

# Consolidated main and key figures

DKK million

	2025	2024	2023	2022	2021 <sup>1)</sup>
Total revenue	83,168	72,176	70,260	66,521	66,202
Operating profit before depreciation, amortisation and impairment losses (EBITDA)	6,445	5,222	4,951	4,324	5,193
Operating profit (EBIT)	3,245	2,693	2,421	1,940	2,952
Net financial items	-662	-407	-341	-580	-466
Total profit for the year	1,990	1,709	1,587	972	1,942
Net cash flows from operating activities	4,750	4,149	3,244	-587	3,719
Investments in property, plant and equipment, right-of-use assets, and investment properties	2,952	2,587	2,351	2,063	2,357
Total assets	53,265	40,426	38,961	38,030	40,719
Total equity	15,762	13,836	12,255	10,400	9,401
Net debt/EBITDA <sup>2)</sup>	2.9	2.0	2.3	2.6	1.8
Operating margin	3.9%	3.7%	3.4%	2.9%	4.5%
Return on equity	13.4%	13.1%	14.0%	9.8%	22.8%

## Note:

For definitions of main and key figures please refer to note 2 in the notes to the consolidated financial statements.

1) For the year 2021 EBITDA is positively affected by special items of DKK 201 million related to the acquisition of the UK retailer Tesco's Polish business.

2) On 2 June 2025, the Group acquired Rimi Baltic AB. Rimi Baltic AB and its subsidiaries are included in the consolidated income statement from the acquisition date only. Based on a normalised result for the Group, in which the pro forma full-year EBITDA of Rimi Baltic AB is included, the net debt/EBITDA ratio would have been 2.7. This pro forma net debt/EBITDA ratio is presented for illustrative purposes only and does not necessarily reflect the financial position or performance that would have been achieved had the acquisition occurred on 1 January 2025.

# Consolidated main and key figures

EUR million

	2025	2024	2023	2022	2021 <sup>1)</sup>
Total revenue	11,149	9,675	9,418	8,917	8,874
Operating profit before depreciation, amortisation and impairment losses (EBITDA)	864	700	664	580	696
Operating profit (EBIT)	435	361	325	260	396
Net financial items	-89	-55	-46	-78	-62
Total profit for the year	267	229	213	130	260
Net cash flows from operating activities	637	556	435	-79	499
Investments in property, plant and equipment, right-of-use assets, and investment properties	396	347	315	277	316
Total assets	7,140	5,419	5,223	5,098	5,458
Total equity	2,113	1,855	1,643	1,394	1,260
Net debt/EBITDA	2.9	2.0	2.3	2.6	1.8
Operating margin	3.9%	3.7%	3.4%	2.9%	4.5%
Return on equity	13.4%	13.1%	14.0%	9.8%	22.8%

## Note:

Numbers shown in EUR have been converted from DKK using a fixed exchange rate of 746 DKK/EUR.

For definitions of main and key figures please refer to note 2 in the notes to the consolidated financial statements.

- 1) For the year 2021 EBITDA is positively affected by special items of EUR 27 million related to the acquisition of the UK retailer Tesco's Polish business.
- 2) On 2 June 2025, the Group acquired Rimi Baltic AB. Rimi Baltic AB and its subsidiaries are included in the consolidated income statement from the acquisition date only. Based on a normalised result for the Group, in which the pro forma full-year EBITDA of Rimi Baltic AB is included, the net debt/EBITDA ratio would have been 2.7. This pro forma net debt/EBITDA ratio is presented for illustrative purposes only and does not necessarily reflect the financial position or performance that would have been achieved had the acquisition occurred on 1 January 2025.