

# Accomplishments and results



# Five-year summary

## Income statement

DKK million	2020	2019	2018 <sup>1)</sup>	2017 <sup>1)</sup>	2016 <sup>1)</sup>
Revenue	6,179	5,897	5,617	5,011	5,028
Gross profit	2,789	2,782	2,620	2,391	2,486
EBITDA	1,178	1,125	1,036	852	949
Depreciation and amortization	-325	-319	-256	-257	-260
EBIT before special items	853	806	780	595	689
Special items <sup>2)</sup>	-275	136	-72	0	122
EBIT after special items	578	942	708	595	811
Net financial expenses, etc.	-29	-4	-16	-66	-24
Profit from continuing operations	435	714	507	403	545
Profit/loss from discontinuing operations	45	0	-16	-422	-53
Net profit	480	714	491	-19	492

## Balance sheet

Balance sheet total	6,688	6,694	5,356	5,917	6,871
Equity	2,139	1,730	1,046	1,452	2,031
Net working capital	427	602	447	668	610
Net interest-bearing debt	203	871	756	855	1,191

## Cash flow

Cash flows from operating activities	1,114	307	1,189	137	748
- of which continuing operations	1,149	307	1,205	421	785
Cash flows from investing activities	-368	-88	-220	690	-386
- of which investments in property, plant and equipment	-325	-213	-251	-211	-393
Cash flows from financing activities	-339	-197	-1,194	-586	-530
Change in cash and cash equivalents for the year	407	22	-230	201	-162

## Employees

Numbers	2020	2019	2018 <sup>1)</sup>	2017 <sup>1)</sup>	2016 <sup>1)</sup>
Average number of employees	2,268	2,238	2,246	2,527	2,543

## Ratios

%	2020	2019	2018 <sup>1)</sup>	2017 <sup>1)</sup>	2016 <sup>1)</sup>
Gross margin	45.1	47.2	46.6	47.7	49.4
EBITDA margin	19.1	19.1	18.4	17.0	18.9
EBIT before special items margin	13.8	13.7	13.9	11.9	13.7
EBIT after special items margin	9.4	16.0	12.6	11.9	16.1
Return on invested capital (ROIC)	29.8	30.6	32.4	25.0	32.6
Equity ratio	32.0	25.8	19.5	24.5	29.6
Return on equity	24.8	51.4	39.3	-1.1	25.7
Leverage ratio	0.2	0.8	0.7	1.0	1.3

The ratios have been prepared in accordance with the Recommendations & Financial Ratios produced by the Danish Finance Society and CFA Society Denmark.

The accounting policy for land and buildings has been changed from measurement in accordance with the revaluation model to measurement at cost less accumulated depreciation and impairment losses. Comparative figures have been restated.

<sup>1)</sup> IFRS 16 was implemented in 2019 using the modified retrospective approach, and comparative figures for 2016-2018 have not been restated.

<sup>2)</sup> Significant income and costs which cannot be attributed directly to the Group's ordinary operating activities have been reclassified to Special items. Comparative figures have been restated. Special items for 2019-2020 are specified in note 7. Special items in 2018 are redundancy cost and special items in 2016 are restarted contracts that had been suspended.

# Financial highlights

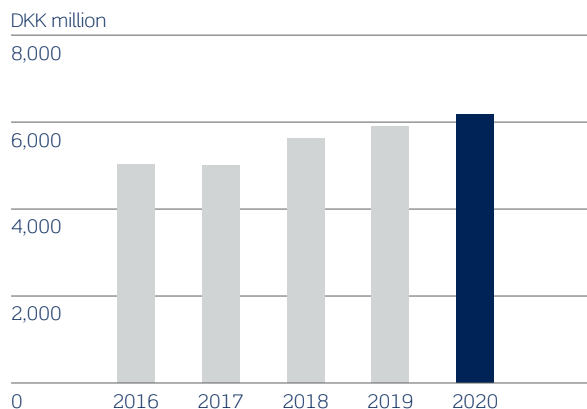
**Total revenue increased by 5% to DKK 6,179 million in 2020 (2019: DKK 5,897 million).** The revenue development is explained by an increase in catalyst revenue of 4%, mainly driven by refinery catalysts including deliveries for renewable fuel solutions as well as an increase in technology revenue of 8%, mainly driven by renewable refinery technology and methanol technology.

**EBIT before special items for 2020 increased by 6% to DKK 853 million (2019: DKK 806 million), while the EBIT margin before special items for 2020 was 13.8% (2019: 13.7%).** Total special items of DKK -275 million for 2020 consist of restructuring costs (DKK -162 million), legal costs regarding two special cases (DKK -71 million), and adjustments of scrap values on buildings (DKK -42 million). Total special items of DKK 136 million for 2019 consist of gain from selling surplus land (DKK 128 million), revenue relating to suspended Topsoe license (DKK 34 million), offset by goodwill impairment loss regarding restructuring (DKK -26 million). Consequently, EBIT after special items decreased by 39% to DKK 578 million in 2020 (2019: DKK 942 million).

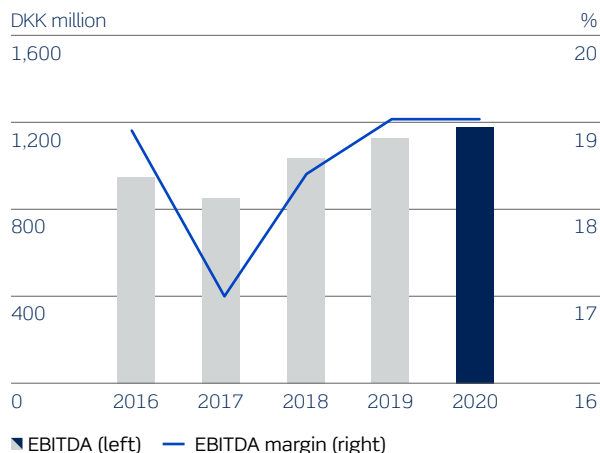
R&D expenses were maintained at a high level with a R&D-to-revenue-ratio of 8.3% (2019: 8.0%).

Profit before tax amounted to DKK 549 million in 2020 (2019: DKK 938 million). The decrease in profit was due to special items.

## Revenue

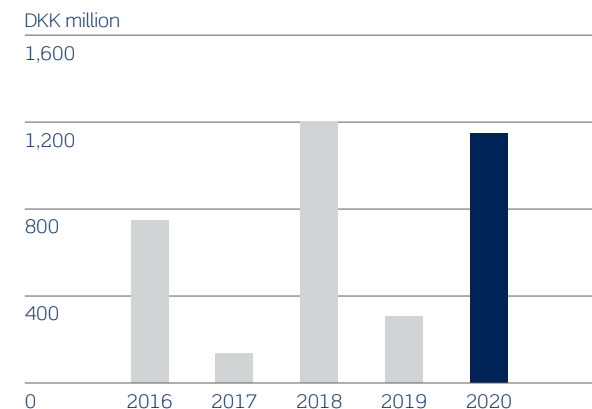


## EBITDA

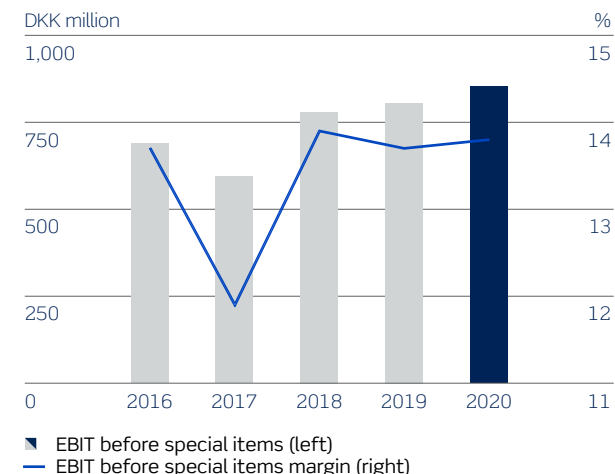


■ EBITDA (left) — EBITDA margin (right)

## Cash flows from operating activities



## EBIT before special items



■ EBIT before special items (left) — EBIT before special items margin (right)