

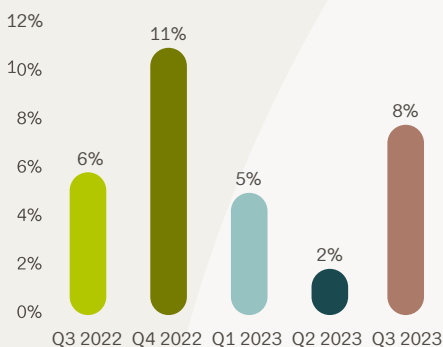
9M 2023 at a glance

5%
Organic sales growth

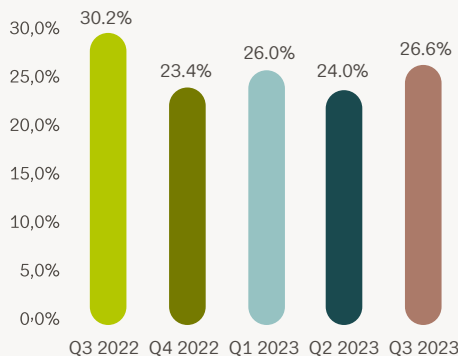
25.5%
EBIT margin
before special items*

16.3%
ROIC incl. goodwill
before special items*

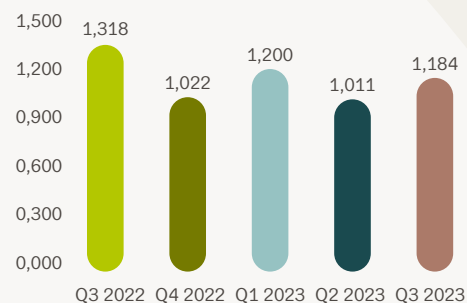
Organic Sales Growth (%)



EBIT margin
before special items* (%)



EBIT
before special items* (DKKm)



*Special items include costs related to proposed combination with Chr. Hansen

Sales by business area



- Household Care **29%** (3%*)
- Food, Beverages & Human Health **22%** (-2%*)
- Bioenergy **24%** (25%*)
- Grain & Tech Processing **13%** (-9%*)
- Agriculture, Animal Health & Nutrition **12%** (7%*)

Sales by geography

Europe, the Middle East & Africa

3%*

North America

7%*

Asia Pacific

-1%*

Latin America

16%*

35%

33%

20%

12%

% of sales

*Organic sales growth