

The logo for DLH, consisting of the lowercase letters 'dlh' in a bold, white, sans-serif font, followed by a small yellow square.

PASSION FOR WOOD

passion for wood
#2 2009

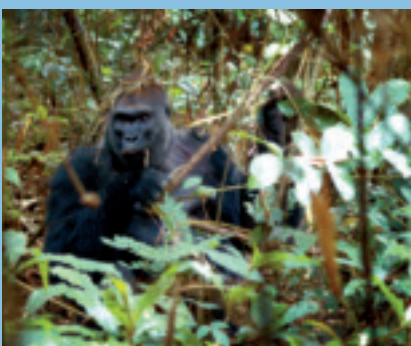
FOR ALL EMPLOYEES IN THE DLH GROUP

Synergies make DLH stronger

BETTER COOPERATION, MORE KNOWLEDGE SHARING AND A COMMON GOAL TO TAKE ADVANTAGE OF THE SYNERGIES THAT A GLOBAL COMPANY LIKE DLH OFFERS. THIS HAS BEEN THE AMBITION OF DLH FRANCE - AND THERE ARE MANY INDICATIONS OF A BREAKTHROUGH IN THE NEAR FUTURE.

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WOOD DRAWS CO₂ OUT OF THE ATMOSPHERE



Calculations show that sustainable forestry and the fight against deforestation are the cheapest ways to prevent climate change.

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THE SUIT HAS BECOME A BIT TIGHTER



When the financial crisis was at its height and in the immediate period thereafter, DLH's Group Treasury worked hard day and night to secure the DLH Group's necessary financial frames.

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FROM SHELL SHOCK TO SMALL SIGNS OF SPRING

The global financial crisis and the following economic crisis have now hopefully hit the bottom. Especially to DLH this is good news because our main activities to a great extent are attached to house building, which is one of the industries that have been severely affected by the crisis.

Some of our activities have been hit hard, others more gently. But overall, compared to the best period in 2007, our sales have gone down by one third - i.e., roughly estimated, both the price of our goods and the volume of sold goods have each gone down by 15-20% on average.

Of course this decline is noticeable, but even so, figures show that there is a good base activity. And that is good news!

At the same time, from our activity level we can now see small signs of spring. It does happen slowly - and from a low level, but in some countries sales are increasing every month, even if we disregard traditional seasonal fluctuations. In addition, we expect increasing sales as of the third quarter in other countries as well.



Creativity and cooperation strengthened in DLH

After the "shell shock" before and after New Year, when everything came to a halt and customers reduced their own stocks, we now estimate that the renovation market

is beginning to find its feet again. It will probably take a while longer to re-establish the new construction market.

In the meantime, I am pleased to see how creativity and cooperation in the group have been strengthened during the past six months.

New sales markets have been attacked with great skill and luck, which will strengthen DLH's position in the long run. As mentioned in articles in this magazine, the internal cooperation bore fruit following the adjustments to the organisation regarding sales into a more geographical division, which have meant that new types of DLH products can now be sold to customers to whom we have hitherto only delivered part of the range.

All things considered, including activities within IT and Supply Chain Management which have made progress internally, we shall emerge from the crisis stronger than before.

In other words: Even a crisis can be good for something.

Have a very nice summer!

Jørgen Møller-Rasmussen, President & CEO

Wood draws

A number of recent studies show how much CO₂ the forests are drawing out of the atmosphere. Other calculations show that sustainable forestry and the fight against deforestation are the cheapest ways to prevent climate change.

According to climate models made by the worldwide consultancy firm, McKinsey, the world society is today releasing 17 gigatons more CO₂ into the atmosphere than is being drawn out.

Other studies show that one fifth of the world's greenhouse gases - more than all cars, buses, trucks and aeroplanes together - indirectly takes place as a result of deforestation.

Ultimately, these numbers support the strategy of companies like DLH, which is to be the world's leading supplier of environmentally certified tropical hardwood.

The Amazon turns into savannah

While consumers could be expected to turn to cheaper, not sustainably felled timber in times of crisis, DLH will, according to Scott Poynton, Executive Director of the international organisation, Tropical Forest Trust, not lose ground to competitors with a poorer environmental profile.

'In the long term, companies that have worked the longest with certified timber, will gain a much better foothold,' he says.

He doesn't hold back when he describes the possible consequences if deforestation is not stopped:

'In the worst scenario, we can within our lifetime get a temperature rise of perhaps 6 degrees Celcius,' says Scott Poynton.

At worst it might mean that large parts of the Amazon region and other rainforests will turn into savannah if the temperature rises that much, which will then have a self-reinforcing effect on the entire tropical area.



CO

out of the atmosphere

2



Facts about deforestation and CO₂

FORESTS

- cover one third of the earth's surface.
- represent 90 % of the annual CO₂ exchange between atmosphere and land.
- store 4,500 gigatons of CO₂ in their ecosystems - more than is in the world's remaining oil deposits, and more than is in the atmosphere.

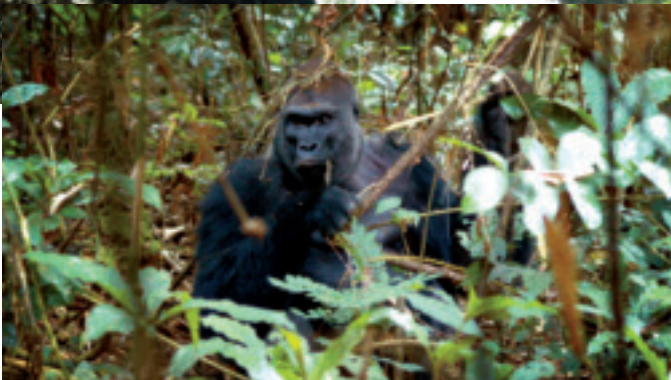
DEFORESTATION

- causes emissions equalling one fifth of the world's total CO₂ emission - more than in the entire transport sector, including cars, buses and aeroplanes.
- in Europe the forest area grew in the period 1990-2005 with an area equalling the size of Greece.
- globally, however, forest areas are being reduced by the same area, i.e. the size of Greece, each year, primarily due to deforestation in the tropics.

Source: The British Forestry Commission

Deforestation is not sustainable forestry

Deforestation is the felling of trees that takes place when forested areas are being cleared for agriculture or other purposes. Contrary to deforestation sustainable forestry is felling of trees that are replaced by new trees, i.e. by reforestation or by natural reproduction.



The British Forestry Commission has in cooperation with FAO made a short film about the forests' importance in relation to global warming.

The film can be found in seven languages at www.fao.org/forestry/52980/en/.



The crisis is and will be hard on the timber industry. But new, tighter international legislation will strengthen DLH and other timber companies with a strong environmental profile, says the Executive Director of Tropical Forest Trust.

DLH will gain from its focus on the environment

The global financial crisis has halted demands for timber. But pending legislation against the importation of illegally felled wood in both the EU and the USA will in the longer term benefit companies like DLH. This is the opinion of Scott Poynton, Executive Director of the international organisation, Tropical Forest Trust.

'Even if you are not acting in an environmentally ethical way - which I think that DLH does - it will now be rational to move in a sustainable direction,' says Scott Poynton from his tour of Indonesia.

In the expectation of tighter rules on imports of sustainably felled wood, the timber industry and their customers have already moved in a sustainable direction.

'This is positive, especially for a company like DLH, which was the first mover towards ensuring environmentally correct wood. Even Chinese producers, whom I have spoken with and who do not have this environmental focus, are now nervous about the sustainable trend, because they no longer have easy access to the wood,' says Scott Poynton.

Changes are forced through

He adds that the good thing about the financial crisis is that it is forcing companies to recreate themselves at a time when there are new, tighter environmental regulations which focus on the forests' capability to sustain the climate balance.



SAYINGS INVOLVING TREE

A Danish saying: Træerne vokser ikke ind i himlen

Translated directly into English: The trees do not grow to the sky

Meaning: An expression for things that don't go quite as well as you could have wished for

An English saying: From a Little Acorn grows a big Oak

Meaning: From something simple and small a big strong thing can emerge

DLH is part of the global climate agenda

By CSR and Environment Manager Peter K. Kristensen

On 24-26 May business leaders of the world's biggest companies, leading researchers and a number of politicians and ex-politicians met at the conference "World Business Summit on Climate Change" in Copenhagen to discuss how to combat global warming. DLH participated in the conference with our experience and expert knowledge within sustainable tropical forestry.

Felling forests to use the land for farming etc. is one of the main reasons why the rainforests are disappearing. The release of CO₂ in connection with the felling and burning of the forests accounts for approx. 20% of the global release of CO₂.

Based on such clear facts, it wasn't difficult for the participants of the conference to conclude that the easiest and cheapest way to reduce the global release of CO₂ is to reduce deforestation of the world's rainforests by encouraging sustainable forestry - a view that DLH fully supports.

It was in the capacity of being one of the world's largest and leading companies within sustainable tropical forestry that DLH participated in the conference - with the activities in the Congo in particular as a good example.

Companies must take on responsibility

A number of famous world citizens spoke at the conference, and they all agreed in their message to the audience of business leaders:



From some of the world's leading companies participated, among others, CEO Paul Polman, Unilever, CEO Anders Eldrup, DONG Energy, and Chairman and CEO Indra K. Nooyi, PepsiCo. Also some of the world's most powerful politicians participated, including Secretary-General of the United Nations Ban Ki-moon, former vice president Al Gore and President of the European Commission José Manuel Barroso.

'You are holding the key to solving the global climate problem if you are given the right tools by the politicians.' The reply from some of the world's most powerful business leaders was just as clear:

'We are ready to take on the responsibility, if the politicians provide us with the right tools.'

The general consensus of the conference was that the agreement that is to be finalised at the Copenhagen climate summit in December should include incentives that should advocate sustainable wood by means of CO₂ quotas. The conference also concluded that wood from sustainable forestry is a very climate friendly material,

which should be promoted as an alternative to CO₂ polluting materials such as steel, concrete and PVC.

DLH works determinedly with our climate strategy, which means that we commit ourselves to ensure that the forests we manage are exploited sustainably and that they can work as carbon depots. We also spread the knowledge of sustainable forestry and wood as a climate friendly material. In addition, the company's own impact on the climate is now regularly being assessed - the positive as well as the negative.

Wiki: Merbau

The wiki concept has its origins in the Internet, where it means a work of reference in the style of an encyclopaedia. "Wiki wiki" is Hawaiian for "quick", so a wiki is quick information.



Merbau is a specie of wood in great demand from DLH's range of tropical hardwood from Asia. The wood specie is particularly well suited for floors, due to the beautiful, deep and very colourful shades of the wood.

The Merbau tree, which typically will reach a height of 50 metres, mainly grows in Indonesia, Malaysia and Papua New Guinea. In these countries this wood specie has been much debated due to widespread illegal logging and trade primarily with China as the largest buyer.

In recent years, however, DLH has focused heavily on VLO verification and today, DLH is the only supplier in the world that can offer fully VLO certified Merbau timber.

This will not eliminate the illegal trade in the short term, but it gives customers an option to choose a guaranteed legal product - VLO certified Merbau from DLH. Thereby consumers have a safe alternative to the doubtful origins of non-certified Merbau, and the customers have no fear of being criticised in the media because of illegality.

Synergies make DLH stronger in



Staff in Sète and Nantes. From left: Valérie Sanchez, Sète, Stéphanie Garcia and Patrick Lerat, Nantes, and Patrick Locatelly, Sète.

Team in Nantes. From left, standing: Arnaud De La Villarmois, Jean-Noël Livenais, Philippe Besnier, Yannick Le Bourhis, Kato Gbelle, Christophe Mollard, Stéphanie Valton, Audrey Lefievre-Conard and Stéphanie Garcia. Front row, from left: Michèle Goux, Pascal Giraud, Michel Braud and Patrick Lerat.



Better cooperation, more knowledge sharing and a common goal to take advantage of the synergies that a global company like DLH offers. This has been the ambition of DLH France - and there are many indications of a breakthrough in the near future.

DLH France is a model example of a strong market position combined with excellent cooperation across the DLH global organisation. This was further strengthened following the decision last autumn to allow all distribution units to sell the entire product range of the group. However, it is one thing for a central decision to be taken; it is quite another thing to have it executed across the organisation.

'The core business of DLH France is the import and distribution of hardwood from

Brasil, Africa and the Far East. Nonetheless, we didn't hesitate to contact our DLH partners within both softwood and board products when we saw the new business opportunity,' says Søren Strand Larsen, Director of DLH France.

'Organisationally we are divided between the two DLH divisions: the Hardwood Division and the Timber & Board Division, and it is only recently that we have succeeded in contributing to the breakdown of historical barriers and

started to work constructively across both divisions,' he says.

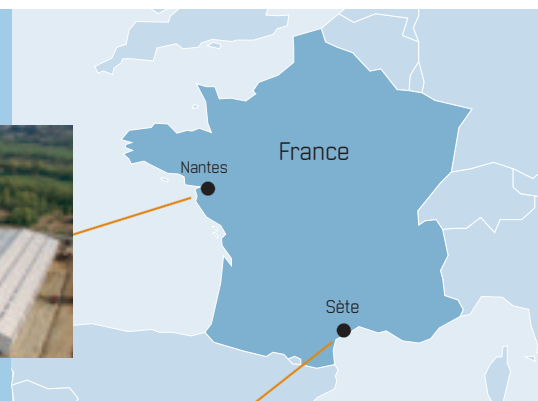
Competitive edge

DLH France is, as mentioned, first and foremost a distribution business for the Hardwood Division, but now the unit is also working intensively on trading products procured via the other division, primarily plywood and larch from Russia to timber merchant companies and industrial customers in France.

ABOUT DLH FRANCE

DLH France had its beginning more than 30 years ago, when the East Asiatic Company (EAC) bought a timber merchant company in Sète. In 1999 DLH took over EAC's entire worldwide timber division, including the company Induboiss with one unit in Sète and one in Nantes. They chose to keep the name Induboiss and the already existing Nordisk Bois (also in Nantes) which was started by DLH in 1988. In 2002, the organisations were merged and later on, in 2007, they were renamed to the present name DLH France.

DLH France is one of the country's leading importers of tropical hardwood.



France



Staff in Sète. From left: Thierry Brosse, Angel Garcia and Patrick Locatelly.



'We have to develop our product range all the time in order to ensure that we stay at the cutting edge of current trends, because the broader our foothold, the less vulnerable we will be,' says Søren Strand Larsen, who continues:

'When we are in need of something we draw on the in-house expertise of DLH. This makes it easier for us to quickly go deeper into our markets. The fact that we are able to draw on the expertise and experience of DLH companies worldwide gives us a competitive edge and means that we can keep one step ahead of our competitors.'

Big customer base

DLH France has 22 employees at their branch and warehouse in Sète on the Mediterranean coast and 15 employees in Nantes on the Atlantic coast. According to Søren Strand Larsen, their salesmen are 'on the road' visiting customers three to four days a week.

'In DLH France we have a relatively large customer base totalling many hundreds of customers, nearly half of these are industrial companies whilst the other half are timber merchants. This makes us less vulnerable. In addition, we are strongly divided into procurement and sales so that

our staff can specialise in either side of the business,' he explains.

Strong logistics set-up

Customers of DLH France are geographically spread throughout France and, over the years, DLH France has built up logistics so that they can distribute their products, even in small quantities, to all corners of France within a few days.

DLH France has thus provided a strong base from which they will be able to build up a business within softwood and boards in the future.



SØREN STRAND LARSEN, 43 YEARS OLD

- started as an international trainee (trading) with DLH in 1987. He was one of the first DLH trainees to be stationed abroad when, after six months of his apprenticeship, he was sent to Greensboro in the USA.
- has, since the period in the USA, been in England, Saudi Arabia, Northern Germany, Holland, France, Ivory Coast and is now back in France.
- has lived in France since 2001 with his family: his wife Anne Kristin, their children Anna (9) and Sandra (11) and their dog Dina, a 5½ year old Labrador, who keeps the family busy.
- takes advantage of the good weather in Southern France to do sports, mostly mountain biking and running. He is also kept occupied by his daughters and the dog. The latter sees to it that Søren Strand Larsen uses his mountain bike as, when she gets too restless, they go for a 30 kilometre tour round the area, he on his mountain bike, her running.

Small and large gains

In this article a number of colleagues tell us about some of the small and large gains that prove that making an effort is paying off.

In Holland, the well esteemed organisation FSC Nederland has asked our permission to put the DLH Guide to Certification & Verification on their official FSC website - clearly specifying that the guide is made by DLH.

Besides being a very clear acknowledgement of the guide's quality, it will hopefully result in an increasing demand for DLH produced certified timber.

The guide is made by Product Marketing.



In Belgium, one customer has bought nearly 700M³ of Sipo and Sapele from CIB in the Congo. A substantial part of it is FSC certified.

Most of it has now been produced and shipped to Belgium.

In DLH UK the first big shipment of FSC Sapele was delivered to Ireland. The very large order consisted of no less than 1,200M³ of Sapele in random sizes. Due to this particular order DLH UK was ahead of budget during the first quarter.

At I-DRY in Holland, they have invested in new forklift trucks that can swing and turn within a far smaller area than the old forklift trucks. The purchase of the new forklift trucks means that 20-25% more wood can be stored in the existing warehouses. This is a clear logistics optimisation and a model example of the fact that a minor step forward can have a big effect.

Even if a large part of the world - including DLH - is still struggling against the financial crisis and its consequences there are lots of large and small bright spots. DLH has implemented large and important global initiatives that will professionalise and strengthen the business, but everywhere locally too, the day-to-day business brings success stories to be told.

'Many small, local wins often lead to larger ones. We must remember to share the joy every time we win and take steps in the right direction,' says Executive Vice President Hroar Bay-Smidt, who, in order to bring more focus to our every day life success stories, recently asked a number of staff to write down just one bright spot in an often demanding work day.

On these pages you can see a selection of the stories. If you have a positive story yourself that you want to share with your colleagues, please contact Helle Esbensen of the Editorial Group by e-mail: helle.esbensen@dlh-group.com.



'Tell us your story. Share your knowledge and your experiences. Inspire your colleagues and raise awareness of the small, local successes in interaction with the global initiatives that are also being taken,' says Hroar Bay-Smidt.

At the international FSC Controlled Wood meeting in Benelux earlier this year, DLH was regarded as one of the world's absolute leading companies among colleagues and competitors in the industry, with regard to environmental policy and the way to handle certified wood.



In DLH Germany they were pleased when they sold 50M³ of whitewood procured via the Timber & Board Division. The order was special, being the first of its kind crossing the traditional divisions of DLH. Thereby this order paved the way for an entirely new way of trading internally in the group. The wood was sold in the Austrian market.



In Group Marketing they are preparing new country specific websites in Norway, Sweden, Finland and Estonia in cooperation with the Timber & Board Division.

The new sites will signal one joint DLH organisation with one common identity.

Additionally, the websites will also reflect the new structure in the Nordic countries - a structure that will strengthen the business and increase the possibility of synergies in sales, marketing and communication.

A company with many dialects

Ritva Saari has now been Country Manager in Finland for a year. She is pleased with the cooperation she has received from her many international colleagues and for the company's profound interest in nature and in the entire supply chain of wood.

DLH Finland's Country Manager, Ritva Saari, is keen on DLH's international atmosphere and on the company's global focus on one material, i.e. wood.

'One thing that has been made very clear to me is DLH's passion for wood - the passion for wood products and for the entire value chain, not least the commitment to forestry,' she says.

Ritva Saari was educated in Forest Product Marketing and subsequently gained further experience from, among other things, the Finnish forestry industry, especially the paper giant UPM Kymmene.

DLH is now placed and structured very well as a company in Finland, says Ritva Saari.

'DLH is a new player in Finland and as we don't run any retail business we are not competing against our customers. In addition, we take our environmental profile seriously, which is important because our Finnish customers demand that imported wood is certified. Finally, we have a good, strong presence at the places in both Finland and the Baltic States where our products are requested,' says Ritva Saari.

Communication

By Peter Engelsted Jonasen, Vice President Human Resources

Communication and values

Communication is an important precondition for the compliance of DLH's values. After all, the values are all about communication and communicating and acting in the same way. Therefore, there will be an article about communication and values in each issue of Passion for Wood.

What is your opinion of the magazine that you are reading right now, of Passion for Wood - the magazine that is written about and to DLH staff worldwide?

Recently, we made some phone calls to a number of colleagues around the world to ask them this question in order that we could assess satisfaction with the magazine.

The replies were very interesting.

We noted a high degree of contentment with the magazine and its articles, but at the same time we realised that way too many colleagues could not answer our questions, because they were unable to read the magazine due to the simple fact that it has never been issued in their language.

This situation is obviously not okay and, therefore, we have taken the decision to extend the number of languages to include Russian, Polish and Portuguese. Thereby, the magazine will no longer be issued in three but in six languages, which means that an additional 600 colleagues can read the magazine in their own language.

Of course, we haven't done this for

NEXT STOP: IVORY COAST

Ritva Saari has chosen to pass on the baton to Sassine Bouchebel of DLH in the Ivory Coast. 'We Finns love the sauna and we have more than three million of them. For many years we have been importing Abachi/Samba sauna products from Africa and from the Ivory Coast in particular. I would very much like to see Sassine Bouchebel of DLH Côte d'Ivoire S.A. in the magazine and I look forward to cooperating with him in the future.'

ABOUT RITVA SAARI

Ritva Saari transferred to DLH from the hardwood business Puukeskus in June 2008. As Country Manager of DLH Finland she is also responsible for DLH's businesses in the Baltic States. She was educated in Forest Product Marketing and since then she has, among other things, worked with the paper giant UPM Kymmene.



Ritva is married to Jarmo and has a son called Jaakko (19), who has just started at university and moved into campus. The family likes outdoor facilities such as cross-country skiing, hiking, working in the garden and forest and renovating their summer cottage.

ABOUT DLH FINLAND

- In 2005, as part of the takeover of Bohmans, DLH bought Viilukeskus Oy in Turku, a company trading in hardwood and veneer.
- In 2008, DLH took over the hardwood activities from the Puukeskus Group.
- DLH Finland has an annual turnover of approx. EUR 8 million.
- DLH Finland has branches in Vantaa (near Helsinki) and in Turku with 10 and 7 employees, respectively.
- DLH Finland sells hardwood, boards, veneer, mouldings, sauna and garden products and wooden panels.

ABOUT FINLAND

80% of the area of Finland is covered by forest and there are as many as 190,000 lakes. The forests are PEFC certified. Approx. 60% of the forests are family-owned.



fun but because we find it of the utmost importance that we, being a large, global company, have a medium that can help bring us closer together and remind us that we are one company – albeit with many differences, many cultures and also many languages, but yet with common owners, common overall goals and common interests.

Knowledge breeds knowledge

The survey also made us realise that the articles in Passion for Wood do not only provide answers they also give rise to an equal amount of questions – primarily on other subjects within the group.

We in the editorial group are actually

very happy about this, because we take it as evidence of curiosity, engagement and a wish to know more.

The questions should of course be replied to and the subjects should be discussed. Not necessarily in Passion for Wood, but perhaps during lunch hour with your nearest colleagues, your manager – or at home with your family.

This dialogue puts demands on us all: Demands for openness in the organisation, for sharing our knowledge and experiences, for daring to demand the knowledge that we need – and demands for us to dare to gather, deliver and share the selfsame knowledge.

Passion for Wood is our common maga-

zine and a medium that embraces us all.

With even more languages and even more debate I hope that we can make an even stronger magazine.

Besides Passion for Wood, the DLH Group is also issuing the Newsletter HardTalk in PDF format in English to DLH staff via the Intranet. You are very welcome to contribute to HardTalk – please send in your good ideas for HardTalk to Mette Lindharth Andersen: xmd@dlh-group.com.

"The suit has become a bit tighter"

When the financial crisis was at its height and in the immediate period thereafter, DLH's Group Treasury worked hard day and night to secure the DLH Group's necessary financial frames. But how bad was it? Vice President of Group Treasury Claus Mejlby Nielsen is in the hot seat.



CLAUS MEJLBY NIELSEN, VICE PRESIDENT OF GROUP TREASURY, IN THE HOT SEAT

How serious was the situation for DLH when the crisis was at its worst?

There is no doubt that our situation was serious. Our sales and earnings fell drastically within a very short period while at the same time the financial crisis heavily reduced the banks' possibilities to lend out money. In the midst of this turmoil one of our foreign bankers informed us that they didn't want to continue their cooperation with us.

This meant that at a time when we had difficulties in making ends meet in terms of obtaining sufficient financing for the company, we also had to accept a number of strict requirements from the banks in order to "piece together the jigsaw".

Has DLH at any time been closure-threatened?

No! We had some hard negotiations, but at the same time we were in the very favourable situation of having reduced our bank debts quite considerably after the sale of the Building Materials Division in 2008. This money has been - and still is - a strong safeguard against the fluctuations that a company is hit by when the markets react as strongly as they have done. Another

positive benefit for DLH was the long term cooperation we have had with our main bank connections. Companies that in the good times shopped around to many different banks have had an extremely difficult time during the financial crisis.

Does this mean that DLH has now been put under administration by the banks?

'Put under administration' is probably too hard an expression, but the fact is that we do not have the same room for manoeuvre as we had before the crisis. Our bank loans have become much more expensive, we have brought to a halt the possibility of making further acquisitions for the time being and the shareholders have to accept no dividend payments for a period. So you might say that the suit has become a bit tighter than before the crisis.

Which demands are placed on DLH by the banks?

The banks who had their own difficulties at the time of negotiations demanded that we should minimise our risks, primarily by reducing our, at that time, very big inventories. That was due to an expectation that we should have a positive cash flow, which means, to put it bluntly, that we should

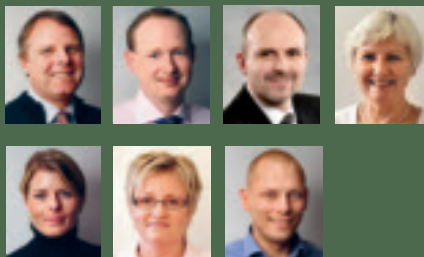


earn our money before we use it. In other words: we cannot make unlimited investments, and we can no longer afford to buy wood that we are not sure that we can sell very quickly.

How is DLH's financial situation today?

We have got through the worst part of the crisis. Today, our financial situation is stable. We have refinanced our bank loans for a period of two years and even if the terms are considerably stricter than before, it means that we can focus on our business.

Passion for Wood is published 2-4 times a year in Danish, English, French, Polish, Portuguese and Russian and edited by a broad-based team composed of:
Peter Jonassen (HR) (resp.),
Peter K. Kristensen (CSR and Environment),
Hroar Bay-Smidt, executive vice president (rep. Marketing),
Helle Esbensen (Marketing),
Natalie Graf (Hardwood Division),
Gitte H. Reimer (Timber & Board Division),
Journalist Lars Bo Kirk (external).
Design and production: Boje & Mobeck



Do you have a contribution for Passion for Wood?

If you have any suggestions for good stories or any comments or ideas for the magazine, we would very much like to hear from you. Please forward your suggestion to Helle Esbensen, the DLH Group, Ska-gensgade 66, DK-2630 Taastrup, Denmark or by e-mail: helle.esbensen@dlh-group.com.