

Financial and sustainability

Key figures

Sales growth

5.7
%

EBIT before special items

3,666
DKKm

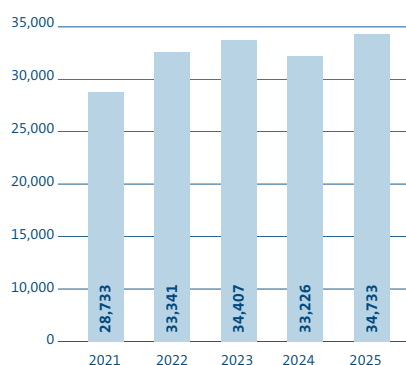
GHG emissions reduction – scope 1,2 and 3¹

25%
since 2020 baseline²

DKKm	2025	2024	2023	2022	2021
Profit and loss account					
Revenue	34,733	33,226	34,407	33,341	28,733
Earnings before interest and tax (EBIT) and before special items	3,666	3,590	4,309	3,939	3,266
EBIT	3,666	4,064	4,309	3,088	3,266
Profit after tax	2,849	3,433	3,422	2,016	2,659
Balance sheet					
Total assets	35,164	34,799	32,698	30,792	29,268
Equity	25,323	24,524	23,155	20,946	19,507
Interest-bearing net deposit/loan	6,774	8,174	8,885	6,625	7,482
Cash flow statement					
Cash flow from operating activities	4,199	4,471	5,943	2,412	4,083
Free cash flow	2,848	2,904	4,079	986	2,781
Financial ratios					
Sales growth in local currencies	5.7%	-2.4%	4.2%	12.1%	10.4%
Sales growth in DKK	4.5%	-3.4%	3.2%	16.0%	9.1%
EBIT before special items ratio	10.6%	10.8%	12.5%	11.8%	11.4%
EBIT ratio	10.6%	12.2%	12.5%	9.3%	11.4%
Equity ratio	72.0%	70.5%	70.8%	68.0%	66.6%
Sustainability and number of employees					
GHG emissions scope 1 and scope 2 (in 1,000 tCO ₂ e) ¹	67	76	94	100	115
GHG emissions scope 3 (in 1,000 tCO ₂ e)	106,561	108,220 ³	121,915 ³	138,581 ³	-
Water withdrawal (in m ³)	350,711	335,610	339,608	365,126	341,538
Women leaders (all levels)	25%	25%	25%	24%	22%
Number of employees at year-end	21,433	20,818	19,937	20,026	20,154

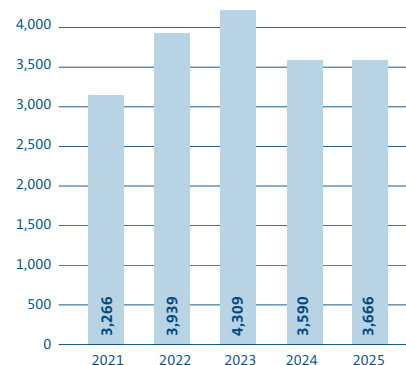
Revenue

■ DKKm



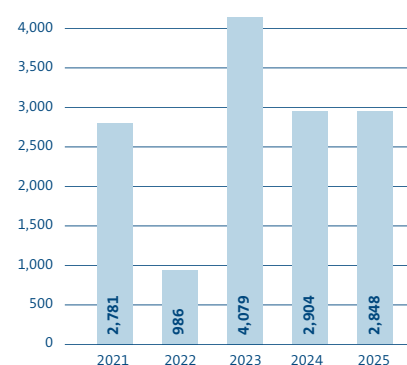
EBIT before special items

■ DKKm



Free cash flow

■ DKKm



¹ Market-based

² 2020 baseline not yet updated for entities acquired in 2025

³ Restated due to methodology improvement