	Consultancy	Dangroup International					0.8	4	1995-1999
Zhejiang ACO	PVC windows	Plastmo	2.1		1.8		9.0	60	1996-2002 #
Zi Dan	Publishing and printing	Heidelberg	17.6		17.3	17.3	177.0	150	1996-
<b>Total 53 Projects</b>			<b>397.8</b>	<b>164.4</b>	<b>455.8</b>	<b>185.0</b>	<b>3,770.9</b>	<b>5,729</b>	
<b>INDIA</b>									
Akay Flavours	Chemical industry	Chr. Hansen	16.7			11.1	44.2	80	1996-
Ambuja Cement Rajasthan	Cement	FLS Industries	8.8		6.9	6.9	843.0	300	1994-
Arcodan	Communication equipment	Arcodan A/S	2.4				10.0	65	1994-1998
Asian Can	Fabricated metal products	Rexam Holding	3.0				17.0	175	1989-1990
Asian Closures	Fabricated metal products	Rexam Holding	2.3				13.0	50	1989-1990
CG Maersk Data	EDP software	Mærsk Data	4.2		4.0		16.2	450	1996-
Coduras Exports	Food and beverages	Atlas-Stord	8.1		5.3	5.3	30.0	150	1993- *
Convoy India	Designing of ships	Logimatic Software		0.5	0.5	0.5	3.1	6	1999-
CRILL	EDP software	Computer Resources Int.	5.0		4.0	4.0	14.0	60	1991- *
D&H Secheron Migatronik	Production of welding equip.	Migatronik	1.4				8.0	31	2000-2002
Dane Foods	Butter cookies	KelsenBisca	0.2				0.3	5	1995-2000
Dania Food	Food additives	Palsgaard Industri		2.5	2.5		9.0	40	1991-2000
DDE-ORG	Office machinery/computers	Dansk Data Elektronik	2.6		2.6	2.6	24.6	565	1993-
DENIN Foods	Extruded snack pellets	Dan Extruder (Finn Lange)	3.6				18.9	50	2000-2001
Egmont Imagination India	Publication of comic books	Egmont		3.8	3.8	2.9	15.6	35	2001-
Energy Solutions Int.	IT solutions	Energy Solutions International	1.6		1.6	1.6	4.3	30	1998-
Engsko Kristone	Mill stones	Engsko	0.4		0.4		1.2	40	1995-2003
Fibcom	Electrical machinery/equipment	Tellabs Denmark	6.2	17.7	20.4	16.3	50.4	74	1994-
FLS Automation India	Production of control systems	FLS Automation		1.6			10.0	24	2003-
Fowler Westrup (India)	Machinery and equipment	Westrup	3.1	2.6	5.3	4.2	17.4	85	1999-
Fuller India	Design/equip. f/cement plants	Fuller		4.4			14.0	225	2000-2003
Garware-Utzon	Textiles	N.P. Utzon Holding	1.5				6.0	20	1995-1998
Global Wool Alliance	Textiles	Bloch & Behrens	13.7	58.9	73.8	58.2	99.3	360	1994-
Grundfos Pumps India	Assembly/production of pumps	Grundfos	2.1		2.2		40.5	30	1998-2002
Gujarat Sidhee Cement	Cement	FLS Industries	13.2		13.0		175.0	400	1994-2003
Indan Energy Pvt	Windfarm	San	0.7	0.9	1.3	1.3	4.4	2	2002-
Indo-Dan Lampshades	Furniture	Erik Frederiksen Production		0.7	0.7		4.3	85	1997-2003
IndoDane Textiles	Textiles	Vestergaard Frandsen Group	0.9		0.6		7.0	94	1994-2003
Infrastr & Tech Consult.	Consultancy and management	Kampsax	0.2		0.2		6.8	80	2001-
IRON Maxflow	Machinery and equipment	Maskinfabriken Iron	4.6		3.3		15.2	60	1995-2001
Kampsax India	Mapping	Kampsax	2.2	9.7	11.7	11.6	27.5	20	1994-
KE Burgmann India	Production of expansion joints	KE-Burgmann		3.4	3.0	3.0	5.2	33	2002-
L&T-Ramboll	Consultancy	Rambøll	2.0		1.3	1.3	6.5	25	1997-
LEC India Software	EDP software	Lec	1.9		1.7		9.0	50	1994-2000
LICindia	Engineering	Energy Solutions International	0.6				1.8	20	1995-1998
LK India	Electrical equipment	LK	1.9	6.7	1.8	1.8	19.6	200	1998-
LM Glasfiber	Non-metallic mineral products	LM Glasfiber	12.0		7.4		31.0	130	1993-2002
Marinplast	Boat yard	PF Marin Plast	0.5	0.9			5.0	40	1984-1988
Mather Derby	Machinery and equipment	Maskinfabriken Derby	13.9				135.0	180	1991-1993
MD-JK India	Textiles	Julius Koch International	0.4				2.5	40	1994-1998
NEG Micon India	Manufacture of wind turbines	NEG Micon		111.4	111.4	111.4	300.0	100	2003-
Pedershaab-ACME	Machinery and equipment	Pedershaab	0.6		0.7	0.7	4.7	30	1998-
Pioneer Wincon Limited	Manufacture of wind turbines	Wincon West Wind	3.9	1.9	3.3	3.3	15.8	75	1996-
Prism Cement	Cement	FLS Industries	31.3		24.3	24.3	1,087.0	600	1993-
Procon	EDP software	ProCon Solution	0.6	1.8	2.3	2.3	3.0	14	1996
Roulunds Codan Belts	Rubber and plastic products	Roulunds Fabriker	4.5		4.0	4.0	17.5	275	1992-
Roulunds Codan Hoses	Production of rubber hoses	Roulunds Fabriker	4.2		4.1	4.1	5.8	50	1999-
Roulunds Friction	Brake pads & linings	Roulunds Fabriker	3.0		3.3		22.2	123	1996-2002
Sabroe India	Machinery and equipment	York Refrigeration	0.9		0.5		4.2	75	1992-1999
Saurashtra Cement	Cement	FLS Industries	50.5		51.6	51.6	780.0	300	1996-
Sividan	Chemical industry	Binadan	2.0				14.2	25	1996-1998
Taparia Exports	Food and beverages	Quality Pellets	0.6				5.9	35	1996-1998
Tellabs Software	Production of software	Tellabs Denmark		4.7	4.4		9.6	400	2001-2003
TTK Mærsk Medical	Medical/precision instruments	Unomedical	15.2		12.3		57.0	300	1996-2003
Venkateshwara Hatcheries	Food processing	Ovotec International	1.6		1.6		74.0	300	1994-2003
<b>Total 55 Projects</b>			<b>260.5</b>	<b>233.9</b>	<b>413.9</b>	<b>334.2</b>	<b>4,166.6</b>	<b>7,111</b>	
<b>INDONESIA</b>									
Borncharter	Fishing	J. Lauritzen/Globe	0.0		0.0		1.0	1	1990-1999
Cowi	Computer and rel. Activities	Cowi	1.8				11.0	10	1984-1987
Danindo	Fishing	J. Lauritzen	6.7		0.3	0.3	118.0	67	1989- *
Dankaffe	Food and beverages	GEA Niro	11.5				94.9	100	1992-1993
P.T. Aalborg Industries	Fabricated metal products	Aalborg Industries	9.9	2.6	10.9	9.3	46.0	101	1994-
P.T. Wahana Derby	Coolers and freezers	Maskinfabriken Derby	9.2	4.4	9.8	5.7	19.7	101	1992- *
<b>Total 6 Projects</b>			<b>39.2</b>	<b>7.0</b>	<b>20.9</b>	<b>15.3</b>	<b>290.6</b>	<b>380</b>	

	Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period	
			Shares (DKK mill.)	Loans (DKK mill.)						
<b>IRAN</b>										
	Dyrup	Paints	Dyrup & Co.	0.6	1.2	1.8		20.0	400	1970-1977
<b>Total</b>	<b>1</b>	<b>Project</b>		<b>0.6</b>	<b>1.2</b>	<b>1.8</b>		<b>20.0</b>	<b>400</b>	
<b>JORDAN</b>										
	DJDC	Dairy	Arla Foods International	2.1	25.6	15.4		86.0	110	1980-1994
	Kemapco	Fertilizers	Kemira	3.3	50.0	56.3	56.3	613.6	160	2000-
<b>Total</b>	<b>2</b>	<b>Projects</b>		<b>5.4</b>	<b>75.6</b>	<b>71.7</b>	<b>56.3</b>	<b>699.6</b>	<b>270</b>	
<b>MALAYSIA</b>										
	Aalborg Resources	Lime stone quarry operation	Aalborg Portland					6.6	22	2002-
	Aalborg White Asia	Production of white cement	Aalborg Portland	87.4		83.3	83.3	250.0	143	2002-
	Bredan	Fabricated metal products	Senior Flexonics Bredan	0.4		0.4		1.0	4	1991-2000
	Checkerasia	Machinery and equipment	Systema & Checker	1.8	0.3	1.9		4.5	23	1991-2002
	Cimbria Far East	Machinery and equipment	Cimbria Unigrain	0.4	0.4	0.6		3.6	13	1992-1996
	Dan Software	Computer and rel. Activities	Dan Software	0.1		0.0		0.5	1	1993-1997
	Daneel	Fishing	Ole T. Kragh/Per Kragh	0.3		0.4		1.8	3	1991- *
	Dankaffe	Food and beverages	GEA Niro	28.4	1.5	26.8	25.3	128.7	120	1993- *
	DDE	Information technology	Dansk Data Elektronik					1.0	1	1990-1991
	DZ Security	Plastic cards	DZ Holding	2.7	4.0	6.3		7.0	42	1990-1997
	Fibertex Nonwovens	Textile fibres	Fibertex	75.0		72.0	72.0	233.5	95	2002-
	Goldkist	Poultry processing	Cerekem	1.5	2.6	1.1		12.0	40	1986-1996
	Guthrie-DDE	EDP software	Dansk Data Elektronik	3.0		2.6		13.0	22	1991-1998
	Kualiti Alam	Sewage and refuse disposal	Kröger	0.0				1.0	4	1991-1999
	Kvik	Wood products	Kvik Køkkenet	1.4	0.3	1.7		8.0	80	1989-1994
	Medicotest	Medical/precision	Medicotest	2.1		1.9		5.3	52	1995-2000
	Niro Ceramic	Granite tiles	GEA Niro	15.5	22.2	15.4		100.0	308	1988-1993
	Oriental Horticulture	Agriculture and farming	EAC (Malaysia)	4.9	1.3	1.7		13.0	1	1988-2002
	Pl. Masterbach	Chemical industry	Kunststof Kemi	0.6				5.0	15	1985-1987
	Pong Codan Marketing	Marketing	Codan Gummi					1.0	10	1989-1990
	Pong Codan Rubber	Rubber and plastic products	Codan Gummi	0.3		0.3		3.0	30	1988-1990
	RCI Marketing	Trading of constr. material	Aalborg Portland					9.0	11	2002-
	Roxul Asia	Mineral wool	Rockwool International	64.8	49.6	99.1	96.3	245.9	104	2000- #
	Scan Dairy & Food	Food and beverages	GEA Niro	20.6		19.5		89.0	104	1992-2000
	Scanavionics	Medical/precision instruments	Scandinavian Avionics	1.1		0.9	0.9	4.0	5	1993-
	SCI Marketing	Marketing of dry mortars	Aalborg Portland					3.0	3	2002-
	Sika	Furniture	Sika		0.3	0.3		2.0	100	1974-1982
	Skaarup&Jespersen	Architects	Skaarup & Jespersen	0.1		0.1	0.1	1.0	6	1990-
	Skim Coat Industries	Dry mortars	Aalborg Portland					6.0	27	2002-
	STAR Fisheries	Fishing	Skagen Fish Network	0.5		0.5		3.0	10	1996-1997
	Unico Kemi	Chemical industry	DK Kemi International	6.4		6.6		57.0	90	1988-1991
<b>Total</b>	<b>31</b>	<b>Projects</b>		<b>319.4</b>	<b>82.4</b>	<b>343.2</b>	<b>277.9</b>	<b>1,219.4</b>	<b>1,489</b>	
<b>MALDIVES</b>										
	IPOH Investments	Tourist Resort	Seaplane Holding		42.3	42.1		84.0	0	1999-2001
	Island Beverages Maldives	Bottled water	HOH Water Technology					9.5	15	2002-
	Maldivian Air Taxi	Air transport	Air Service International		2.5	2.9		4.8	25	1992-1999
	Male Water & Sewerage	Water supply	HOH Water Technology	27.2	20.3	43.6	23.3	126.3	80	1995-
<b>Total</b>	<b>4</b>	<b>Projects</b>		<b>27.2</b>	<b>65.2</b>	<b>88.6</b>	<b>23.3</b>	<b>224.6</b>	<b>120</b>	
<b>NEPAL</b>										
	Ghorka Brewery	Brewery	Danbrew	8.1	5.0	15.1	0.1	52.0	100	1988-
	Nedriil	Water supply	International Water Contractor	2.4		0.2	0.2	11.7	5	1989-
<b>Total</b>	<b>2</b>	<b>Projects</b>		<b>10.4</b>	<b>5.0</b>	<b>15.2</b>	<b>0.3</b>	<b>63.7</b>	<b>105</b>	
<b>PAKISTAN</b>										
	Camden Holding	Rehab. of cement plant	F.L. Smidth	0.6		5.0	2.8	10.0	1	2000- #
	Cattle Breeders	Agriculture and farming	APV Engineering	1.7	3.8	1.6		7.0	50	1982-2002
	Chakwal	Cement	FLS Industries	27.1		29.8		1,360.0	500	1995-2001
	Chemi Dansk Co.	Textiles	Dansk Transfertryk	3.8		2.9	2.9	24.5	30	1997-
	Dairyland	Food and beverages	APV Engineering	3.8				45.0	140	1987-1988
	Dane Foods	Cookies	KelsenBisca	4.5		4.5		15.0	124	1993-2002
	Fauji Cement	Cement	FLS Industries	42.9		32.3	32.3	970.0	400	1993-
	Fauji Fertilizer Co.	Fertilizers	Haldor Topsøe	68.7		61.0		1,600.0	1,550	1978-2003
	Fauji II	Fertilizers	Haldor Topsøe					2,145.0	300	1990-2003
	Maple Leaf	Cement	FLS Industries	35.1		33.0	33.0	1,125.0	390	1994-
	Milkpak	Dairy	APV Engineering	1.4	3.2	4.6		66.0	225	1979-1989
	Pepcem Cement	Cement	FLS Industries	32.9				1,000.0	250	1997-2001
<b>Total</b>	<b>12</b>	<b>Projects</b>		<b>222.5</b>	<b>7.0</b>	<b>174.9</b>	<b>71.0</b>	<b>8,367.5</b>	<b>3,960</b>	
<b>PAPUA NEW GUINEA</b>										
	Pacific Battery	Batteries	Alkaline Batteries	4.5				54.0	90	1985-1987
<b>Total</b>	<b>1</b>	<b>Project</b>		<b>4.5</b>				<b>54.0</b>	<b>90</b>	
<b>PHILIPPINES</b>										
	Aalborg White (Philipp.)	Wholesale of white cement	Aalborg Portland					0.6	2	2002-
	Atlas/Hi Cement	Cement	FLS Industries	12.6		11.8	7.7	425.0	260	1984-
	Davao Union	Cement	FLS Industries	23.8		23.9		750.0	300	1981-1996

	Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period
			Shares (DKK mill.)	Loans (DKK mill.)					
Drilling Corp. of Asia	Construction	Kampsax/Krüger	3.1	4.5	4.5		17.0	10	1981-1988
DZ-Philippines	Plastic cards	DZ Holding					0.1	5	1992-2000
JEDE Asianbakers	Food and beverages	B. Christensen Maskinfabrik	1.5	2.4	3.6		11.4	208	1996-2001
Philcadan	Furniture	Philcadan	0.3	0.8	1.1		6.0	500	1975-1981
Philmap	Pulp and paper products	Brdr. Hartmann/EAC	2.3	3.4	5.7		16.0	25	1976-1988
Rotex	Friction materials	Roulunds Fabriker	0.3	0.3	0.3		4.0	25	1972-1987
Summit	Air transport	Sterling Holding	3.4	1.3	4.1		6.0	10	1975-1982
Towi	Furniture	M. Krüger	0.5	6.1	6.6		8.0	210	1974-1987
Unidex	Clothing	Unidex	0.3	9.7	5.0		25.0	1,060	1979-1992
Vitarich	Animal feed	Cerekem	2.9	5.8			49.0	150	1980-1982
<b>Total 13 Projects</b>			<b>51.0</b>	<b>34.3</b>	<b>66.7</b>	<b>7.7</b>	<b>1,318.1</b>	<b>2,765</b>	
<b>REPUBLIC OF KOREA</b>									
KDDC	Dairy	Arla Foods International	33.4	20.5	32.9		107.9	108	1985-2001
Kodas	Animal feed	Flemstofte Mads Amby	7.1	1.8	4.6		10.0	2	1985-1988
Novenco	Ventilation	Novenco	1.5				7.0	12	1988-1988
<b>Total 3 Projects</b>			<b>42.0</b>	<b>22.3</b>	<b>37.5</b>		<b>124.9</b>	<b>122</b>	
<b>SINGAPORE</b>									
I.B.S.	Construction	Larsen & Nielsen/EAC	1.3		1.3		20.0	300	1973-1974
<b>Total 1 Project</b>			<b>1.3</b>		<b>1.3</b>		<b>20.0</b>	<b>300</b>	
<b>SRI LANKA</b>									
Asia Power	Energy production/distribution	B&W Scandinavian Contractor	9.9		10.0	10.0	372.0	60	1997-
BWSC Lanka	Service of power plants	B&W Scandinavian Contractor		2.0			3.1	50	2001-2003
Bünger	Machinery and equipment	Bünger Engineering					1.0	20	1982-1987
C.W.Mackie & Co.	Trade and distribution	Aarhus United	13.2	7.8	21.0	21.0	154.1	3,120	1998- #
Ceymac Rubber Co.	Rubber products	C.W.Mackie & Co.					33.0	321	1998- *
Ceytra Limited	Rubber products	C.W.Mackie & Co.					6.6	115	1998-
Elsteel	Fabricated metal products	Erik Lægstrup		5.0	5.0	4.0	29.3	340	1997-
Korea Ceylon Footwear	Manufacture of footwear	C.W.Mackie & Co.					72.0	1,858	1998-
Scan Products Holding Co.	Production of squashes	C.W.Mackie & Co.					13.5	65	1998-
Serendib Coconut Products	Dessicated coconuts	C.W.Mackie & Co.					14.2	530	1998- *
Silver Power	Energy	Sprout-Matador	0.5				2.0	20	1985-1987
Skanko Lanka	Textiles	Skandinavisk Kokosvæveri	0.8	1.5	1.4	0.7	10.0	90	1987- *
<b>Total 12 Projects</b>			<b>24.4</b>	<b>16.3</b>	<b>37.4</b>	<b>35.7</b>	<b>710.8</b>	<b>6,589</b>	
<b>THAILAND</b>									
Beer Thai	Brewery	Carlsberg Int.	19.7		19.7		863.0	600	1992-2002
Caretex	Production of container liners	Caretex		1.0	1.0	1.0	2.9	116	2002-
Carlsberg Brewery	Brewery	Carlsberg Int.	19.7		19.7		750.0	600	1992-2002
DZ	Plastic cards	DZ Holding	0.5	6.2	6.6		18.0	124	1985-1993
Flux B. Grimm	Electrical machinery/equipment	Flux Transformerteknik	0.7				7.2	36	1995-1997
Georg Jensen Thailand	Production of jewellery	Georg Jensen		20.0	16.0	16.0	30.0	450	2002-
Nation Egmont Edutainment	Publishing house	Egmont		17.9	18.3	20.6	27.0	50	1999-
P. C. Hose	Rubber hoses	Codan Gummi	0.3	2.0	2.2		11.0	30	1985-1994
P. C. Rubber	Rubber profiles	Codan Gummi		3.6	3.8		13.0	410	1991-1994
Patra Porcelain	Porcelain Painting	Royal Scandinavia		1.0			4.0	100	2003- #
Penadansk	Textiles	Dansk Transfertryk	9.3	10.2	6.4	6.7	51.0	30	1997-
Pongpara	Rubber products	Codan Gummi	1.4	3.6	4.7		8.0	410	1980-1987
Premier Dairy Food	Dairy	Mejerigaarden Holding/Globe	1.8	1.3	2.9	0.9	8.0	15	1993-
Quick-Cool Co.	Fabricated metal products	Brødrene Gram Invest		1.0	1.0		3.4	25	1997-2003
Royal Scandinavia	Jewelry	Royal Scandinavia		3.0	3.0		11.0	30	1998-
Scanthai	Furniture	M. Krüger	0.4	0.5	1.0		13.0	90	1975-1981
Tropic Dane	Ceramics and furniture	Tropic Dane Trading		1.4	1.0		6.1	50	1996-2003 #
<b>Total 17 Projects</b>			<b>53.8</b>	<b>72.7</b>	<b>107.3</b>	<b>45.1</b>	<b>1,826.6</b>	<b>3,166</b>	
<b>VIETNAM</b>									
Bodilsen Vietnam	Wood garden furniture	Bodilsen	6.1				20.8	340	2001-2002
Hue Brewery	Brewery	Tuborg International	26.3	3.7	19.4		130.0	192	1994-
Int. Beverage Distrib.	Sale&market.of beer/soft drink	Carlsberg Int.	1.7		1.6		7.4	12	2003-
KMC Vietnam	Cultivation of root fruits	Kartoffelmelcentralen	2.1	6.4	1.9	1.9	24.0	140	2001-
MK-Rubico	Wood products	M. Krüger	5.9				40.0	120	1992-1994
Orana Vietnam Ltd.	Production of fruit juice	Orana	1.0		1.0	1.0	7.1	25	2002-
S.E. Asia Brewery	Brewery	Carlsberg Int.	35.8		31.6		91.0	120	1992-
Scancom Vietnam	Production of furniture	Scancom International	15.7	25.1	39.0	39.0	78.8	2,300	2003-
Sea Saigon Shipping Co.	Shipping company	Fabricius Rederi		7.4			22.0	52	2003-
Watertech Vietnam	GIS services	Watertech	0.2		0.2	0.2	0.8	20	2002-
<b>Total 10 Projects</b>			<b>94.8</b>	<b>42.6</b>	<b>94.7</b>	<b>42.0</b>	<b>421.9</b>	<b>3,321</b>	
<b>YEMEN</b>									
Muus	Feed mill	Elias B. Muus	0.2	0.5	0.2		1.0	20	1976-1978
<b>Total 1 Project</b>			<b>0.2</b>	<b>0.5</b>	<b>0.2</b>		<b>1.0</b>	<b>20</b>	
<b>TOTAL ASIA 230 PROJECTS</b>			<b>1,596.0</b>	<b>877.9</b>	<b>1,982.5</b>	<b>1,142.2</b>	<b>25,914.3</b>	<b>37,104</b>	

Activity/product	Danish Partner (s)	IFU Participation		Total	Total	Total	Employment (Persons)	Period
		Shares (DKK mill.)	Loans (DKK mill.)	Disbursed (DKK mill.)	Outstanding (DKK mill.)	Investment (DKK mill.)		

## EUROPE

### MALTA

Mellieha	Hotels and restaurants	Dansk Folkeferie	2.5	5.4	7.9		69.0	50	1975-1989
<b>Total 1</b>	<b>Project</b>		<b>2.5</b>	<b>5.4</b>	<b>7.9</b>		<b>69.0</b>	<b>50</b>	

### TURKEY

Aytac	Food and beverages	APV Engineering	17.8		14.8		466.0	750	1994-2001
DLF-Trifolium	Agriculture and farming	DLF-T	0.6				2.0	8	1994-1995
Ege-Baltica	Insurance	Tryg-Baltica	12.5		9.6		16.0	40	1990-1992
Entas	Agriculture and farming	Korn- og Foderstof Kompagniet/GI	27.2	1.5	0.5		250.0	230	1984-2002
Golden Dolphin	Hotels and restaurants	DK Turkish Inv.	1.6		1.6		40.0	250	1973-1985
Klimasan	Coolers and freezers	Maskinfabrikken Derby	4.4		4.1		26.3	208	1992-2001
Köytür Integrated Poultry	Agriculture and farming	KFK	14.5	17.4	54.5	54.5	1,730.8	2,700	1988-
Macka Ötelcilik A.S.	Hotel	SAS Hotels					38.0	168	2002-
Parlar	Clothing	Minelli		8.8	6.0		26.0	90	1989-1993
Radisson SAS Macka Hotel	Hotel	SAS Hotels	19.7		1.6	1.6	34.1	1	2002-
Riegens	Production of light fittings	Riegens	1.4		0.8	0.8	5.0	20	1999-
S & Q Mart	Technical services	S & Q Tech	0.3		0.3		2.0	3	1990-2003
ScanBrid	Agriculture and farming	ScanBrid	5.0		3.8		17.7	30	1993-1996
Viking	Pulp and paper products	Papyrus	15.6	15.5	24.0		125.0	200	1969-1986
<b>Total 14</b>	<b>Projects</b>		<b>120.6</b>	<b>43.2</b>	<b>121.6</b>	<b>57.0</b>	<b>2,778.9</b>	<b>4,698</b>	

<b>TOTAL EUROPE 15 PROJECTS</b>			<b>123.1</b>	<b>48.6</b>	<b>129.5</b>	<b>57.0</b>	<b>2,847.9</b>	<b>4,748</b>	
---------------------------------	--	--	--------------	-------------	--------------	-------------	----------------	--------------	--

## LATIN AMERICA

### \*CENTRAL AMERICA ( REGIONAL)

Mærsk Centr. America Fac.	Transport related projects	A. P. Møller-Mærsk			63.0		89.4	0	2001-
<b>Total 1</b>	<b>Project</b>				<b>63.0</b>		<b>89.4</b>		

### ARGENTINA

Ailinco	Sewage and refuse disposal	Kommunekemi	12.1	26.3	22.2		95.5	81	1994-2000
Dan Austral	Fishing	Norfo		3.4	2.4		10.0	70	1993-1999
Euroamérica	Harbour terminal	J. Lauritzen	4.2	9.3	13.7		60.0	20	1992-1998
Palle Westerby	Machinery and equipment	Westconsult	0.9	0.4	1.2		5.0	15	1986-2000
PECORSA	Energy production/distribution	NEG Micon	0.6	1.7	2.2		5.0	3	1993-1999
<b>Total 5</b>	<b>Projects</b>		<b>17.7</b>	<b>41.0</b>	<b>41.7</b>		<b>175.5</b>	<b>189</b>	

### BELIZE

Belize Minerals	Mining	Svend Brorsen	0.6	0.5	1.0	0.0	4.0	15	1991-
<b>Total 1</b>	<b>Project</b>		<b>0.6</b>	<b>0.5</b>	<b>1.0</b>	<b>0.0</b>	<b>4.0</b>	<b>15</b>	

### BOLIVIA

Bera de Bolivia	Fabricated metal products	Paul Bergsøe/EAC	0.6	0.7	1.2		32.0	20	1976-1987
Hielo Seco	Chemical industry	Hydrogas Danmark	2.9	3.6	5.9		16.0	25	1989-2002
<b>Total 2</b>	<b>Projects</b>		<b>3.4</b>	<b>4.4</b>	<b>7.0</b>		<b>48.0</b>	<b>45</b>	

### BRAZIL

Aalborg Industries	Fabricated metal products	Aalborg Industries	5.8	2.7	9.2		25.0	130	1991-2003
Aalborg Pontin	Fabricated metal products	Aalborg Værft	11.3	1.7	11.3		30.7	80	1978-1984
Bio Nuthrientes do Brazil	Production of Serum and Plasma	Sera-Scandia		1.9			3.5	10	2003-
Biotropical	Agriculture and farming	Chr. Hansen	8.5		8.0		13.8	65	1988-1997
Capricórnio Florestal	Nature park	WWF		0.7			3.7	12	1993-1996
Caribersa	Technical Service Provider	Kampsax	2.9	0.2	3.2	3.2	8.4	83	2001-
Cáceres Florestal	Forestry	Dalhoff Larsen & Hornemann	10.8	8.6	19.7	16.0	138.0	350	1990-
Danfoss do Brasil	Machinery and equipment	Danfoss					10.0	30	1987-1994
Danfrio	Refrigeration equipment	C.C. Brun Entreprise	5.1	3.0	8.2		10.0	50	1972-1983
Danica Nordeste	Production of coldstore panels	Danica Latin America		1.2	1.2	1.2	0.3	24	2001-
Danica Tupiniquim	Machinery and equipment	Per Barke Nevermann		2.2	2.3	1.9	21.5	245	1992-
Design 2000 do Brasil	Furniture	Danish Design Group		7.2			17.0	70	1996-1998
Euro Matic Brazil	Prod. of plastic products	Euro-Matic		2.7	2.6	2.6	11.3	31	2003-
FLS Comercio	Cement machines	FLS Industries	10.6	17.5	35.5		55.0	200	1975-1984
Frio Grande do Norte	Cold Store for Fruits	J. Lauritzen	5.4	5.1	8.9	7.9	19.3	5	2000-
Gerstenberg	Machinery and equipment	Gerstenberg	3.3	1.2	3.3		9.0	4	1989-1996
Glunz & Jensen	Electrical machinery/equip.	Glunz & Jensen International					2.0	25	1983-1983
Grindsted	Food and beverages	Danisco Ingredients	13.3	1.1	8.9		30.0	30	1986-1993
Hartm.-Mapol Montes Claro	Pulp and paper products	Hartmann-Mapol do Brasil					85.0	100	1997-
Hartmann-Mapol	Pulp and paper products	Brdr. Hartmann	39.4		34.0	34.0	344.4	500	1995
Hempel Tintas	Paints	Hempel	0.4	0.4	1.2		16.0	50	1970-1976
Kongskilde	Machinery and equipment	Kongskilde	0.8	1.5	2.2		7.0	50	1973-1981
Mapol	Pulp and paper products	Brdr. Hartmann/EAC	11.4	4.9	17.7		57.0	400	1970-1986
Multiwing	Machinery and equipment	F.S. Andersen	2.0		2.0		15.8	10	1979-1987
Nordisk do Brasil	Chemical industry	Novo Nordisk	1.8		0.9		5.0	2	1984-1992
Nordisk Timber	Wood products	Dalhoff Larsen & Hornemann		9.4	8.8		62.5	151	1994-2001
Sabroe do Bahia	Refrigeration equipment	Sabroe do Brasil					1.0	7	1990-1993



	Activity/product	Danish Partner (s)	IFU Participation		Total Disbursed (DKK mill.)	Total Outstanding (DKK mill.)	Total Investment (DKK mill.)	Employment (Persons)	Period	
			Shares (DKK mill.)	Loans (DKK mill.)						
	Sabroe Export	Refrigeration equipment	Sabroe do Brasil				0.1	1	1985-1997	
	Sabroe Marine Service	Refrigeration equipment	Sabroe do Brasil				1.0	25	1991-1993	
	Sabroe Montagens	Refrigeration equipment	Sabroe do Brasil				1.0	71	1992-1997	
	Sabroe/York do Brasil	Refrigeration equipment	York Refrigeration	6.2	27.6	46.5	83.0	650	1981-	
	Sul Americana Refrig.	Refrigeration equipment	Sabroe do Brasil		11.6		39.0	50	1997-1999	
<b>Total</b>	<b>32 Projects</b>			<b>139.2</b>	<b>112.5</b>	<b>235.5</b>	<b>66.8</b>	<b>1,126.4</b>	<b>3,511</b>	
<b>CHILE</b>										
	C.A. Holding	Units f/controlled atmosphere	J. Lauritzen	6.2	11.2	17.4	8.2	20.5	20	2000-
	CAC	Controlled atmosphere	J. Lauritzen (Chile)					7.4	2	2001-2003 #
	Copenhagen Smokehouse	Food and beverages	Vendsyssel Denmark	0.7				4.5	40	1996-1999
	Sabroe de Chile	Refrigeration equipment	Sabroe do Brasil		1.8	1.9		2.9	25	1992-1997
	Segetrans	Trucking	J. Lauritzen		4.2			13.9	50	1994-1999
	Segetrans Transporte	Trucking	J. Lauritzen (Chile)		9.4	10.8		24.5	6	1999-
<b>Total</b>	<b>6 Projects</b>			<b>6.9</b>	<b>26.7</b>	<b>30.1</b>	<b>8.2</b>	<b>73.7</b>	<b>143</b>	
<b>COLOMBIA</b>										
	Cementos Rioclaro	Cement production	FLS Industries	10.4	18.2	13.9		1,000.0	230	1983-1995
	Coldin	Fishing	Kröger	1.6		0.0		11.2	25	1987-1992
	Plumrose Madrileña	Meat processing	EAC	6.1		5.8		66.0	200	1995-1999
	Sabroe de Colombia	Machinery and equipment	Sabroe do Brasil		1.2			2.3	20	1997-1999
<b>Total</b>	<b>4 Projects</b>			<b>18.1</b>	<b>19.4</b>	<b>19.8</b>		<b>1,079.5</b>	<b>475</b>	
<b>CUBA</b>										
	DinaCarne	Breeding of pigs	DinaCuba Holding	4.8				24.4	25	2000-2001
	DinaFeed	Feed mill	DinaCuba Holding	1.3				16.0	25	1999-2001
	Rex Car Rental	Car Rental in Cuba	Biludan Gruppen		30.0			79.3	100	2003-
<b>Total</b>	<b>3 Projects</b>			<b>6.0</b>	<b>30.0</b>			<b>119.7</b>	<b>150</b>	
<b>DOMINICAN REP.</b>										
	Indulac	Dairy	Emidan	2.7	1.9	4.1		21.0	110	1971-1978
	Sera-Scandia Dominicana	Production of Plasma and Serum	Sera-Scandia		0.6			9.3	17	2003-z
<b>Total</b>	<b>2 Projects</b>			<b>2.7</b>	<b>2.5</b>	<b>4.1</b>		<b>30.3</b>	<b>127</b>	
<b>ECUADOR</b>										
	Dan Química	Chemical industry	Rustfri Staalmontage	17.1	55.3	83.5		80.0	70	1979-1998
	Ecuadorina	Agriculture and farming	Holsted Tørrestation	5.1	17.3	21.7		26.7	20	1980-1986
	PECS-DESMI	Oil pit cleaning	De Smithske		3.3	0.0		13.2	46	1996-1998
	Scanform	Construction	Scan-Form	0.1				1.0	5	1980-1981
<b>Total</b>	<b>4 Projects</b>			<b>22.3</b>	<b>75.9</b>	<b>105.2</b>		<b>120.9</b>	<b>141</b>	
<b>GUATEMALA</b>										
	Cementos Progreso	Cement	FLS Industries		59.5	67.7		855.0	700	1997-2002
<b>Total</b>	<b>1 Project</b>				<b>59.5</b>	<b>67.7</b>		<b>855.0</b>	<b>700</b>	
<b>GUYANA</b>										
	Guyabreed	Agriculture and farming	Cerekem	2.4	10.7	18.0		35.0	15	1987-1995
<b>Total</b>	<b>1 Project</b>			<b>2.4</b>	<b>10.7</b>	<b>18.0</b>		<b>35.0</b>	<b>15</b>	
<b>JAMAICA</b>										
	Golf Beach	Hotels and restaurants	H. Hansen & P. Pedersen	0.2	2.5	2.5		5.0	50	1970-1978
<b>Total</b>	<b>1 Project</b>			<b>0.2</b>	<b>2.5</b>	<b>2.5</b>		<b>5.0</b>	<b>50</b>	
<b>MEXICO</b>										
	Alta Tecnologia	Dairy	Niro de Mexico	9.9	12.5	22.5		39.2	107	1994-1999
	Biblomodel	Furniture	B.C Inventar	5.5		3.7		27.0	181	1981-2002
	Carpur	Feed lot	Niro de Mexico	5.0		2.0		25.0	70	1993-
	Danfoss de Mexico	Compressors	Danfoss		49.9	52.5		575.0	800	1996-
	Goodman Loudspeakers Mex.	Production of speakers	TC Group		13.2	6.1	6.1	30.0	81	2002-
	La Campiña	Dairy	GEA Niro	12.7		12.4		95.0	270	1988-1991
	Lacpur	Dairy	Niro de Mexico	11.9	17.1	26.6		42.9	70	1993-
	Monica's Food	Dairy	Niro de Mexico	10.3	5.8	16.1		27.9	108	1994-1999
	Nordisk de Mexico	Chemical industry	Novo Nordisk	1.8		1.7		5.0	15	1984-1988
	Palmex	Food ingredients	Palsgaard Industri	3.1		1.1		6.0	11	1996-
	Pescado Chiapas	Fishing/fish processing	Atlas-DK	6.5		1.3		240.0	650	1982-1984
	Prolac	Dairy	Niro de Mexico	4.9	6.1	11.1		19.4	73	1995-2001
	Rosti de Mexico	Plastic products	Rosti		67.9	50.2	18.6	141.5	300	1998-
	Roulunds Mexico	Fabrication and sale of rubber	Codan Gummi		24.4	23.4	23.7	80.0	100	2001-
	Sabroe de Mexico	Refrigeration equipment	Sabroe do Brasil		1.3	1.4		2.0	20	1991-1999
	Santa Lucía	Vegetable oil refinery	Aarhus United		30.6	31.7		239.0	300	1992-2002
<b>Total</b>	<b>16 Projects</b>			<b>71.7</b>	<b>228.8</b>	<b>263.8</b>	<b>48.4</b>	<b>1,594.9</b>	<b>3,156</b>	
<b>NICARAGUA</b>										
	ENISA	Wind mill farm	No Danish partner		0.4	0.4	0.4	0.6	5	1998-
<b>Total</b>	<b>1 Project</b>				<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.6</b>	<b>5</b>	

Activity/product	Danish Partner (s)	IFU Participation		Total	Total	Total	Employment (Persons)	Period	
		Shares (DKK mill.)	Loans (DKK mill.)	Disbursed (DKK mill.)	Outstanding (DKK mill.)	Investment (DKK mill.)			
<b>PANAMA</b>									
Mærsk Jupiter	Oil exploration	A. P. Møller-Mærsk		26.7			85.7	25	1994-1999
Mærsk Mercury	Oil exploration	A. P. Møller-Mærsk		20.7			110.7	25	1994-1999
Mærsk Sirius	Oil exploration	A. P. Møller-Mærsk		39.5	38.2		202.0	250	1997-2000
PECS-DESMI Hold.	Oil pit cleaning	De Smithske		1.7	0.9		6.8	3	1996-1998 #
Pedregal Power Co.	Thermal Electricity Plant	B&W Scandinavian Contractor	0.1	26.7	24.6	24.6	423.6	50	2001-
<b>Total 5 Projects</b>			<b>0.1</b>	<b>115.2</b>	<b>63.7</b>	<b>24.6</b>	<b>828.8</b>	<b>353</b>	
<b>PARAGUAY</b>									
Cesusa	Brewery	Carlsberg Int.	12.0	0.2	11.7		70.0	91	1990-1996
<b>Total 1 Project</b>			<b>12.0</b>	<b>0.2</b>	<b>11.7</b>		<b>70.0</b>	<b>91</b>	
<b>PERU</b>									
Agroindustria Danper	Agriculture and farming	Wiik & Co.	0.1		0.0		1.0	50	1985-1988
Danper Trujillo	Asparagus processing	AHB Holding	2.1	15.8	17.5	10.3	15.5	300	1991-
Fima	Machinery and equipment	Atlas-Stord		8.6	8.6	8.6	266.3	500	1999-
PAMIAL	Procurement of guarantees	Alfa Laval	0.0				31.6	5	2000-2002
Sabroe de Peru	Refrigeration equipment	Sabroe do Brasil					1.3	5	1995-1997
Segetrans Peru	Trucking of fruit a.o.	J. Lauritzen	0.5	2.2	2.7	2.4	5.8	20	2000-
<b>Total 6 Projects</b>			<b>2.7</b>	<b>26.6</b>	<b>28.9</b>	<b>21.3</b>	<b>321.5</b>	<b>880</b>	
<b>URUGUAY</b>									
Astra	Fishing/fish processing	J. Lauritzen	14.9	26.2	29.4	10.6	280.0	1,200	1982- *
Cosmos Trawl	Production of trawls	Cosmos Trawl/Randers Reb		0.3	0.3		1.9	4	1999-2003
Gley	Cheese powder	Lactosan		5.0	4.5		20.0	10	1991-1996
Mvd Int. Container Term.	Port terminal	A. P. Møller-Mærsk		38.9			193.0	80	1998-2000
Oceánica	Fish processing	J. Lauritzen					10.0	600	1987-1991
<b>Total 5 Projects</b>			<b>14.9</b>	<b>70.4</b>	<b>34.2</b>	<b>10.6</b>	<b>504.9</b>	<b>1,894</b>	
<b>VENEZUELA</b>									
AFI	Pig breeding	Plumrose Latinoamericana	15.5		17.1	17.1	39.2	42	1998-
Haustrup Venezolana	Fabricated metal products	Rexam Holding	6.6	5.7	6.6		84.0	105	1980-1994
PECS-DESMI-CPVEN	Oil pit cleaning	De Smithske					0.7	5	1997-1998 #
Plumrose Latinoamericana	Processed meat products	EAC		40.1	41.3	4.6	143.3	3,000	1996-
<b>Total 4 Projects</b>			<b>22.1</b>	<b>45.9</b>	<b>65.0</b>	<b>21.7</b>	<b>267.2</b>	<b>3,152</b>	
<b>TOTAL LATIN AMERICA 101 PROJECTS</b>			<b>342.9</b>	<b>935.3</b>	<b>999.5</b>	<b>202.0</b>	<b>7,350.3</b>	<b>15,092</b>	
<b>GRAND TOTAL 498 PROJECTS</b>			<b>2,738.6</b>	<b>2,898.1</b>	<b>4,322.0</b>	<b>1,960.1</b>	<b>53,069.7</b>	<b>85,190</b>	

IFU participation is the accumulated sum in DKK of IFU's contracted investments in all project companies since project start. Investments governed in foreign currency are stated at the exchange rate prevailing at the time of signing. The list includes active projects as well as projects where IFU's participation has been terminated. Consequently, the figures for IFU's participation cannot be related to the figures in the balance sheet at year-end.

Figures for contracted investments in shares include overrun commitments, and investment in loans includes guarantees.

Total disbursements are the total sum in DKK of share capital and loans disbursed to projects as per end of 2003. Disbursements in foreign currencies are stated at the exchange rate prevailing at the time of disbursement, and disbursement figures can therefore be larger than the stated, contracted investment amount due to fluctuations in the exchange rate.

Outstanding amounts are stated in DKK at cost and can be reconciled to the figures in notes 12 and 13 in the annual accounts for 2003. Not included in the list are outstanding feasibility study loans in the amount of DKK 0.9m.

Total investment is the total investment in all project companies in DKK as originally foreseen at the latest appraisal stage.

The number of employees is the number expected to be employed at the appraisal stage.

\* Operation discontinued

# Investment through holding company

## EXECUTIVE BOARD



Sven Riskær  
Managing Director



Frank Norman Larsen  
Deputy Managing Director

## PROJECT DEVELOPMENT DEPARTMENT (PDD)



Torben Huss  
Department Director



Ib Albertsen  
Senior Investment Officer



Brian M. Andersen  
Investment Officer



Jens Bayer  
Senior Investment Officer



Torben Kjær  
Investment Officer



Malene K. Kristensen  
Investment Officer



Martin M. Kristensen  
Senior Investment Officer



Hans-Jørgen Nyegaard  
Investment Officer



Martin Rømer  
Investment Officer



Natalia Sveigaard  
Investment Officer

## INVESTMENT MANAGEMENT DEPARTMENT (IMD)



Morten Christensen  
Department Director



Rena Chen  
Investment Officer



Peer Munkholt  
Senior Investment Officer

Lisbeth Erlands  
Senior Investment Officer  
(As of 1 July 2004)

Niels Eventt  
Investment Officer  
(As of 1 July 2004)

## SPECIAL OPERATIONS DEPARTMENT (SOD)



Svend J. Heineke  
Department Director



Max Kruse  
Senior Investment Officer



Jørn Fredsgaard Sørensen  
Senior Investment Officer

## CORPORATE ADMINISTRATION DEPARTMENT (CAD)



Henrik Jepsen  
Department Director

### ARCHIVES



Birgitte Christensen  
Chief Archivist

### SECRETARIAT



Bjørn Jakobsen  
Head of Secretariat

### LEGAL UNIT



Jens Rixen  
Senior Legal Adviser

### ENVIRONMENTAL UNIT



Michael Wedel Sørensen  
Environmental Adviser

### IT UNIT



Søren Heilmann  
System Administrator (IT)

### IT UNIT



Kenneth Kristiansen  
System Administrator (IT)

## FINANCE DEPARTMENT (FIN)



Niels Gravgaard Laursen  
Department Director



Lone Bjørn Hansen  
Chief Accountant



Morten K. Jensen  
Finance Officer

## IFU OFFICES (Referring to IMD)

### JOHANNESBURG, SOUTH AFRICA



Niels Evendt  
Resident Representative  
(until 30 June 2004). As of  
1 July 2004, Investment  
Officer in IMD)



Tayengwa Masawi  
Investment Officer

### BEIJING, CHINA



Hong Jiang  
Resident Representative

### NEW DELHI, INDIA



Deepa Hingorani  
Resident Representative



Sudhir Dravid  
Investment Officer



Kesavan Narayanan  
Investment Officer



Sanjay Chatterji  
IT-officer



Manmohan Malhotra  
IT-officer

## ADVISER OFFICES (Referring to IMD)

### LOMÉ, TOGO



Kodjo Aziagbé  
Senior Regional Adviser

### SÃO PAULO, BRAZIL



Per E. L. Olsen  
Senior Regional Adviser

## ADVISERS



Mike Benn  
Pretoria, South Africa



Jes Boye-Møller  
New Delhi, India



Riyaz Bokhari  
Lahore, Pakistan



Uffe Bundgaard-Jørgensen  
Denmark (Facilitator)



Paul Cardwell  
Costa Rica



Larry Yee Cheng  
Beijing, China



Nguyen Thahn Ha  
Hanoi, Vietnam



Jørgen Dan Jensen  
Denmark



Henrik de Jonquières  
Denmark (Facilitator)



Hemming Jørgensen  
Luxemburg (Facilitator)



Faridah Abdul Kadir  
Kuala Lumpur, Malaysia



Peter Kilian  
Mexico City, Mexico



Jens Kronborg  
Santiago, Chile



Claus E. Madsen  
Buenos Aires, Argentina



Vipin Malik  
New Delhi, India



Pradeep Mallick  
Mumbai, India



Armando Martinez  
Mexico City, Mexico



Farouk Nasser  
Cairo, Egypt



Mikael Olufsen  
Denmark (Facilitator)



Tonny Bech Pedersen  
Denmark



Stephen Potter  
London, United Kingdom



Peter Rasmussen  
Suzhou, China (Facilitator)



Frank Roost  
Nairobi, Kenya



José M. Ruisánchez  
Washington D.C., USA



Sridhar Sampath  
Chennai (Madras), India



Hans Schjønneemann  
Denmark



Eric Siew  
Chengdu, China  
(IFC/CPDF office)



Bendt Starup  
Singapore, (Facilitator)



Lucien Wang  
Beijing, China



Poul Weber  
Bangkok, Thailand

# Danish International Investment Funds

Danish International Investment Funds is the umbrella term for IFU, IØ and IFV. Each of the Funds operates within its specific geographical sphere and in accordance with its specific legal mandate:

- IFU in developing countries with a per capita income below the World Bank's upper limit for new loans (USD 5,115 in the year 2004).
- IØ in Central and Eastern Europe and in the Asian part of the former Soviet Union.
- IFV in developing countries with a per capita income above the IFU limit (IFV has stopped all new investments).

## European co-operation

IFU, IØ and IFV are members of the association of European Development Finance Institutions (EDFI). Besides the Danish Funds, there are 12 other members. They are all bilateral finance institutions offering capital for the development of the private sector in developing countries and countries that are in a transition process towards market economy. The objective of EDFI is to further co-operation and to ensure a common platform in relation to the European Commission and its institutions, including the European Investment Bank (EIB).

EDFI Internet Site: [www.edfi.be](http://www.edfi.be)

- HEAD OFFICE: Copenhagen
- ◆ OFFICES: Beijing Johannesburg Moscow New Delhi Warsaw
- ▲ ADVISER OFFICES: Lomé São Paulo
- ADVISERS: Bangkok Beijing Bucharest Budapest Buenos Aires Cairo Chengdu Chennai Copenhagen Costa Rica Hanoi Kiev Kuala Lumpur Lahore London Luxemburg Mexico City Montevideo Moscow Mumbai Nairobi New Delhi Plovdiv Pretoria Saint Petersburg Santiago São Paulo Singapore Suzhou Tallinn Vilnius Washington D.C.



THE INDUSTRIALISATION FUND FOR DEVELOPING COUNTRIES (IFU)  
Bremerholm 4  
DK 1069 Copenhagen K  
Denmark  
Tel + 45 33 63 75 00  
Fax + 45 33 32 25 24  
E-mail: [ifu@ifu.dk](mailto:ifu@ifu.dk) [www.ifu.dk](http://www.ifu.dk)



IFU-JOHANNESBURG  
Lancaster Gate, ground floor  
Hyde Park Lane,  
Hyde Park 2196  
Johannesburg  
Republic of South Africa  
Tel + 27 11 325 19 40  
Fax + 27 11 325 19 44  
E-mail: [ifujnb@ifu.co.za](mailto:ifujnb@ifu.co.za)



IFU-NEW DELHI  
SPWD Building, 2nd floor  
14 A, Vishnu Digambar Marg (Rouse Avenue Lane)  
New Delhi – 110002  
India  
Tel + 91 11 2321 7160  
Fax + 91 11 2321 7167  
E-mail: [ifudel@ifu.dk](mailto:ifudel@ifu.dk)



IFU-BEIJING  
Room 1808, China Travel Service Tower  
No. 2, Beisanhuan East Road  
Beijing 100028  
China  
Tel + 86 10 6460 9797  
Fax + 86 10 6460 9799  
E-mail: [ifubjs@ifu.com.cn](mailto:ifubjs@ifu.com.cn)



IFU-LOMÉ (ADVISER OFFICE)  
21, rue du Chemin de Fer  
B.P. 7373 Lomé  
Togo  
Tel + 228 221 78 07  
Fax + 228 221 75 13  
E-mail: [ka@ifu.dk](mailto:ka@ifu.dk)



IFU-SÃO PAULO (ADVISER OFFICE)  
Rua Riachuelo 460  
Edifício Trade Tower, Office 1105  
CEP 18035-330 Sorocaba-São Paulo  
Brazil  
Tel + 55 15 224 1030  
Fax + 55 15 231 4442  
E-mail: [plo@ifu.dk](mailto:plo@ifu.dk)

