# NEW NORDIC HEALTHBRANDS AB (PUBL) NINE MONTH REPORT JANUARY - SEPTEMBER 2022



|                                       | NINE MONTHS<br>2022 | NINE MONTHS<br>2021 | Q3 2022 | Q3 2021 |
|---------------------------------------|---------------------|---------------------|---------|---------|
| Net sales, kSEK                       | 375 844             | 393 836             | 121 796 | 124 894 |
| Change in SEK, %                      | -4.6%               | 18.5%               | -2.5%   | 8.3%    |
| Change in local currencies, %         | -10.3%              | 22.9%               | -9.5%   | 8.0%    |
| Gross profit, kSEK                    | 248 703             | 271 472             | 81 090  | 88 678  |
| Gross margin, %                       | 66.2%               | 68.9%               | 66.6%   | 71%     |
| EBITDA kSEK                           | 2 854               | 33 504              | 7 115   | 8 939   |
| EBITDA, %                             | 0.8%                | 8.5%                | 5.8%    | 7.2%    |
| Operating profit, kSEK                | 1 899               | 32 825              | 6 773   | 8 698   |
| Operating margin, %                   | 0.5%                | 8.3%                | 5.6%    | 7.0%    |
| Profit for the period, kSEK           | 621                 | 32 401              | 5 789   | 8 453   |
| Profit after tax for the period, kSEK | 707                 | 25 802              | 7 203   | 6 700   |
| EBITDA per share *, SEK               | 0.46                | 5.41                | 1.15    | 1.44    |
| Earnings per share after tax *, SEK   | 0.11                | 4.16                | 1.16    | 1.08    |

<sup>\*</sup> There are no dilutive effects

### COMMENTS BY CEO KARL KRISTIAN BERGMAN JENSEN

After reducing our marketing and innovation investments in the 3rd quarter, results has improved. We will continue this plan for the remaining part of the year.

The Swedish Krona is weakening and it is relevant to look at our figures with this in mind. Revenue for the first nine months and Q3 separately decreased with 10 percent in local currencies. Gross margin decreased from 68,9 percent to 66,2 percent due to product mix displacements and sell-off of particular overstocked products in North America.

During the first nine months of the year, personnel and other external costs are up three percent and sales revenue in SEK down by five percent. In Q3 the costs decreased three percent while revenue just decreased two percent. The 3rd quarter is an improvemen compared to the first two quarters of the year and the profit after tax for the year is now positive again.

It is also positive that inventories are down four million SEK since the end of Q2 and 12 million since Q1. A great achievement in a time where sales are lower than planned.

The cashflow has been negative in the quarter despite reduction in inventory and profitability as current receivables has increased.

On the management side, I can inform that Mrs. Ditte Søndergaard Bihorac, who held the position as Chief Operating Officer since september 2021, choose to leave the company by the end of the quarter On the other hand, I am pleased that Mr. Tage Juhl Finninge has started as Chief Commercial and Operating Officer. The position is an extension of the company's COO position and Tage will be responsible for daily operations, sales, and execution of our strategy.

Together with CFO, Ivan Ruscic and myself, Tage will form the Executive Management Team. Tage worked 25 years for E. Sæther and the last 11 years as CEO where he helped accomplish an impressive growth. Tage has a M. Sc. (Cand. Merc. IMM) from Copenhagen Business School and Ivey Business School, Canada.

The market situation continues to be challenging. All employees have shown great willingness to adapt to necessary changes. I am very grateful.

New Nordic is bursting with possibilities and the employees are ready for continued growth. As soon as consumer confidence grows and when our potential customers are again more willing to spend money on premium supplements, we are ready to take advantage.

I am confident that we are facing a good development.

#### Sales

Sales during the first nine months amounted to SEK 375.8 M (393.8), a decrease of 4.6 percent. In local currencies, the decrease was 10,3 percent. Sales decreased in all geographical areas: the Nordic countries, the rest of Europe, North America, except the rest of the world where it inceased. Mainly due to increase in sales in Vietnam.

#### Results for the nine months

Gross profit for the nine months decreased to SEK 248.7 million (271.5). This corresponds to a gross margin of 66.2 percent (68.9). EBITDA amounted to SEK 2.9 million (33.5). This corresponds to an EBITDA margin of 0.8 percent (8.5). Operating profit amounted to SEK 1.9 million (32.8). This corresponds to an operating margin of 0.5 percent (8.3). Profit after financial items amounted to SEK 0.6 million (32.4). Profit after tax for the nine-month period was SEK 0.7 million (25.8).

### Comments to the third quarter

Sales in local currencies decreased by 9.5 percent. Converted to SEK, sales decreased by 2.5 percent to SEK 121.8 million (124.9). The reduction in sales is not satisfactory.

The gross margin decreased to 66.6 percent (71.0) due to changes in product mix and sell-off of overstocked products in North America. Personnel, sales and administration costs amounted to SEK 74.0 M (79.7), a decrease of 7.2 percent. Marketing costs accounted for the largest absolute decrease. The number of employees at the end of the period was 70 (65).

EBITDA decreased by SEK 1.8 million to SEK 7.1 million and profit after tax increased by SEK 0.5 million to SEK 7.2 million. Depreciation increased to SEK -0.3 million (-0.2). Interest and other financial items increased to SEK -0.9 million (-0.2).

Profit after financial items decreased by 31.8 percent and amounted to SEK 5.8 million (8.5). Profit after tax increased by 7.5 percent and amounted to SEK 7.2 million (6.7).

#### Financial position and cash flow

The Group's total assets as of September 30, 2022 amounted to SEK 265.4 M (244.3), an increase of 8.6 percent compared with the same period last year.

Inventories increased by 3.9 percent compared with the same period last year and amounted to SEK 108.2 million (104.1).

During the first nine months, operating activities generated a negative cash flow of SEK -17.9 million (2.3). Receivables increased by SEK 8.2 million. At the same time, debt to suppliers has decreased by SEK 10.7 million. The negative cash flow was characterized by the increase in receivables.

Cash and cash equivalents at the end of the period amounted to SEK 11.4 M (13.8 M).

The Group's equity / assets ratio was 43.7 percent (50.7).

Equity distributed on the outstanding 6,195,200 (6,195,200) shares was SEK 18.74 per share (19.98) on September 30, 2022.

### **Expansion**

New Nordic's operations create value for the company's customers and shareholders. During 2022 and onwards, the company will continue to develop herbal supplements and beauty products to meet specific health and beauty needs. New Nordic will market these products to a growing number of consumers worldwide. All with care for people and nature. The products will be marketed under the characteristic New Nordic brand. A brand that reflects the Scandinavian cultural heritage, the Scandinavian values and the company's passion for herbs and a healthy life.

### Parent company

During the first nine months of 2022, the parent company had net sales of SEK 118.5 million. (170.8).

### **Comment current quarter**

None

### Transactions with related parties

During the period, there were no significant transactions with related parties apart from the usual sales of New Nordic products at normal trading prices and terms to Dansk Detail APS (health stores), Denmark, which is jointly owned by Marinus Blåbjerg Sørensen and Karl Kristian Bergman Jensen.

#### Risks and uncertainties

A number of factors can affect New Nordic's results and operations. Many of these can be managed through internal routines, while some others are more affected by external influences. There are risks and uncertainties associated with consumer trends, weather conditions, negative macroeconomic changes, geopolitical risks, sustainability and external factors in production countries, regulatory issues, trade interventions, foreign currency and tax, but also in connection with expansion into new markets, the launch of new products, changes in consumer behavior and how the brand is managed. There are also certain risks related to the group's reputation, known as "reputational risks".

For a more detailed description of risks and uncertainties, please refer to the Annual Report and Consolidated Financial Statements for 2021 under "Risk Factors".

#### **Accounting principles**

This report has been prepared in accordance with the Annual Accounts Act (1995: 1554) and BNFAR 2012: 1 Annual Report and Consolidated Financial Statements (K3).

### **Certified Adviser**

New Nordic Healthbrands AB's Certified Adviser är Mangold Fondkommission AB. Telephone: +46 8 503 01 550.

## **Upcoming reports**

Full Year Report 2022 February 28, 2023
Annual Report 2022 March 27, 2023
Three-month Report 2023 April 27, 2023
Annual General Meeting 2023 April 27, 2023

## For further information contact:

Karl Kristian Bergman Jensen, CEO, kk@newnordic.com This report has not been audited. Malmö 28 October 2022

New Nordic Healthbrands AB (publ) Board of Dicrectors

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The information in this document is that which New Nordic Healthbrands AB (publ) is required to disclose, and made public pursuant to the EU Market Abuse Regulation. The information was submitted for publication, through the agency of the contact person set out above, at 8:00 (CET) on 28 October 2022.

# INCOME STATEMENT

|   | NINE MONTHS | NINE MONTHS |           |           |
|---|-------------|-------------|-----------|-----------|
| (kSEK)                                      | 2022        | 2021        | Q3 2022   | Q3 2021   |
| Sales                                       | 375 844     | 393 836     | 121 796   | 124 894   |
| Cost of goods sold                          | -127 141    | -122 364    | -40 706   | -36 216   |
| Gross profit                                | 248 703     | 271 472     | 81 090    | 88 678    |
|   |             |             |           |           |
| Personnel expenses                          | -45 197     | -41 247     | -14 412   | -13 101   |
| Other external expenses                     | -200 652    | -196 721    | -59 563   | -66 638   |
| EBITDA                                      | 2 854       | 33 504      | 7 115     | 8 939     |
|   |             |             |           |           |
| Depreciations                               | -955        | -679        | -342      | -241      |
| Operating profit (EBIT)                     | 1 899       | 32 825      | 6 773     | 8 698     |
|   |             |             |           |           |
| Interest and other financial items          | -1 278      | -424        | -984      | -245      |
| Profit after financial items                | 621         | 32 401      | 5 789     | 8 453     |
|   |             |             |           |           |
| Tax   | 86          | -6 599      | 1 414     | -1 753    |
| Profit after tax                            | 707         | 25 802      | 7 203     | 6 700     |
|   |             |             |           |           |
| Average number of shares                    | 6 195 200   | 6 195 200   | 6 195 200 | 6 195 200 |
| Number of shares by the end of the period * | 6 195 200   | 6 195 200   | 6 195 200 | 6 195 200 |
| Earnings per share after tax, SEK           | 0.11        | 4.16        | 1.16      | 1.08      |
| EBITDA per share, SEK                       | 0.46        | 5.41        | 1.15      | 1.44      |
|   |             |             |           |           |

<sup>\*</sup> There are no dilutive effects

# BALANCE SHEET

| (kSEK)  | Q3 2022 | Q3 2021 | FULL YEAR 2021 |
|---|---------|---------|----------------|
| Assets  |         |         |                |
| FIXED ASSETS                                  |         |         |                |
| Intangible fixed assets                       | 3 143   | 1 694   | 3 033          |
| Tangible fixed assets                         | 2 974   | 2 001   | 2 238          |
| Financial assets                              | 6 455   | 4 945   | 4 869          |
| Total fixed assets                            | 12 572  | 8 640   | 10 140         |
| CURRENT ASSETS                                |         |         |                |
| Inventories                                   | 108 221 | 104 125 | 116 457        |
| Current receivables                           | 133 181 | 117 807 | 99 870         |
| Liquid funds                                  | 11 398  | 13 754  | 11 884         |
| Total current assets                          | 252 800 | 235 686 | 228 211        |
| TOTAL ASSETS                                  | 265 372 | 244 326 | 238 351        |
| Equity and liabilities                        |         |         |                |
| EQUITY  | 116 075 | 123 807 | 120 316        |
| Deffered tax                                  | 2 010   | 2 218   | 2 145          |
| Long-term debt                                | 1 598   | 1 203   | 1 237          |
| Short term liabilities – interest bearing     | 50 106  | 14 491  | 24 426         |
| Short term liabilities – non interest bearing | 95 583  | 102 607 | 90 227         |
| Current liabilities                           | 145 689 | 117 098 | 114 653        |
| TOTAL LIABILITIES AND EQUITY                  | 265 372 | 244 326 | 238 351        |

# CHANGE IN EQUITY

| Q3 2022<br>(kSEK)  | Share capital                 | Other equity incl. profit for the year           | Total equity                                    |
|--|-------------------------------|--|---|
| Opening balance Dividend Exchange difference Profit for the period Closing balance | 6 195<br>0<br>0<br>0<br>6 195 | 114 121<br>-7 744<br>2 796<br>707<br>109 880     | 120 316<br>-7 744<br>2 796<br>707<br>116 075    |
| Q3 2021<br>(kSEK)  | Share capital                 | Other equity incl. profit for the year           | Total equity                                    |
| Opening balance Dividend Exchange difference Profit for the period Closing balance | 6 195<br>0<br>0<br>0<br>6 195 | 98 613<br>-9 293<br>2 490<br>25 802<br>117 612   | 104 808<br>-9 293<br>2 490<br>25 802<br>123 807 |
| FULL YEAR 2021<br>(kSEK)   | Share capital                 | Other equity incl. profit for the year           | Total equity                                    |
| Opening balance Dividend Exchange difference Profit for the period Closing balance | 6 195<br>0<br>0<br>0<br>6 195 | <b>98 613</b> -9 293 3 498 21 303 <b>114 121</b> | 104 808<br>-9 293<br>3 498<br>21 303<br>120 316 |

# CASH FLOW STATEMENTS

| (kSEK)  | NINE MONTHS<br>2022 | NINE MONTHS<br>2021 | Q3 2022 | Q3 2021 |
|---|---------------------|---------------------|---------|---------|
| CURRENT OPERATIONS                                    | LULL                | 2021                | QU LULL | Q0 2021 |
| Profit after financial items                          | 1 899               | 32 825              | 6 773   | 8 698   |
| Adjustments for                                       |                     |                     |         |         |
| Depreciations   | 955                 | 679                 | 342     | 241     |
| Other provisions                                      | -287                | 0                   | 0       | 0       |
|   | 2 567               | 33 504              | 7 115   | 8 939   |
|   |                     |                     |         |         |
| Interest received                                     | 3                   | 2                   | 1       | 1       |
| Interest expense                                      | -1 281              | -426                | -985    | -244    |
| Taxation paid   | -7 045              | -5 865              | -3 510  | -723    |
| Cash flow from current operations                     | -5 756              | 27 215              | 2 621   | 7 973   |
| before changes in working capital                     |                     |                     |         |         |
| Cook flow from about to in working conital            |                     |                     |         |         |
| Cash flow from changes in working capital Inventories | 8 236               | -23 457             | 3 872   | -11 600 |
| Current receivables                                   | -31 095             | -23 437<br>-22 928  | -11 636 | 5 102   |
| Current liabilities                                   | 10 744              | -22 928<br>21 426   | 2 167   | 541     |
| Cash flow from current operations                     | -17 871             | 2 1 420<br>2 256    | -2 976  | 2 016   |
| Oash now nom current operations                       | -17 071             | 2 230               | -2 910  | 2010    |
| INVESTMENT ACTIVITIES                                 |                     |                     |         |         |
| Acquisition of intangible assets                      | -406                | -229                | -213    | 72      |
| Acquisition of tangible assets                        | -1 237              | -619                | -39     | -55     |
| Sales of equipment                                    | 287                 | 0                   | 0       | 0       |
| Change in long-term receivables                       | 42                  | -306                | 37      | 294     |
| Cash flow from investment activities                  | -1 314              | -1 154              | -215    | 311     |
|   |                     |                     |         |         |
| FINANCING ACTIVITIES                                  |                     |                     |         |         |
| Dividend  | -7 744              | -9 293              | 0       | 0       |
| Changes in long term debt                             | 361                 | -1 533              | -98     | -1 637  |
| Change in bank overdrafts                             | 25 680              | 12 928              | 8 415   | 1 935   |
| Cash flow from financing activities                   | 18 297              | 2 102               | 8 317   | 298     |
| Cash flow for the period                              | -888                | 3 204               | 5 126   | 2 625   |
| Liquid funds at the beginning of the period           | 11 884              | 10 404              | 6 045   | 11 033  |
| Changes in liquid funds                               | 402                 | 146                 | 227     | 96      |
| Liquid funds at the end of the period                 | 11 398              | 13 754              | 11 398  | 13 754  |

# KEY FIGURES

| NINE MONTHS 2022 2021 Q3 2022 Q3 2021 Sales 375 844 393 836 121 796 124 894 Gross profit 248 703 271 472 81 090 88 678 EBITDA 2 854 33 504 7 115 8 939 Operating profit 1 899 32 825 6 773 8 698 Profit after financial items 621 32 401 5 789 8 453 Profit after tax 707 25 802 7 203 6 700                           |
|--|
| Sales     375 844     393 836     121 796     124 894       Gross profit     248 703     271 472     81 090     88 678       EBITDA     2 854     33 504     7 115     8 939       Operating profit     1 899     32 825     6 773     8 698       Profit after financial items     621     32 401     5 789     8 453 |
| Gross profit 248 703 271 472 81 090 88 678 EBITDA 2 854 33 504 7 115 8 939 Operating profit 1 899 32 825 6 773 8 698 Profit after financial items 621 32 401 5 789 8 453   |
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| 02.1 32.401 7.000 C.700  |
| Profit after tax 707 25 802 7 203 6 700  |
|  |
|  |
| Total assets 265 372 244 326 265 372 244 326   |
| Return on capital employed, % 1.1 23.5 4.2 6.4   |
| Return on shareholders equity, % 0.6 20.8 6.2 5.4  |
| Equity 116 075 123 807 116 075 123 807   |
| Equity ratio, % 43.7 50.7 43.7 50.7  |
| Dept ratio 1.29 0.97 1.29 0.97   |
| Interest coverage ratio  |
| 1.5  |
| 0.010  |
| Cash flow from current operations -17 871 2 256 -2 976 2 016   |
| Gross margin, % 66.2 68.9 66.6 71.0  |
| EBITDA margin, % 0.8 8.5 5.8 7.2   |
| Operation margin, % 0.5 8.3 5.6 7.0  |
| Profit margin, % 0.2 8.2 4.8 6.8   |
| 5.2  |
| Number of employees, average 71 63 72 66   |
| Number of employees by the end of the period 70 65   |
| Sales per employee 5 294 6 301 1 703 1 892   |
| Gross margin per employee 3 503 4 344 1 134 1 344  |
| Profit per employee 9 518 81 128   |
|  |
| Average number of shares in the period 6 195 200 6 195 200 6 195 200   |
| Number of shares by the end of the period * 6 195 200 6 195 200 6 195 200  |
| Treasury shares at end of period * 0 0   |
| EBITDA per share, SEK 0.46 5.41 1.15 1.44  |
| Profit per share *, SEK 0.11 4.16 1.08   |
| Equity per share, SEK 18.74 19.98 18.74 19.98  |

<sup>\*</sup> There are no dilutive effects

# NEW NORDIC GEOGRAPHIC

|      |                  |                           | 021                                  | FULL YEAR 2021                                |   |  |  |
|------|------------------|---------------------------|--------------------------------------|---|---|--|--|
| MSEK | Percent          | MSEK                      | Percent                              | MSEK  | Percent   |  |  |
| 115  | 31               | 134                       | 34                                   | 171   | 33  |  |  |
| 144  | 38               | 150                       | 38                                   | 200   | 39  |  |  |
| 97   | 26               | 98                        | 25                                   | 125   | 24  |  |  |
| 20   | 5                | 12                        | 3                                    | 19  | 4   |  |  |
|      | 115<br>144<br>97 | 115 31<br>144 38<br>97 26 | 115 31 134<br>144 38 150<br>97 26 98 | 115 31 134 34<br>144 38 150 38<br>97 26 98 25 | 115 31 134 34 171<br>144 38 150 38 200<br>97 26 98 25 125 |  |  |

# QUARTERLY OVERVIEW

|  |       | 2022  |       |       | 20    | 2021  |       | 2020  |       |       |       |  | 2019  |       |       |       |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|-------|-------|-------|-------|
|  | Q 1   | Q 2   | Q 3   | Q 1   | Q 2   | Q 3   | Q 4   | Q 1   | Q 2   | Q 3   | Q 4   |  | Q 1   | Q 2   | Q 3   | Q 4   |
| Turnover MSEK                                    | 123.3 | 130.7 | 121.8 | 127.8 | 141.1 | 124.9 | 121   | 112.3 | 104.8 | 115.3 | 117.8 |  | 103.7 | 116.5 | 118.1 | 114.4 |
| Change from last year, %                         | -3.5  | -7.4  | -2.5  | 13.9  | 34.7  | 8.3   | 2.8   | 8.3   | -10.1 | -2.4  | 2.9   |  | 17.3  | 22.7  | 4.8   | 17.2  |
| EBITDA, MSEK                                     | 2.0   | -6,3  | 7,2   | 13.4  | 11.2  | 8.9   | -4.0  | 7.1   | 4.8   | 8.2   | 4.6   |  | 8.5   | 6.8   | 14.5  | 7.1   |
| EBITDA-margin, %                                 | 1.7   | -4.8  | 5.9   | 10.5  | 7.9   | 7.1   | -3.3  | 6.3   | 4.6   | 7.1   | 3.9   |  | 8.2   | 5.8   | 12.3  | 6.2   |
| Operating result, MSEK                           | 1.8   | -6.6  | 6.8   | 13.2  | 10.9  | 8.7   | -4.3  | 6.9   | 4.5   | 8.0   | 4.4   |  | 8.4   | 6.6   | 14.3  | 7.0   |
| Operating margin, %                              | 1.4   | -5.1  | 5.6   | 10.3  | 7.7   | 7.0   | -3.5  | 6.1   | 4.3   | 6.9   | 3.7   |  | 8.1   | 5.7   | 12.1  | 6.1   |
| Result before tax, MSEK                          | 1.6   | -6.7  | 5.8   | 13.1  | 10.8  | 8.5   | -4.4  | 6.8   | 4.2   | 7.8   | 4.5   |  | 8.5   | 6.5   | 14.3  | 6.8   |
| Result after tax, MSEK                           | 1.0   | -7.5  | 7.2   | 10.4  | 8.7   | 6.7   | -4.5  | 5.4   | 3.3   | 6.4   | 2.7   |  | 6.7   | 5.3   | 11.4  | 4.6   |
| Cash, MSEK                                       | 10.2  | 6.0   | 11.4  | 11.5  | 11.0  | 13.8  | 11.9  | 11.9  | 10.2  | 11.2  | 10.4  |  | 19.6  | 7.0   | 9.7   | 10.8  |
| Inventory, MSEK                                  | 120.0 | 112.1 | 108.2 | 87.9  | 92.5  | 104.1 | 116.5 | 83.3  | 86.7  | 77.9  | 80.7  |  | 76.6  | 78.7  | 77.3  | 80.4  |
| Equity, MSEK                                     | 122.0 | 108.4 | 116.1 | 118.7 | 117.3 | 123.8 | 120.3 | 107.8 | 97.1  | 103.8 | 104.8 |  | 89.1  | 84.5  | 97.0  | 101.9 |
| Result per share, SEK                            | 0.16  | -1.21 | 1.16  | 1.68  | 1.41  | 1.08  | -0.73 | 0.87  | 0.53  | 1.04  | 0.43  |  | 1.09  | 0.85  | 1.85  | 0.75  |
| Equity per share, SEK                            | 19.69 | 17.49 | 18.74 | 19.16 | 18.94 | 19.98 | 19.42 | 17.41 | 15.68 | 16.75 | 16.92 |  | 14.38 | 13.64 | 15.66 | 16.45 |
| Cash flow from current operations per share, SEK | -0.54 | -1.86 | -0.48 | 0.18  | -0.14 | 0.33  | -1.63 | -0.06 | 1.42  | -0.18 | 1.99  |  | 1.12  | -2.34 | 0.26  | 0.74  |
| Equity ratio, %                                  | 48.4  | 43.4  | 43.7  | 52.4  | 49.6  | 50.7  | 50.5  | 49.1  | 47.4  | 51.0  | 54.7  |  | 47.5  | 43.4  | 47.1  | 51.7  |

Gross profit: Net sales less cost of sold goods.

Equity: Equity as a percentage of total assets.

Leverage ratio: The ratio of total liabilities and equity.

**Profit margin:** Profit after financial items plus financial expenses divided by financial expenses.

Return on equity: Net income as a percentage of shareholders' equity at period end.

Capital employed: Total assets less non-interest-bearing provisions and liabilities.

Return on capital employed: Profit after financial items plus financial expenses divided by capital employed.

Investments: Investments in tangible and intangible assets.

**Gross margin:** Gross profit as a percentage of net sales.

EBITDA margin: Operating income before depreciation and amortization as a percentage of net sales.

Operating margin: Operating profit after depreciation and amortization as a percentage of net sales.

**Profit margin:** Profit after financial items as a percentage of net sales.

Revenue per employee: Net sales divided by the average number of employees.

Gross profit per employee: Gross profit divided by the average number of employees.

Profit per employee: Profit after financial items divided by the average number of employees.

Earnings per share: Profit after tax divided by the average number of shares.

**Equity per share:** Shareholders' equity divided by shares outstanding at period end.