

# Annual Report 2023 Highlights

## Key Figures

Revenue  
**4,967 DKKm**  
(2022: 4,752 DKKm)

Revenue Growth  
**+4.5%**

Like-for-Like  
**+3.2%**

EBITDA  
**1,121 DKKm**  
(2022: 1,028 DKKm)

## Flying Numbers

**35**  
Countries  
incl. franchise

**926**  
Stores  
incl. franchise



## Top 5 Markets by revenue

**Italy**

**Spain**

**United Kingdom**

**Denmark**

**Portugal**

## 4 new markets in 2023

Kuwait, Indonesia, the Philippines and Qatar

## 7 new markets in 2024

Bahrain, Oman, Türkiye, Malaysia,  
Vietnam, Singapore and Thailand

## Sustainability

**49 % less**  
single use products\*

**19 % less**  
plastic materials in  
our products\*

**50 % less**  
plastic in our  
packaging\*

**Using only  
green fuels  
for all our  
ocean freight**

New ECO-Delivery Agreement\*\*

**Top 3%  
of all  
variety retail  
companies**

EcoVadis Silver Medal

**Ahead of all  
science-based  
CO<sub>2</sub> reduction  
targets**

The Science Based  
Targets initiative

**flying tiger**  
copenhagen

\*Base year 2019 \*\* Maersk defines green fuels as fuels with low (65-80% reductions) to very low (80-95% reductions) GHG emissions compared to fossil fuels. Verified by the International Sustainability and Carbon Certification (ISCC).