



# SEB Nordic Seminar 2021

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ROYAL  
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# Very strong Q3

## OUR BUSINESS MODEL

- Being a multi-beverage company
- Strong local brands

## RESULTS

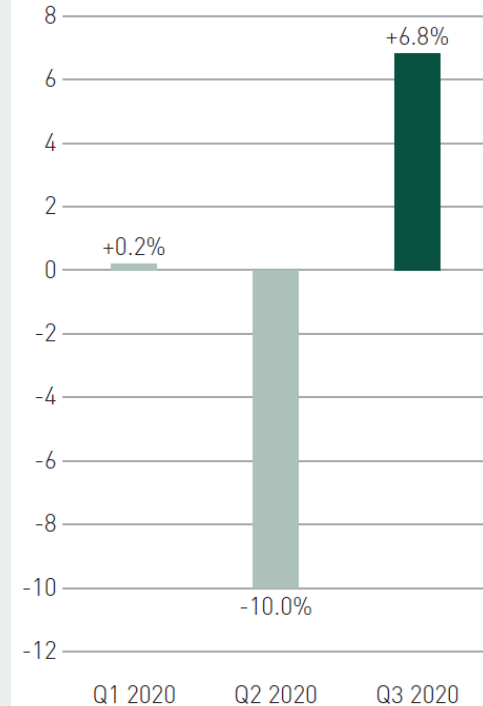
- Organic revenue growth of 6% in Q3
- Mixed development across the quarters
- Q1-Q3 EBIT up 5% and strong cash flow
- New share buy-back program of DKK 200 million
- Outlook narrowed to the upper half of the previously guided interval (DKK1,475m – 1,525m)

## COVID-19

- Safety still our key priority
- Consumers spent their vacation in their home country (staycation effect)

### DEVELOPMENT IN NET REVENUES Q1-Q3

(%)



# Business segments

## Western Europe

Denmark, Germany, Italy and France

**-2%**  
VOLUME

**-3%**  
NET REV.

**-4%**  
EBIT

## Baltic Sea

Finland, Latvia, Lithuania and Estonia

**+1%**  
VOLUME

**-2%**  
NET REV.

**+9%**  
EBIT

## International

65 markets in Americas and EMEA

**-1%**  
VOLUME

**+10%**  
NET REV.

**+22%**  
EBIT

### LOCAL BRANDS





### LOCAL BRANDS




### GLOBAL BRANDS




# Our short-term CSR goals



**OUR CONSUMERS**  
 Balanced launch of regular and low/non-alcohol/sugar containing beverages



**ENVIRONMENT & CLIMATE**  
 Increased use of recycled material in PET bottles, carton trays and paper labels  





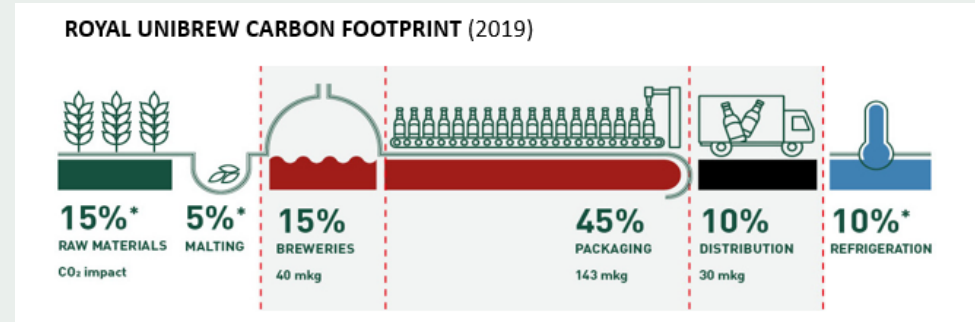
**OUR PEOPLE**  
 Focus on employees health and wellness with a decline in absence related to accidents of 40 compared to 2018



# Scope 3 activities – Targets to be disclosed in annual report

*We are adopting a partnership approach and will work with leading suppliers*

- Product circularity
  - Use less and “recyclable” materials
  - Increase recycled content in packaging material
- Supplier Roadmap
  - Requirements to continuous improvements
  - Renewable energy
- Specific focus on:
  - Agriculture
  - Distribution
  - Refrigeration



# Financial performance

## SELECTED FINANCIAL HIGHLIGHTS

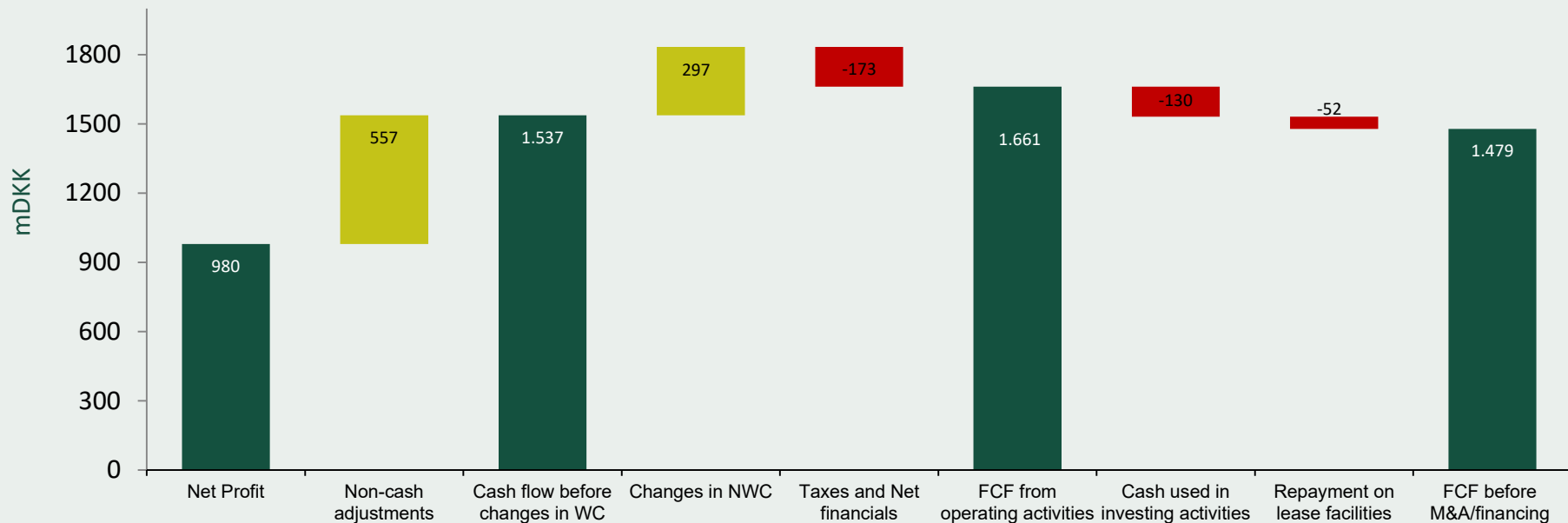
mDKK	Q1-Q3 2020	Q1-Q3 2020	Q3 2020	Q3 2019
Volume (thousand hl)	8,446	8,489	3,177	3,027
Net revenue	5,824	5,905	2,258	2,114
EBIT	1,263	1,202	600	492
EBIT margin (%)	21.7	20.4	26.5	23.3
Free cash flow	1,479	1,039	889	427

*“In France, our Lorina brand has over-performed compared to the Lemonades market and even Soft Drinks”*



# Free cash flow

## Cash flow Q1-Q3



<b>2019:</b>	<b>918</b>	540	1,458	-32	-221	1,205	-120	-46	<b>1,039</b>
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# Outlook

mDKK	Outlook 2020 (November 2020)	Outlook 2020 (August 2020)	Outlook 2020 (June 2020)	Outlook 2020 (March 2020)	Outlook 2020 (March 2020)	Actual 2019
Net revenue	-	-	-	-	-	7,692
EBIT	1,475-1,525	1,425-1,525	1,250-1,375	Suspended	Around 2019 level	1,469

## Assumptions

- Year to date result including October
- The current COVID-19 impact on On-Trade, and the almost closed boarder between Denmark and Germany
- Higher marketing investments in Q4 compared to last year
- We expect significant impact from the restrictions the last two months of 2020



# Senior Leadership Team



**Lars Jensen**  
CEO



**Lars Vestergaard**  
CFO



**Kalle Järvinen**  
SVP Baltic Sea &  
MD Hartwall



**Jan Ankersen**  
SVP South Europe &  
GM Italy



**Carsten Nørland**  
SVP International