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# BOARD DECK

Company name: The Mobile Company  
Period: 2020 - Q3

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CEO UPDATE

HIGHLIGHTS

KEY INSIGHTS

User Growth

Revenue

Products

KPI 01

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# CEO UPDATE

A quarter of good performance, with organic revenue growth, margin expansion, strong cash flow and a significant increase in cash returns to shareholders.

The essence of our purpose is to brew for a better today and tomorrow. We are proud to be a company with a purpose that reflects our unique heritage and ambition for the future.

01

Highlights

02

Key insights

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Product Metrics



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# HIGHLIGHTS

## Team

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Volume growth of 23%, market share strengthened.

Growth drivers: continued expanded distribution of local premium brands, good growth of international portfolio and big city growth.

Strong growth supported by revenue/hl and tight cost focus.

## Product

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Volumes up high-teens; in H1 up low single-digit

Volumes impacted by prolonged closure of on-trade UK.

Volumes up organically by double-digit.

## Company

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High-single-digit volume growth supported by reopening of on-trade and border.

Double-digit volume growth driven by off-trade Good growth impacted by restrictions and less campaign volumes.



# KEY INSIGHTS

01



User Growth

02



Revenue

03



Product

*Click for details*



# USER GROWTH

## What am I seeing?

Revenue grew organically by 0.3% as a result of +1% price/mix and 0.8% organic volume decline.

Reported revenue grew by 0.5%, due to a small positive currency impact.

Price/mix was positive in most markets thanks to successful premiumisation efforts and value management initiatives, including price increases.

Growth in kEUR by Month, Quarter



# REVENUE

## What am I seeing?

Our business had another strong year, delivering organic revenue growth of 12.3%.

This was the result of organic volume growth of 6.0% and price/mix of 6%.

A strong driver of the latter was our successful premiumisation efforts, evidenced by strong growth well as premium offerings for our local power brands.

Revenue in kEUR by Month, Quarter



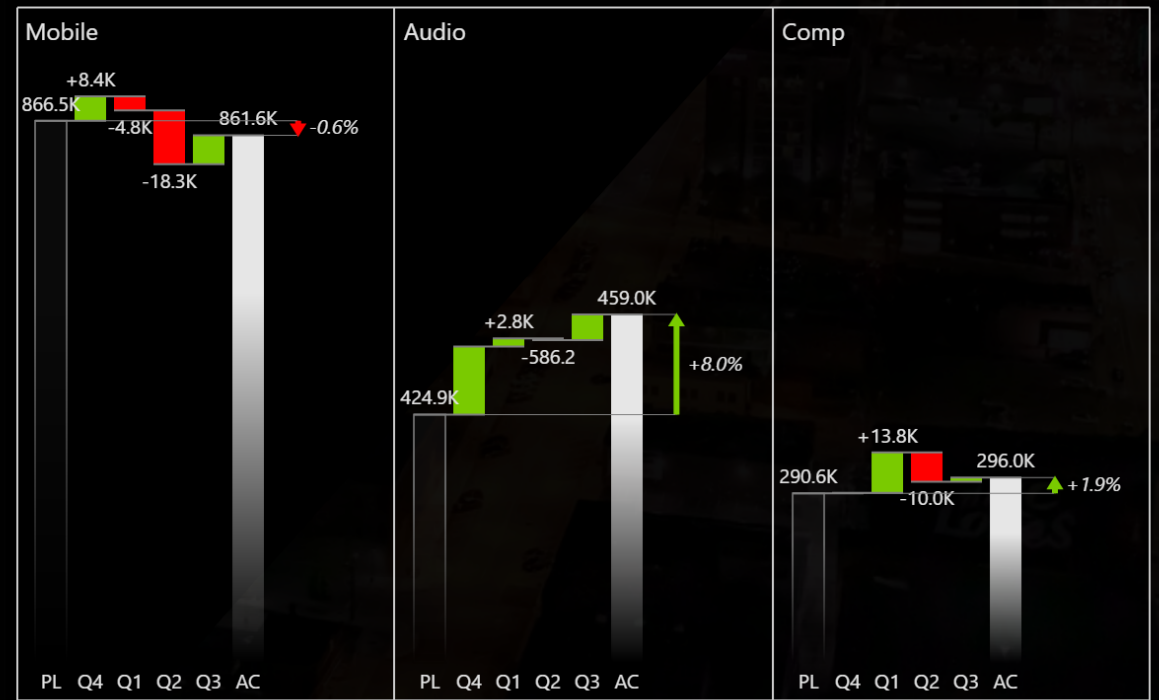
# PRODUCTS

## What am I seeing?

The competitive landscape varies significantly between markets, with global players.

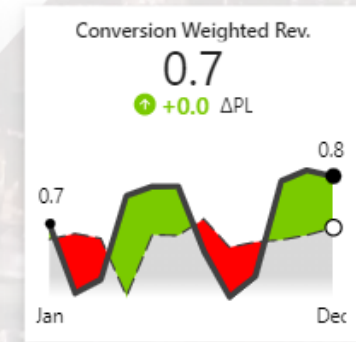
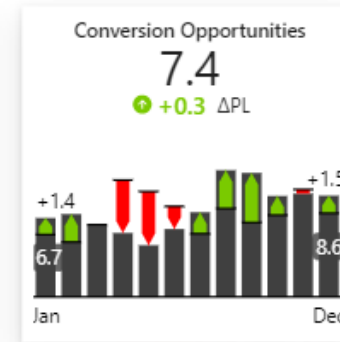
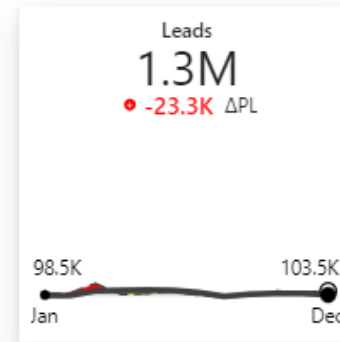
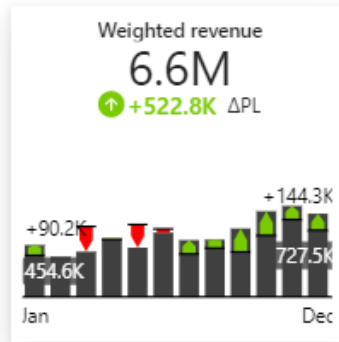
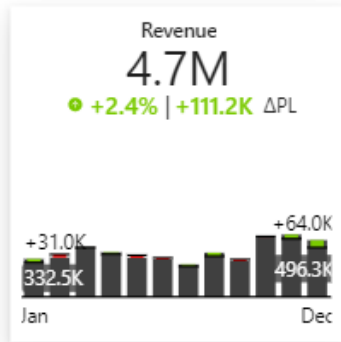
The solid price/mix improvement was a combination of strong growth in our international brands, successful premiumisation for some of our local power brands and price increases.

Product by Month, Quarter



# PRODUCT METRICS

Select KPI for interaction



Product\_name

Product_name	AC ↓	ΔPL	ΔPL%
Baby Care	1.1M	-25.5K	-2.2
Wearable	956.4K	+47.0K	+5.2
Mobile	861.6K	-4.9K	-0.6
Audio	459.0K	+34.1K	+8.0
Hair Care	385.0K	+48.0K	+14.2
Video	306.6K	-23.8K	-7.2
Comp	296.0K	+5.4K	+1.9
Hair Care	278.9K	+19.4K	+7.5
Oral Care	33.0K	+5.5K	+20.1
Skin Care	32.6K	+5.9K	+22.3
<b>Total</b>	<b>4.7M</b>	<b>+111.2K</b>	<b>+2.4</b>

Customer Top 10

Customer	AC ↓	ΔPL	ΔPL%
Total Truck	923.2K	-2.2K	-0.2
North End Motor...	705.7K	+20.4K	+3.0
Laser Forms Inc	640.5K	+67.3K	+11.7
Fels Hotel Group	613.2K	+51.6K	+9.2
Hitec Inc	404.3K	-11.3K	-2.7
Minyard 81	293.1K	-7.5K	-2.5
Independent Life...	280.2K	+18.5K	+7.1
Electronic Paper ...	141.4K	-3.4K	-2.4
Digital Printing I...	140.6K	-15.3K	-9.8
Global Cellular	136.2K	+1.6K	+1.2
Others	447.1K	-8.5K	-1.9
<b>Total</b>	<b>4.7M</b>	<b>+111.2K</b>	<b>+2.4</b>

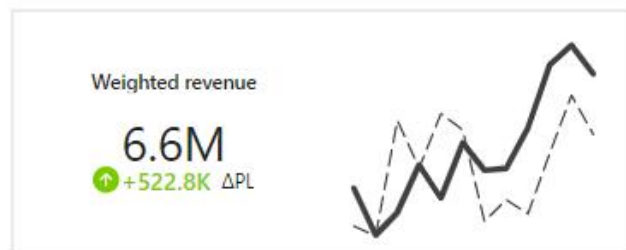


# PRODUCT METRICS

## Revenue



## Weighted revenue



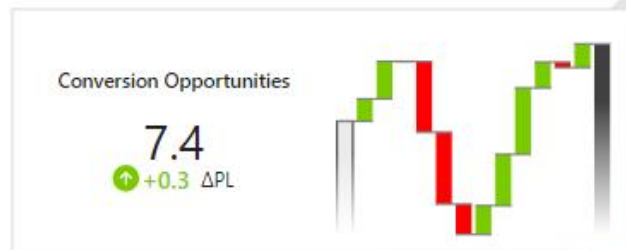
## Opportunities



## Leads



## Conversion Opportunities



## Conversion Weighted Revenue





# APPENDIX

01



Details Revenue

02



Details User Growth

03



Details Net Worth Capital

*Click for details*





# DETAILS REVENUE



	AC	PL	ΔPL	ΔPL%	FC	ΔFC	ΔFC%
<b>Europe West</b>	<b>2,378</b>	<b>2,258</b>	<b>+120</b>	<b>+5.3</b>	<b>2,530</b>	<b>-152</b>	<b>-6.0</b>
Germany	640	573	+67	+11.7	567	+74	+13.0
United Kingdom	613	562	+52	+9.2	555	+58	+10.5
Austria	293	301	-7	-2.5	275	+18	+6.5
France	280	262	+19	+7.1	582	-302	-51.9
Sweden	141	145	-3	-2.4	143	-2	-1.4
Others	410	416	-6	-1.4	408	+2	+0.5
<b>America North</b>	<b>1,629</b>	<b>1,611</b>	<b>+18</b>	<b>+1.1</b>	<b>1,598</b>	<b>+31</b>	<b>+2.0</b>
United States	923	925	-2	-0.2	914	+9	+1.0
Canada	706	685	+20	+3.0	684	+22	+3.2
<b>Asia</b>	<b>562</b>	<b>592</b>	<b>-30</b>	<b>-5.1</b>	<b>586</b>	<b>-24</b>	<b>-4.1</b>
China	404	416	-11	-2.7	410	-6	-1.4
Australia	88	106	-18	-16.8	106	-17	-16.2
Saudi Arabia	67	68	-1	-1.9	68	-2	-2.3
Russia	2	2	+0	+8.4	2	+0	+6.4
<b>America South</b>	<b>122</b>	<b>112</b>	<b>+9</b>	<b>+8.4</b>	<b>111</b>	<b>+11</b>	<b>+9.9</b>
Brazil	69	69	+0	+0.1	69	+0	+0.2
Mexico	53	44	+9	+21.6	42	+11	+25.7
<b>Europe East</b>	<b>35</b>	<b>41</b>	<b>-7</b>	<b>-16.0</b>	<b>41</b>	<b>-6</b>	<b>-14.2</b>
Bulgaria	23	29	-6	-20.6	29	-6	-19.5
Israel	6	7	-1	-15.0	7	-1	-11.1
Poland	4	3	+0	+9.4	3	+0	+12.4
Greece	2	2	+0	+4.6	2	+0	+10.4
<b>Total</b>	<b>4,726</b>	<b>4,614</b>	<b>+111</b>	<b>+2.4</b>	<b>4,865</b>	<b>-140</b>	<b>-2.9</b>



# DETAILS USER GROWTH



	AC	PL	ΔPL	ΔPL%	FC	ΔFC	ΔFC%
<b>Europe West</b>	<b>5,257</b>	<b>4,930</b>	<b>+327</b>	<b>+6.6</b>	<b>4,670</b>	<b>+588</b>	<b>+12.6</b>
Germany	1,311	1,109	+203	+18.3	1,089	+223	+20.5
United Kingdom	1,186	1,055	+131	+12.4	1,092	+95	+8.7
France	1,082	1,117	-34	-3.1	903	+180	+19.9
Austria	603	591	+12	+2.1	568	+36	+6.3
Sweden	275	249	+27	+10.7	273	+3	+1.0
Others	799	810	-11	-1.4	747	+52	+7.0
<b>America North</b>	<b>3,115</b>	<b>3,123</b>	<b>-8</b>	<b>-0.3</b>	<b>3,093</b>	<b>+21</b>	<b>+0.7</b>
United States	1,800	1,811	-11	-0.6	1,798	+2	+0.1
Canada	1,315	1,312	+3	+0.2	1,295	+20	+1.5
<b>Asia</b>	<b>1,094</b>	<b>1,185</b>	<b>-92</b>	<b>-7.7</b>	<b>1,162</b>	<b>-69</b>	<b>-5.9</b>
China	791	829	-38	-4.5	825	-33	-4.0
Australia	181	205	-24	-11.7	180	+0	+0.2
Saudi Arabia	118	148	-30	-20.6	154	-37	-23.7
Russia	4	3	+0	+8.3	3	+1	+28.2
<b>America South</b>	<b>246</b>	<b>227</b>	<b>+19</b>	<b>+8.2</b>	<b>206</b>	<b>+40</b>	<b>+19.2</b>
Brazil	137	142	-6	-3.9	132	+5	+3.7
Mexico	109	85	+24	+28.5	75	+35	+46.6
<b>Europe East</b>	<b>72</b>	<b>76</b>	<b>-5</b>	<b>-5.9</b>	<b>78</b>	<b>-6</b>	<b>-7.8</b>
Bulgaria	48	54	-7	-12.1	55	-8	-14.1
Israel	13	12	+0	+2.5	13	0	-1.7
Poland	8	7	+1	+9.1	6	+2	+27.0
Greece	4	3	+1	+35.0	4	+0	+7.3
<b>Total</b>	<b>9,783</b>	<b>9,542</b>	<b>+241</b>	<b>+2.5</b>	<b>9,210</b>	<b>+574</b>	<b>+6.2</b>



# DETAILS NET WORTH CAPITAL



	AC	PL	ΔPL	ΔPL%	FC	ΔFC	ΔFC%
<b>Europe West</b>	<b>5,257</b>	<b>4,930</b>	<b>+327</b>	<b>+6.6</b>	<b>4,670</b>	<b>+588</b>	<b>+12.6</b>
Germany	1,311	1,109	+203	+18.3	1,089	+223	+20.5
United Kingdom	1,186	1,055	+131	+12.4	1,092	+95	+8.7
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United States	1,800	1,811	-11	-0.6	1,798	+2	+0.1
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China	791	829	-38	-4.5	825	-33	-4.0
Australia	181	205	-24	-11.7	180	+0	+0.2
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Russia	4	3	+0	+8.3	3	+1	+28.2
<b>America South</b>	<b>246</b>	<b>227</b>	<b>+19</b>	<b>+8.2</b>	<b>206</b>	<b>+40</b>	<b>+19.2</b>
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Israel	13	12	+0	+2.5	13	0	-1.7
Poland	8	7	+1	+9.1	6	+2	+27.0
Greece	4	3	+1	+35.0	4	+0	+7.3
<b>Total</b>	<b>9,783</b>	<b>9,542</b>	<b>+241</b>	<b>+2.5</b>	<b>9,210</b>	<b>+574</b>	<b>+6.2</b>