

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER

DKK million	Notes	2015	2014
CONSOLIDATED INCOME STATEMENT			
Revenue	2.1, 2.2	16,737	11,942
Cost of sales	2.3	-4,544	-3,519
Gross profit		12,193	8,423
Sales, distribution and marketing expenses	2.3	-4,722	-3,100
Administrative expenses	2.3	-1,657	-1,251
Operating profit	2.2	5,814	4,072
Finance income	4.6	84	14
Finance costs	4.6	-553	-214
Profit before tax		5,345	3,872
Income tax expense	2.5	-1,671	-774
Net profit for the year		3,674	3,098
Earnings per share, basic (DKK)	4.2	30.9	25.0
Earnings per share, diluted (DKK)	4.2	30.7	24.7

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Net profit for the year		3,674	3,098
Items that may be reclassified to profit/loss for the year			
Exchange rate adjustments of investments in subsidiaries		249	537
Commodity hedging instruments:			
- Realised in cost of sales		-9	-5
- Realised in net financials		23	12
- Realised in inventories		183	171
- Fair value adjustments		-193	-172
Foreign exchange hedging instruments:			
- Realised in net financials		175	38
- Fair value adjustments		-156	-62
Tax on other comprehensive income, hedging instruments, income/expense	2.5	22	5
Other comprehensive income, net of tax		294	524
Total comprehensive income for the year		3,968	3,622

CONSOLIDATED BALANCE SHEET

AT 31 DECEMBER

DKK million	Notes	2015	2014
ASSETS			
Goodwill		2,424	2,080
Brand		1,057	1,053
Distribution network		216	268
Distribution rights		1,069	1,047
Other intangible assets		683	411
Total intangible assets	3.1	5,449	4,859
Property, plant and equipment	3.2	1,237	711
Deferred tax assets	2.5	879	407
Other financial assets		159	99
Total non-current assets		7,724	6,076
Inventories	3.3	2,357	1,684
Financial instruments	4.5	65	99
Trade receivables	3.4	1,360	1,110
Income tax receivable		113	52
Other receivables		803	404
Cash	4.3	889	1,131
Total current assets		5,587	4,480
Total assets		13,311	10,556
EQUITY AND LIABILITIES			
Share capital	4.1	122	128
Share premium		-	1,229
Treasury shares		-4,152	-2,679
Reserves		1,023	729
Proposed dividend		1,511	1,088
Retained earnings		7,635	6,537
Total equity		6,139	7,032
Provisions	3.5	97	61
Loans and borrowings	4.3, 4.4	2,350	-
Deferred tax liabilities	2.5	394	430
Other payables		249	-
Total non-current liabilities		3,090	491
Provisions	3.5	971	678
Loans and borrowings	4.3, 4.4	257	10
Financial instruments	4.4, 4.5	214	268
Trade payables	4.4	1,329	804
Income tax payable		306	643
Other payables		1,005	630
Total current liabilities		4,082	3,033
Total liabilities		7,172	3,524
Total equity and liabilities		13,311	10,556

CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER

DKK million	Notes	2015	2014
Profit before tax		5,345	3,872
Finance income	4.6	-84	-14
Finance costs	4.6	553	214
Depreciation, amortisation and impairment losses		400	222
Share-based payments	2.4	75	71
Change in inventories		-431	91
Change in receivables		-560	63
Change in payables and other liabilities		1,139	795
Other non-cash adjustments		-432	-208
Interest etc. received		3	7
Interest etc. paid		-104	-30
Income taxes paid		-2,520	-761
Cash flows from operating activities, net		3,384	4,322
Acquisition of subsidiaries and activities, net of cash acquired	5.1	-289	-174
Divestment of businesses	5.1	29	19
Purchase of intangible assets	3.1	-402	-164
Purchase of property, plant and equipment	3.2	-620	-291
Change in other non-current assets		-49	-45
Proceeds from sale of property, plant and equipment		35	23
Cash flows from investing activities, net		-1,296	-632
Dividend paid	4.2	-1,088	-820
Purchase of treasury shares	4.1	-3,900	-2,402
Proceeds from loans and borrowings		4,658	560
Repayment of loans and borrowings		-2,003	-597
Cash flows from financing activities, net		-2,333	-3,259
Net increase/decrease in cash		-245	431
Cash at 1 January		1,131	686
Exchange gains/losses on cash		3	14
Net increase/decrease in cash		-245	431
Cash at 31 December		889	1,131
Cash flows from operating activities, net		3,384	4,322
- Interest etc. received		-3	-7
- Interest etc. paid		104	30
Cash flows from investing activities, net		-1,296	-632
- Acquisition of subsidiaries and activities, net of cash acquired		289	174
- Divestment of businesses		-29	-19
Free cash flow		2,449	3,868
Unutilised credit facilities		3,089	3,677

The above cannot be derived directly from the income statement and the balance sheet.

Accounting policies

Cash flows from operating activities are presented using the indirect method.

Cash flows in currencies other than the functional currency are translated at the average exchange rates for the month in question, unless these differ significantly from the rates at the transaction dates.

FIVE-YEAR FINANCIAL OVERVIEW

DKK million	2015	2014	2013	2012	2011
Consolidated income statement					
Revenue	16,737	11,942	9,010	6,652	6,658
Gross profit	12,193	8,423	5,999	4,429	4,860
Earnings before interest, tax, depreciation and amortisation (EBITDA)	6,214	4,294	2,881	1,658	2,281
Operating profit (EBIT)	5,814	4,072	2,681	1,475	2,058
Net financials	-469	-200	61	4	311
Profit before tax	5,345	3,872	2,742	1,479	2,369
Net profit for the year	3,674	3,098	2,220	1,202	2,037
Consolidated balance sheet					
Total assets	13,311	10,556	9,275	8,414	8,051
Invested capital	8,255	6,080	5,976	5,900	5,923
Net working capital	925	434	1,009	1,277	1,327
Net interest-bearing debt (NIBD)	1,718	-1,121	-637	-183	209
Book value per share, DKK	50.2	54.9	49.7	46.4	41.6
Equity	6,139	7,032	6,462	6,038	5,411
Consolidated cash flow statement					
Cash flows from operating activities, net	3,384	4,322	2,428	1,339	1,823
Cash flows from investing activities, net	-1,296	-632	-543	-231	-364
Free cash flow	2,449	3,868	1,956	1,151	1,670
Cash flows from financing activities, net	-2,333	-3,259	-1,524	-943	-2,502
Net increase/decrease in cash	-245	431	361	165	-1,043
Growth ratios					
Revenue growth, %	40.2%	32.5%	35.4%	-0.1%	-0.1%
Gross profit growth, %	44.8%	40.4%	35.4%	-8.9%	2.9%
EBITDA growth, %	44.7%	49.0%	73.8%	-27.3%	-15.0%
EBIT growth, %	42.8%	51.9%	81.8%	-28.3%	-14.8%
Net profit growth, %	18.6%	39.5%	84.7%	-41.0%	8.9%
Margins					
Gross margin, %	72.9%	70.5%	66.6%	66.6%	73.0%
EBITDA margin, %	37.1%	36.0%	32.0%	24.9%	34.3%
EBIT margin, %	34.7%	34.1%	29.8%	22.2%	30.9%
Other ratios					
Effective tax rate, %	31.3%	20.0%	19.0%	18.7%	14.0%
Equity ratio, %	46.1%	66.6%	69.7%	71.8%	67.2%
NIBD to EBITDA, x	0.3	-0.3	-0.2	-0.1	0.1
Book value per share	50.20	54.89	49.66	46.40	41.57
Return on invested capital (ROIC), %	70.4%	67.0%	44.9%	25.0%	34.7%
Capital expenditure (CAPEX), DKK million ²	1,109	455	490	276	269
Cash conversion³, %	42.1%	95.0%	73.0%	78.0%	81.1%
Share information					
Number of shares	122,297,169	128,115,820	130,143,258	130,143,258	130,143,258
Nominal value, DKK	1	1	1	1	1
Share capital, DKK million	122,297,169	128,115,820	130,143,258	130,143,258	130,143,258
Treasury shares	6,063,915	7,216,058	3,539,023	182,925	182,925
Share options outstanding	823,567	1,382,800	1,511,585	1,108,123	150,448
Share options granted	171,678	227,555	437,228	1,009,977	150,448
Share options exercised	718,165	170,784	-	-	-
Dividend per share, DKK	13.00 ¹	9.00	6.50	5.50	5.50
Total payout ratio (incl. share buyback) ⁴ , %	135.8%	104.1%	63.7%	59.5%	31.9%
Earnings per share, basic, DKK	30.9	25.0	17.2	9.2	15.7
Earnings per share, diluted, DKK	30.7	24.7	17.0	9.2	15.7
Share price at year-end, DKK	872.0	504.5	294.0	124.5	54.0
Other key figures					
Average number of employees	13,971	9,957	6,910	5,753	5,186

¹ Proposed dividend per share for 2015.

² CAPEX includes both additions to intangible- and tangible assets, of which addition to tangibles constitutes 2015: DKK 706 million, 2014: DKK 297 million, 2013: DKK 182 million, 2012: DKK 167 million, 2011: DKK 150 million.

³ Cash conversion according to previous accounting policy 2014: 124.9%, 2013: 88.1%, 2012: 95.8%, 2011: 82.0%.

⁴ Total payout ratio according to previous accounting policy 2014: 112.7%, 2013: 68.6%, 2012: 59.5%, 2011: 35.1%.