

# Q3 2021 Trading Statement

## 5% organic EBIT growth in the first 9 months of 2021 – outlook maintained

Statement by Royal Unibrew's CEO, Lars Jensen: "It has been a busy quarter with substantially higher commercial investments and support to the re-opening of On-Trade. We have had to balance a continued strong underlying momentum in the business stemming from strong demand for our products across geographies against selected capacity constraints, a challenged supply-chain and increasing raw material prices. I am therefore very pleased that our strategy and multi-beverage business model delivered an EBIT on par with Q3 last year and 21% above EBIT in Q3 2019 primarily driven by organic growth."

"We delivered solid organic growth in the quarter and we also completed three acquisitions in the third quarter. At the beginning of the quarter, we acquired MC Energy, the French Crazy Tiger energy drinks business, as well as announced the acquisition of Solera Beverage Group, a pan-Nordic trading and distribution business. The acquisition of Solera Beverage Group was finalized on 17 September 2021. In September, we acquired the Estonian craft beer brewery Tanker, which will strengthen our footprint in the Estonian market through an authentic local beer brand. Integration of all three acquisitions, as well as of Fuglsang, which was acquired in April 2021, are progressing as planned," Lars Jensen continues.

We maintain our full-year EBIT guidance of DKK 1,625-1,700 million. We continue to invest in our brands and in the growth opportunities we see across markets to secure the best possible momentum going into 2022, which is expected to be a very demanding year, as we need to fend off the significant price increases in raw materials and freight costs," says Lars Jensen.

Key highlights of the quarter:

- Organic volume growth of 4% (Q1-Q3 2021: 9%)
- Positive price/mix primarily from better channel mix
- Organic revenue growth of 6% (Q1-Q3 2021: 10%)
- Higher investments in our brands than last year
- Building organizational capabilities
- EBIT margin negatively impacted by raw material price increases, higher freight costs, product mix and M&A

### Financial highlights Q3-2021

Volume for Q3 2021 increased by 7% compared to Q3 2020 and amounted to 3.4 million hectoliters. Organic volume growth amounted to 4% with the difference explained by acquisitions. For Q1-Q3, the volume is up by 11%, corresponding to 9% organic growth. In Q3, net revenue increased by 11% (organic: 6%) and amounted to DKK 2,434 million. Net revenue growth in Q1-Q3 was 12% (organic: 10%) compared to the same period in 2020 and amounted to DKK 6,339 million.

Earnings before interest and tax (EBIT) for Q3 was DKK 4 million lower than in 2020 and amounted to DKK 596 million (2020: DKK 600 million). In Q1-Q3, EBIT increased by DKK 83 million compared to 2020 and amounted to DKK 1,346 million (Q1-Q3 2020: DKK 1,263 million). The EBIT margin decreased by 1.1 percentage point to 21.2% in the period Q1-Q3 as a consequence of higher sales and marketing costs, higher input costs and a negative impact from acquisitions.

Free cash flow amounted to DKK 551 million in Q3 2021 compared to DKK 889 in Q3 2020, whereas free cash flow for the first nine months of 2021 was DKK 1,234 million compared to DKK 1,479 million in Q1-Q3 2020. The development is as expected. Last year was extraordinary strong because of the Finnish beer campaign and extended payment terms for VAT and employee tax.

### Outlook

The full-year EBIT outlook of DKK 1,625-1,700 million is maintained.

### SELECTED FINANCIAL HIGHLIGHTS AND KEY RATIOS

| mDKK                          | Q3 2021 | Q3 2020 | Q1-Q3 2021 | Q1-Q3 2020 |
|-------------------------------|---------|---------|------------|------------|
| Volume (thousand hectolitres) | 3,402   | 3,177   | 9,359      | 8,446      |
| Net revenue                   | 2,434   | 2,200   | 6,339      | 5,658      |
| EBITDA                        | 697     | 699     | 1,624      | 1,532      |
| EBITDA margin (%)             | 28.6    | 31.8    | 25.6       | 27.1       |
| EBIT                          | 596     | 600     | 1,346      | 1,263      |
| EBIT margin (%)               | 24.5    | 27.3    | 21.2       | 22.3       |
| Profit before tax             | 600     | 603     | 1,349      | 1,251      |
| Net profit for the period     | 474     | 475     | 1,068      | 980        |
| Free cash flow                | 551     | 889     | 1,234      | 1,479      |
| Net interest-bearing debt     |         |         | 3,398      | 1,837      |
| ROIC incl. goodwill (%)*      |         |         | 19.3       | 20.5       |
| ROIC excl. goodwill (%)*      |         |         | 32.9       | 33.7       |
| NIBD/EBITDA (times)*          |         |         | 1.7        | 1.0        |
| Equity ratio (%)              |         |         | 30         | 41         |

\* Running 12-months

## Management's Review

In Q3 2021, the business developed commercially as planned with continued re-opening of On-Trade across markets, albeit the On-Trade channel in Finland was continuously restricted throughout most of the quarter. The investments into topline activities were increased as planned.

### Raw material prices

Most raw material prices and other input costs have continued to increase through Q3 and into Q4 and are putting significant pressure on the cost base going into 2022. Our hedging will delay the impact on our cost base, but eventually higher costs will feed through, and we will need to introduce mitigating measures. It is still our ambition to off-set the impact on an EBIT per hl basis through price increases and other efforts, including value management (price/pack, price/mix etc.).

### Acquisitions

We have acquired three companies during the third quarter of 2021. MC Energy, which owns the French energy drinks brand Crazy Tiger, was acquired in the beginning of July. Crazy Tiger has a 10% market share of the French energy drinks market, which is the fastest growing category in France. The company is being integrated according to plan, and sales performance has been solid in the quarter gaining market share as a result.

The acquisition of Solera Beverage Group was announced early July and closed on 17 September 2021. Solera Beverage Group is the leading pan-Nordic importer and distributor of a portfolio of strong international wines, beers, soft drinks and other beverages. The company is present in Norway, Sweden and Finland, and therefore adds Norway and Sweden to Royal Unibrew's geographic footprint as well as it strengthens the offering in Finland. The company has only a limited impact on the Q3 results, as it was only part of the Royal Unibrew family for around two weeks of the quarter.

In September, we also acquired the Estonian craft beer brewery Tanker. The acquisition is expected to support Royal Unibrew's growth in the Baltic region through its authentic local beer brand, with which we will address the growth trend within the premium beer segment and expand our portfolio with craft and niche products in both Off-Trade and On-Trade.

On 16 November, we announced that we have agreed to acquire 100% of Aqua d'Or - a leading Scandinavian producer of mineral water, from Danone. The transaction is subject to approval from the Danish Competition Authorities, which we expect to receive during the first half of 2022.

In total, the acquisitions have contributed with around DKK 125 million in revenue and with limited effect on the result as the generated profit is at the same level as the acquisition cost.

### Net debt

Net interest-bearing debt by the end of Q3 amounted to DKK 3,398 million which is an increase of DKK 1,205 million compared to year-end 2020. Calculated on a running 12-months basis NIBD/EBITDA was 1.7 times by end of Q3 2021 (year-end 2020: 1.2). The increase in net interest-bearing debt is partly explained by share buy-backs, dividends and the acquisitions carried out in 2021, of which Solera Beverage Group (enterprise value of around DKK 770 million) and MC Energy (enterprise value of around DKK 610 million) have had the largest impacts.

### Status on share buy-back program

On 23 August 2021, Royal Unibrew launched a share buy-back program with a view to adjusting the capital structure of Royal Unibrew A/S. The share buy-back program is carried out in accordance with the "Safe Harbour" method for an amount up to DKK 250 million. At the end of Q3 2021 an accumulated 97,539 shares had been acquired under the program at a total cost of DKK 78 million.

Since the end of Q3 2021, a further 105,679 shares have been acquired at a total cost of DKK 84 million as per 12 November 2021. In total, 203,218 shares at a total cost of DKK 162 million have now been acquired under the current share buy-back program.

The current share buy-back program is following a share buy-back program of DKK 250 million done in the first half of 2021, which means that so far shares worth DKK 412 million have been acquired in 2021.

### Corporate Social Responsibility

Royal Unibrew is on track in achieving our ambitious goals on sustainability. We have activities in place for the 2025/2030 strategy which was launched earlier this year and implementation is well under way.

- **Our Consumers and Customers:** We are continuing our focus on growing the no/low segments of our categories faster than the market.
- **Our Products:** We are increasing the content of recycled material across our packaging categories according to our plan. We aim at becoming carbon neutral in 2025 from scope 1 and 2 (own footprint). Our production site in Lahti, Finland, has committed to being carbon-neutral already during 2023 and we are now investing in a biogas plant at the site, where spent grain from the brewing process will be transformed to green energy, enabling us to achieve this ambitious goal. Regarding our suppliers (scope 3) we are continuing mapping climate footprints and setting-up agreements on climate goals and performance.
- **Our People:** We have initiated health and safety programs in all markets and new initiatives for human capital development are being launched.

## Outlook

We maintain our EBIT outlook of DKK 1,625-1,700, as given in August 2021 (see Company Announcement No 40/2021 of 23 August 2021)

| mDKK | Outlook 2021<br>(August 2021) | Outlook 2021<br>(April 2021) | Outlook 2021<br>(March 2021) | Actual 2020 |
|------|-------------------------------|------------------------------|------------------------------|-------------|
| EBIT | 1,625-1,700                   | 1,525-1,625                  | 1,475-1,625                  | 1,515       |

The guidance continues to assume a normalization of markets, including an open On-Trade channel throughout the year. We continue to increase our sales and marketing costs to more normal levels and behind growth opportunities.

Raw material and freight costs have continued to increase through Q3 2021 and full-year EBIT will be negatively affected by approx DKK 90 million (included in guidance and increased from approx DKK 75 million as announced in connection with the H1 2021 results), assuming that current spot prices are unchanged for the rest of the year.

### DEVELOPMENTS IN ACTIVITIES FOR THE PERIOD 1 JULY - 30 SEPTEMBER BROKEN DOWN INTO MARKET SEGMENTS

|                       | Western Europe |            | Baltic Sea |            | International |            | Unallocated |            | Group      |            |
|-----------------------|----------------|------------|------------|------------|---------------|------------|-------------|------------|------------|------------|
|                       | Q3<br>2021     | Q3<br>2020 | Q3<br>2021 | Q3<br>2020 | Q3<br>2021    | Q3<br>2020 | Q3<br>2021  | Q3<br>2020 | Q3<br>2021 | Q3<br>2020 |
| Volumes (thousand hl) | 1,562          | 1,450      | 1,558      | 1,502      | 282           | 225        |             |            | 3,402      | 3,177      |
| Organic growth (%)    | 2%             |            | 4%         |            | 25%           |            |             |            | 4%         |            |
| Net revenue (mDKK)    | 1,246          | 1,100      | 974        | 911        | 214           | 189        |             |            | 2,434      | 2,200      |
| Organic growth (%)    | 3%             |            | 7%         |            | 13%           |            |             |            | 6%         |            |
| EBIT (mDKK)           | 300            | 300        | 257        | 254        | 45            | 50         | -6          | -4         | 596        | 600        |
| Organic growth (%)    | -5%            |            | 1%         |            | -10%          |            |             |            | -3%        |            |
| EBIT Margin (%)       | 24.1           | 27.3       | 26.4       | 27.9       | 21.0          | 26.5       |             |            | 24.5       | 27.3       |

### DEVELOPMENTS IN ACTIVITIES FOR THE PERIOD 1 JANUARY - 30 SEPTEMBER BROKEN DOWN INTO MARKET SEGMENTS

|                       | Western Europe |               | Baltic Sea    |               | International |               | Unallocated   |               | Group         |               |
|-----------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                       | Q1-Q3<br>2021  | Q1-Q3<br>2020 | Q1-Q3<br>2021 | Q1-Q3<br>2020 | Q1-Q3<br>2021 | Q1-Q3<br>2020 | Q1-Q3<br>2021 | Q1-Q3<br>2020 | Q1-Q3<br>2021 | Q1-Q3<br>2020 |
| Volumes (thousand hl) | 4,147          | 3,641         | 4,306         | 4,088         | 906           | 717           |               |               | 9,359         | 8,446         |
| Organic growth (%)    | 11%            |               | 5%            |               | 26%           |               |               |               | 9%            |               |
| Net revenue (mDKK)    | 3,122          | 2,680         | 2,549         | 2,404         | 668           | 574           |               |               | 6,339         | 5,658         |
| Organic growth (%)    | 12%            |               | 6%            |               | 16%           |               |               |               | 10%           |               |
| EBIT (mDKK)           | 684            | 567           | 542           | 576           | 137           | 132           | -17           | -12           | 1,346         | 1,263         |
| Organic growth (%)    | 18%            |               | -6%           |               | 4%            |               |               |               | 5%            |               |
| EBIT Margin (%)       | 21.9           | 21.2          | 21.3          | 24.0          | 20.5          | 23.0          |               |               | 21.2          | 22.3          |

#### Western Europe

The Western Europe segment comprises the markets Denmark, Germany, Italy and France, as well as the acquired Solera Beverage Group. The net selling price in the segment was negatively affected by product and channel mix in Q3.

The Western European organization performed very satisfying, despite being up against tough comparable numbers in Q3 last year and delivered organic volume growth of 2% and organic revenue growth of 3% this year. EBIT declined organically by 5% as sales and marketing costs were significantly higher than last year. In Denmark, the business was supported by good weather, especially in July, staycation and a vibrant re-opening of the On-Trade and nightlife throughout the quarter. In Italy, we continue to grow market shares across categories, and market positions in beer, CSD and energy drinks are the strongest ever. The launch of Lemonsoda Energy Activator has been very successful and is now the third largest energy drinks brand in Italy. Weather was poor in France in the quarter, but Lorina continued its solid performance and has now gained total value market share over the past 29 months.

### Baltic Sea

The Baltic Sea segment comprises the markets in Finland and the Baltic countries (Lithuania, Latvia and Estonia) as well as a license business in Russia. The net selling price increase compared to last year stems from the fact that Q3 last year was impacted by early sales to the extraordinary beer campaign in Finland, which we had in Q4 2020 and Q1 2021.

Solid performance as organic volume growth of 4% was supported by price/mix of 3% resulting in an organic revenue growth of 7% in Q3 2021. Finland experienced warm and sunny weather in July, whereas August was negatively impacted by opening hours restrictions being tightened in On-Trade. The Baltic countries experienced bad weather in the quarter, but benefited in the Off-Trade channel from a broad product portfolio.

### International

The International segment contains all business (including export and license business) outside the Baltic Sea and Western Europe segments. Volumes and revenue grew with double-digit percentages in Q3 following a weak Q2 2021.

While organic volume growth increased significantly by 25% in Q3 2021 (Q1-Q3 2021: 26%) with strong growth across almost all categories, increasing logistic costs had a negative impact on the EBIT margin. Growth in International was impacted negatively by capacity constraints, which meant that we could not meet the demand on all markets and in all categories. Revenue increased by 13% in Q3 2021, and the negative price/mix effect is caused by product and country mix changes. We continue to invest in our market positions despite short term logistic and input cost challenges.

The International segment is expected to be negatively impacted by increasing freight costs and capacity constraints well into 2022.

### For further information on this Announcement:

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It will be possible for investors and analysts to follow Royal Unibrew's presentation of the trading statement on Thursday, 18 November 2021, at 9.00 am CET by audiocast at the following telephone numbers:

Participants from Denmark: +45 3544 5577

Participants from the UK: +44 (0) 3333 000804

Participants from the USA: +1 631 91 31 422

Confirmation code: 93891491#

The presentation may also be followed at Royal Unibrew's website [www.royalunibrew.com](http://www.royalunibrew.com).

### Financial Calendar for 2022

1 March 2022 Annual Report 2021

28 April 2022 Trading statement for the period 1 January - 31 March 2022

28 April 2022 Annual General Meeting 2022

17 August 2022 Interim Report for the period 1 January - 30 June 2022

8 November 2022 Trading statement for the period 1 January - 30 September 2022

### Forward-looking statements

This Interim Report contains forward-looking statements, including statements about the Group's sales, revenue, earnings, spending, margins, cash flows, inventories, products, actions, plans, strategies, objectives and guidance with respect to the Group's future operating results. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain the following words or phrases "believe, anticipate, expect, estimate, intend, plan, project, will be, will continue, likely to result, could, may, might", or any variations of such words or other words with similar meanings. Any such statements involve known and unknown risks, estimates, assumptions and uncertainties that could cause the Group's actual results, performance or industry results to differ materially from the results expressed or implied in such forward-looking statements. Royal Unibrew assumes no obligation to update or adjust any such forward-looking statements (except for as required under the disclosure requirements for listed companies) to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking statements.

Some important risk factors that may have direct bearing on the Group's actual results include, but are not limited to: economic and political uncertainty (including interest rates and exchange rates), financial and regulatory developments, development in the demand for the Group's products, introduction of and demand for new products, changes in the competitive environment and the industry in which the Group operates, changes in consumer preferences, increasing industry consolidation, the availability and pricing of raw materials and packaging materials, cost of energy, production- and distribution-related issues, information technology failures, breach or unexpected termination of contracts, price reductions resulting from market-driven price reductions, determination of fair value in the opening balance sheet of acquired entities, litigation, pandemic, environmental issues and other unforeseen factors.

New risk factors may emerge in the future, which the Group cannot predict. Furthermore, the Group cannot assess the impact of each factor on the Group's business or the extent to which any individual risk factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statement. Accordingly, forward-looking statements should not be relied on as a prediction of actual results.

## Appendix 1

### Income Statement

| mDKK   | Q3 2021      | Q3 2020      | Q1-Q3 2021   | Q1-Q3 2020   | FY 2020      |
|--|--------------|--------------|--------------|--------------|--------------|
| Net revenue                                      | 2,434        | 2,200        | 6,339        | 5,657        | 7,315        |
| Production costs                                 | -1,171       | -1,018       | -3,150       | -2,758       | -3,613       |
| <b>Gross profit</b>                              | <b>1,263</b> | <b>1,182</b> | <b>3,189</b> | <b>2,899</b> | <b>3,702</b> |
| Sales and distribution expenses                  | -550         | -494         | -1,526       | -1,390       | -1,843       |
| Administrative expenses                          | -117         | -88          | -317         | -246         | -344         |
| <b>EBIT</b>                                      | <b>596</b>   | <b>600</b>   | <b>1,346</b> | <b>1,263</b> | <b>1,515</b> |
| Income after tax from investments in associates  | 13           | 14           | 28           | 18           | 33           |
| Financial income                                 | 3            | -1           | 6            | 1            | 3            |
| Financial expenses                               | -12          | -10          | -31          | -31          | -46          |
| <b>Profit before tax</b>                         | <b>600</b>   | <b>603</b>   | <b>1,349</b> | <b>1,251</b> | <b>1,505</b> |
| Tax on the profit for the period                 | -126         | -128         | -281         | -271         | -307         |
| <b>Net profit for the period</b>                 | <b>474</b>   | <b>475</b>   | <b>1,068</b> | <b>980</b>   | <b>1,198</b> |
| <b>Profit for the period is attributable to:</b> |              |              |              |              |              |
| Equity holders of Royal Unibrew A/S              | 474          | 463          | 1,069        | 959          | 1,183        |
| Non-controlling interests                        | 0            | 12           | -1           | 21           | 15           |
| <b>Net profit for the period</b>                 | <b>474</b>   | <b>475</b>   | <b>1,068</b> | <b>980</b>   | <b>1,198</b> |

**Assets**

| mDKK                          | 30/9 2021     | 30/9 2020    | 31/12 2020   |
|-------------------------------|---------------|--------------|--------------|
| <b>NON-CURRENT ASSETS</b>     |               |              |              |
| <b>Intangible assets</b>      | <b>5,823</b>  | <b>4,419</b> | <b>4,408</b> |
| Property, plant and equipment | 2,602         | 2,385        | 2,455        |
| Investments in associates     | 143           | 115          | 131          |
| Other non-current investments | 23            | 21           | 21           |
| <b>Non-current assets</b>     | <b>8,591</b>  | <b>6,940</b> | <b>7,015</b> |
| <b>CURRENT ASSETS</b>         |               |              |              |
| Inventories                   | 799           | 507          | 517          |
| Receivables                   | 1,155         | 763          | 639          |
| Corporation tax               |               |              |              |
| Prepayments                   | 92            | 63           | 54           |
| Cash at bank and in hand      | 199           | 117          | 81           |
| <b>Current assets</b>         | <b>2,245</b>  | <b>1,450</b> | <b>1,291</b> |
| <b>Assets</b>                 | <b>10,836</b> | <b>8,390</b> | <b>8,306</b> |

**Liabilities and Equity**

| mDKK   | 30/9 2021     | 30/9 2020    | 31/12 2020   |
|--|---------------|--------------|--------------|
| <b>EQUITY</b>  |               |              |              |
| Share capital  | 98            | 99           | 99           |
| Other reserves   | 703           | 708          | 716          |
| Retained earnings  | 2,470         | 2,560        | 1,827        |
| Proposed dividend  | 0             |              | 666          |
| <b>Equity contributable to equity holders of Royal Unibrew A/S</b> | <b>3,271</b>  | <b>3,367</b> | <b>3,308</b> |
| Non-controlling interests  | 13            | 31           | 24           |
| <b>Equity</b>  | <b>3,284</b>  | <b>3,398</b> | <b>3,332</b> |
| Deferred tax   | 710           | 549          | 554          |
| Mortgage debt  | 781           | 847          | 831          |
| Credit institutions  | 1,678         | 1,012        | 1,293        |
| Other payables   | 22            | 49           | 52           |
| <b>Non-current liabilities</b>                                     | <b>3,191</b>  | <b>2,457</b> | <b>2,730</b> |
| Mortgage debt  | 248           | 11           | 19           |
| Credit institutions  | 890           | 83           | 131          |
| Trade payables   | 1,613         | 1,200        | 1,047        |
| Provisions   | 10            | 16           | 10           |
| Corporation tax  | 151           | 151          | 9            |
| Other payables   | 1,449         | 1,074        | 1,028        |
| <b>Current liabilities</b>   | <b>4,361</b>  | <b>2,535</b> | <b>2,244</b> |
| <b>Liabilities</b>   | <b>7,552</b>  | <b>4,992</b> | <b>4,974</b> |
| <b>Liabilities and equity</b>                                      | <b>10,836</b> | <b>8,390</b> | <b>8,306</b> |

## Cash Flow Statement

| mDKK   | Q3 2021       | Q3 2020       | Q1-Q3 2021    | Q1-Q3 2020    | FY 2020       |
|--|---------------|---------------|---------------|---------------|---------------|
| <b>Net profit for the period</b>                               | <b>474</b>    | <b>475</b>    | <b>1,068</b>  | <b>980</b>    | <b>1,198</b>  |
| Adjustments for non-cash operating items:                      | 225           | 227           | 560           | 558           | 670           |
| Change in working capital                                      | -39           | 319           | 42            | 298           | 227           |
| Net paid financial expenses and income                         | -12           | -15           | -27           | -33           | -42           |
| Financial expenses related to leasing                          | 0             | 0             | -1            | -1            | -2            |
| Corporation tax paid   | -29           | -47           | -138          | -141          | -313          |
| <b>Cash flows from operating activities</b>                    | <b>619</b>    | <b>959</b>    | <b>1,504</b>  | <b>1,661</b>  | <b>1,738</b>  |
| Dividend received from associates                              | 9             | 9             | 21            | 19            | 21            |
| Sale of property, plant and equipment                          | 3             | 1             | 8             | 8             | 8             |
| Purchase of property, plant and equipment                      | -63           | -63           | -246          | -157          | -280          |
| Acquisition of subsidiaries                                    | -1,208        | 1             | -1,218        | -6            | -6            |
| Purchase/sale of intangible assets and fixed asset investments | 2             | 0             | 3             | -1            | -1            |
| <b>Cash flows from investing activities</b>                    | <b>-1,257</b> | <b>-52</b>    | <b>-1,432</b> | <b>-137</b>   | <b>-258</b>   |
| Proceeds from increased drawdown on credit facilities          | 882           |               | 1,166         |               | 149           |
| Repayment on credit facilities                                 |               | -369          |               | -753          | -579          |
| Repayment on leasing facilities                                | -17           | -17           | -53           | -52           | -73           |
| Dividend paid to shareholders                                  | -1            | -600          | -658          | -600          | -600          |
| Acquisition of shares for treasury                             | -78           | -24           | -410          | -69           | -362          |
| <b>Cash flows from financing activities</b>                    | <b>786</b>    | <b>-1,010</b> | <b>45</b>     | <b>-1,474</b> | <b>-1,465</b> |
| <b>Change in cash and cash equivalents</b>                     | <b>148</b>    | <b>-103</b>   | <b>117</b>    | <b>50</b>     | <b>15</b>     |
| Cash and cash equivalents in the beginning of the period       | 50            | 223           | 81            | 72            | 72            |
| Exchange adjustment  | 1             | -3            | 1             | -5            | -6            |
| <b>Cash and cash equivalents at 30 September</b>               | <b>199</b>    | <b>117</b>    | <b>199</b>    | <b>117</b>    | <b>81</b>     |

| mDKK                                  | Q3 2021    | Q3 2020    | Q1-Q3 2021   | Q1-Q3 2020   | FY 2020      |
|---------------------------------------|------------|------------|--------------|--------------|--------------|
| <b>Free cash flow</b>                 |            |            |              |              |              |
| Net cash from operating activities    | 619        | 959        | 1,504        | 1,661        | 1,738        |
| Net cash used in investing activities | -68        | -70        | -270         | -182         | -324         |
| <b>Free cash flow</b>                 | <b>551</b> | <b>889</b> | <b>1,234</b> | <b>1,479</b> | <b>1,414</b> |



We have reassessed the IFRS 15 accounting policy concerning customer contracts and on that background we have changed our handling of some customer contract-related costs. This means that some sales costs are reclassified to rebates, and as a consequence revenue and sales costs are reduced by the same amount, whereas EBIT is unchanged.

### IFRS 15 adjustments

| mDKK                             | FY 2017      | FY 2018      | FY 2019      | FY 2020      | Q1 2020      | Q2 2020      | Q3 2020      | Q4 2020      | Q1 2021      | Q2 2021      | Q3 2021      |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Western Europe</b>            |              |              |              |              |              |              |              |              |              |              |              |
| Previously reported revenue      | 2,829        | 3,378        | 3,691        | 3,548        | 689          | 958          | 1,132        | 769          | 775          | 1,176        | 1,275        |
| Adjustment                       | -145         | -157         | -152         | -146         | -26          | -41          | -32          | -47          | -28          | -47          | -29          |
| <b>IFRS adjusted revenue</b>     | <b>2,684</b> | <b>3,221</b> | <b>3,539</b> | <b>3,402</b> | <b>663</b>   | <b>917</b>   | <b>1,100</b> | <b>722</b>   | <b>747</b>   | <b>1,129</b> | <b>1,246</b> |
| EBIT                             | 563          | 645          | 722          | 687          | 69           | 198          | 300          | 120          | 114          | 271          | 300          |
| Previously reported EBIT margin  | 19.9%        | 19.1%        | 19.6%        | 19.4%        | 10.0%        | 20.7%        | 26.5%        | 15.6%        |              |              |              |
| <b>IFRS adjusted EBIT margin</b> | <b>21.0%</b> | <b>20.0%</b> | <b>20.4%</b> | <b>20.2%</b> | <b>10.4%</b> | <b>21.6%</b> | <b>27.3%</b> | <b>16.6%</b> | <b>15.3%</b> | <b>24.0%</b> | <b>24.1%</b> |
| <b>Baltic Sea</b>                |              |              |              |              |              |              |              |              |              |              |              |
| Previously reported revenue      | 3,076        | 3,338        | 3,308        | 3,237        | 648          | 886          | 937          | 766          | 645          | 979          | 998          |
| Adjustment                       | -97          | -114         | -103         | -96          | -19          | -22          | -26          | -28          | -19          | -30          | -25          |
| <b>IFRS adjusted revenue</b>     | <b>2,979</b> | <b>3,224</b> | <b>3,205</b> | <b>3,141</b> | <b>629</b>   | <b>864</b>   | <b>911</b>   | <b>738</b>   | <b>626</b>   | <b>949</b>   | <b>974</b>   |
| EBIT                             | 431          | 599          | 654          | 675          | 93           | 229          | 254          | 99           | 75           | 210          | 257          |
| Previously reported EBIT margin  | 14.0%        | 17.9%        | 19.8%        | 20.9%        | 14.4%        | 25.8%        | 27.1%        | 12.9%        |              |              |              |
| <b>IFRS adjusted EBIT margin</b> | <b>14.5%</b> | <b>18.6%</b> | <b>20.4%</b> | <b>21.5%</b> | <b>14.8%</b> | <b>26.5%</b> | <b>27.9%</b> | <b>13.4%</b> | <b>12.0%</b> | <b>22.1%</b> | <b>26.4%</b> |
| <b>International</b>             |              |              |              |              |              |              |              |              |              |              |              |
| Previously reported revenue      | 479          | 582          | 694          | 772          | 187          | 198          | 189          | 198          | 232          | 222          | 215          |
| Adjustment                       | -3           | -4           | -1           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | -1           |
| <b>IFRS adjusted revenue</b>     | <b>476</b>   | <b>578</b>   | <b>693</b>   | <b>772</b>   | <b>187</b>   | <b>198</b>   | <b>189</b>   | <b>198</b>   | <b>232</b>   | <b>222</b>   | <b>214</b>   |
| EBIT                             | 106          | 127          | 132          | 171          | 39           | 43           | 50           | 39           | 47           | 44           | 45           |
| Previously reported EBIT margin  | 22.1%        | 21.8%        | 19.0%        | 22.2%        | 20.9%        | 21.7%        | 26.5%        | 19.7%        |              |              |              |
| <b>IFRS adjusted EBIT margin</b> | <b>22.3%</b> | <b>22.0%</b> | <b>19.0%</b> | <b>22.2%</b> | <b>20.9%</b> | <b>21.7%</b> | <b>26.5%</b> | <b>19.7%</b> | <b>20.3%</b> | <b>19.8%</b> | <b>21.0%</b> |
| <b>Royal Unibrew</b>             |              |              |              |              |              |              |              |              |              |              |              |
| Previously reported revenue      | 6,384        | 7,298        | 7,693        | 7,557        | 1,524        | 2,042        | 2,258        | 1,733        | 1,652        | 2,376        | 2,488        |
| Adjustment                       | -244         | -276         | -256         | -242         | -46          | -63          | -58          | -75          | -47          | -77          | -55          |
| <b>IFRS adjusted revenue</b>     | <b>6,140</b> | <b>7,022</b> | <b>7,437</b> | <b>7,315</b> | <b>1,478</b> | <b>1,979</b> | <b>2,200</b> | <b>1,658</b> | <b>1,605</b> | <b>2,299</b> | <b>2,434</b> |
| EBIT                             | 1,069        | 1,339        | 1,469        | 1,515        | 200          | 463          | 600          | 252          | 229          | 521          | 596          |
| Previously reported EBIT margin  | 16.7%        | 18.3%        | 19.1%        | 20.0%        | 13.1%        | 22.7%        | 26.6%        | 14.5%        |              |              |              |
| <b>IFRS adjusted EBIT margin</b> | <b>17.4%</b> | <b>19.1%</b> | <b>19.8%</b> | <b>20.7%</b> | <b>13.5%</b> | <b>23.4%</b> | <b>27.3%</b> | <b>15.2%</b> | <b>14.3%</b> | <b>22.6%</b> | <b>24.5%</b> |