



Nordea – Meeting with Regional Banks

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27 March 2012



- Organic volume increase of 2%; organic net revenue on par with 2010
- Strong market positions, generally increased
- Organic EBIT increase of DKK 75m to DKK 474m; EBIT margin up to 13.8%
- Free cash flow of DKK 384m (2010: DKK 463m)
- Net interest-bearing debt reduced by DKK 139m to DKK 631m
- DKK 262m returned to shareholders via dividends and share buy-back programs
- 2012 dividend of DKK 17.00 per share proposed; new share buy back program of DKK 125m to be launched after the AGM



Volume growth despite unfavorable market conditions

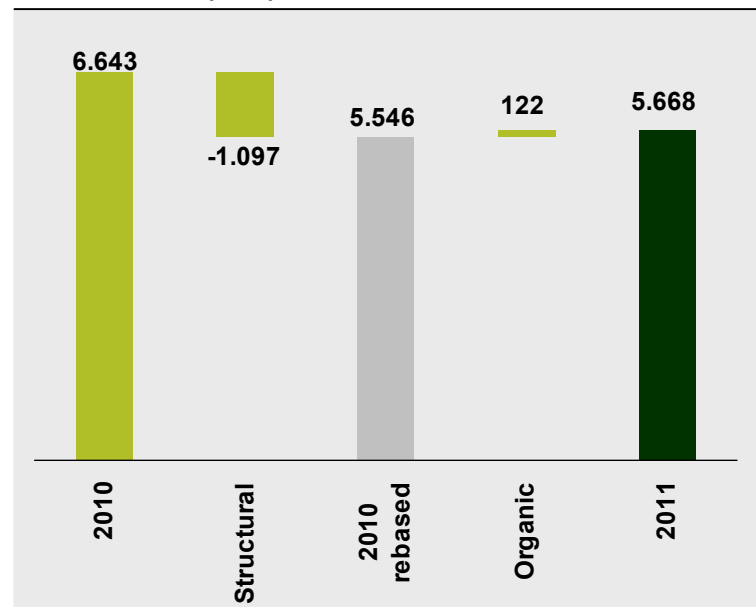
Organic sales volume increase of 2%

- Organic volume increase primarily driven by gains on Eastern European markets
- Divestitures reduced volume by around 17%

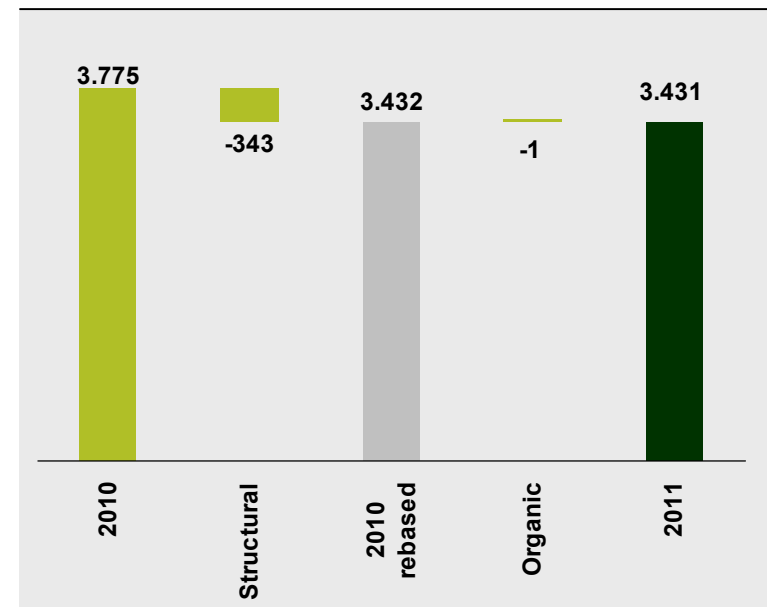
Organic net revenue increased marginally ex. FX

- Changed market mix reduces net revenue per HL
- Divestiture reduced net revenue by approx. 9%

Volume – hl (000)

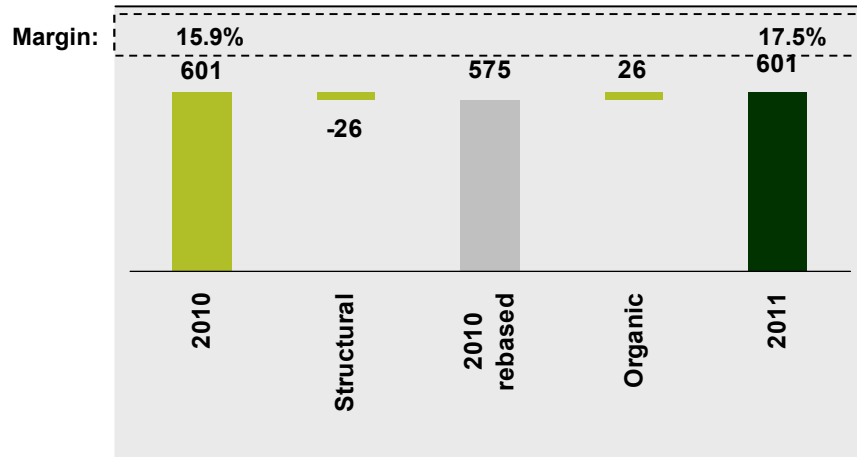


Net revenue - DKKm

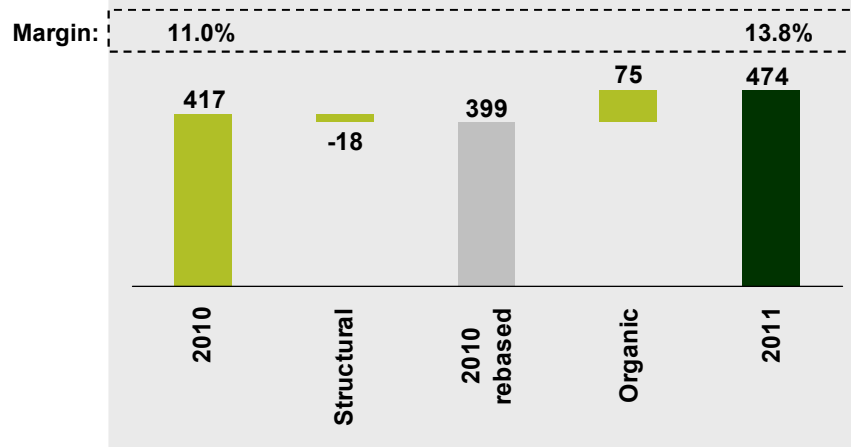


Organic EBIT increase of DKK 75m; margin up to 13.8%

EBITDA - DKKm

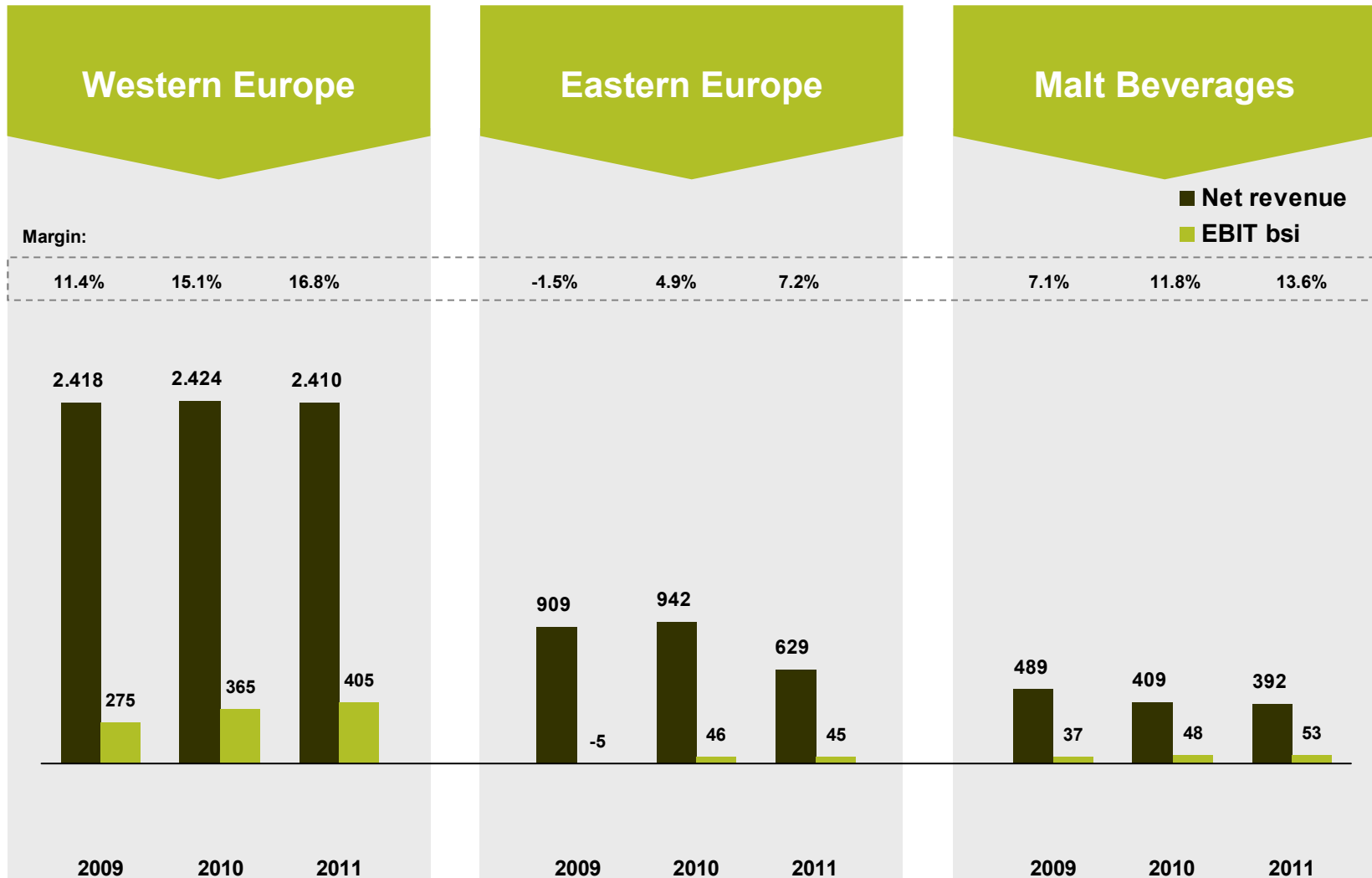


EBIT - DKKm



- Organic gross profit increase of DKK 22m
- Gross margin up by 240bp to 50.9%. 170bp related to Polish divestiture
- EBITDA Flat 601m (2010: DKK 601m)
- EBIT organically up by DKK 75m to 474m (2010: DKK 417m) of which DKK 19m reflects change of accounting estimates
- EBIT margin at 13.8% (2010: 11.0%)

EBIT margin improvement in all regions



Delivery of all 2011 strategic priorities

Products & brand platforms

- New brand platforms
- Line extensions
- New flavors
- Packaging innovation

Customers and consumers

- Consumer engaging campaigns
- New communication platforms
- Value management

Operational efficiency

- Brewery and supply chain optimization
- New distribution agreements

Optimizing capital resources

- Focus on cash generation
- Working capital optimization
- Dividend payment, share buy back programs



Examples of commercial achievements

Faxe Kondi marketing efforts increases carbonated soft drinks share by around 4%



Launch of Royal [PLSNR] boosts the brands' market share by almost 10% in a declining market



Lasplesis increases market share by 10%



Horeca bottle increases distribution points by 60%



Pursuit of operational efficiency – progress so far

Production

- Continuous improvements
- Higher flexibility
- Reduction in conversion costs
- Integrated Group Procurement function

Admin

- Reorganization of HQ function in Faxe; transfer of administrative functions from Aarhus to Faxe
- Integration of Lithuania and Latvia management teams
- Financial shared service center in Baltic
- Focus on simplified processes

Logistics

- From 21 independent depots to 5 in-house terminals in Denmark. Restructuring of order and delivery flows
- From 5 to 2 external distribution warehouses and 2 external cross-dock stations in Baltic
- Reduction in warehouse locations in Italy

The efficiency push in the Danish supply chain which started in 2008/2009

2008: 21 external depots



2010: 8 terminals



2012: 5 terminals



Market positions generally increased

Western Europe

- 3% volume increase in **Denmark** and flat net revenue. Key market positions maintained or improved
- Volume in **Italy** down by 3%, net revenue down by 4%. Channel mix shifts from on-trade to off-trade
- Volume in **Germany and Border Trade** up by 3%, net revenue up by 1%. Market position improved

Eastern Europe

- **Lithuanian** market positions maintained in beer market that grew by 5%, soft drinks trends down
- **Latvian** market positions improved in stable beer and soft drinks markets

Malt Beverages

- Market platform in **Americas** expanded to include Panama
- Volume in **Africa** and **Other Markets** up by 5%, net revenue by 11%
- 2011 volumes down as change in distribution structure in **Europe** caused destocking



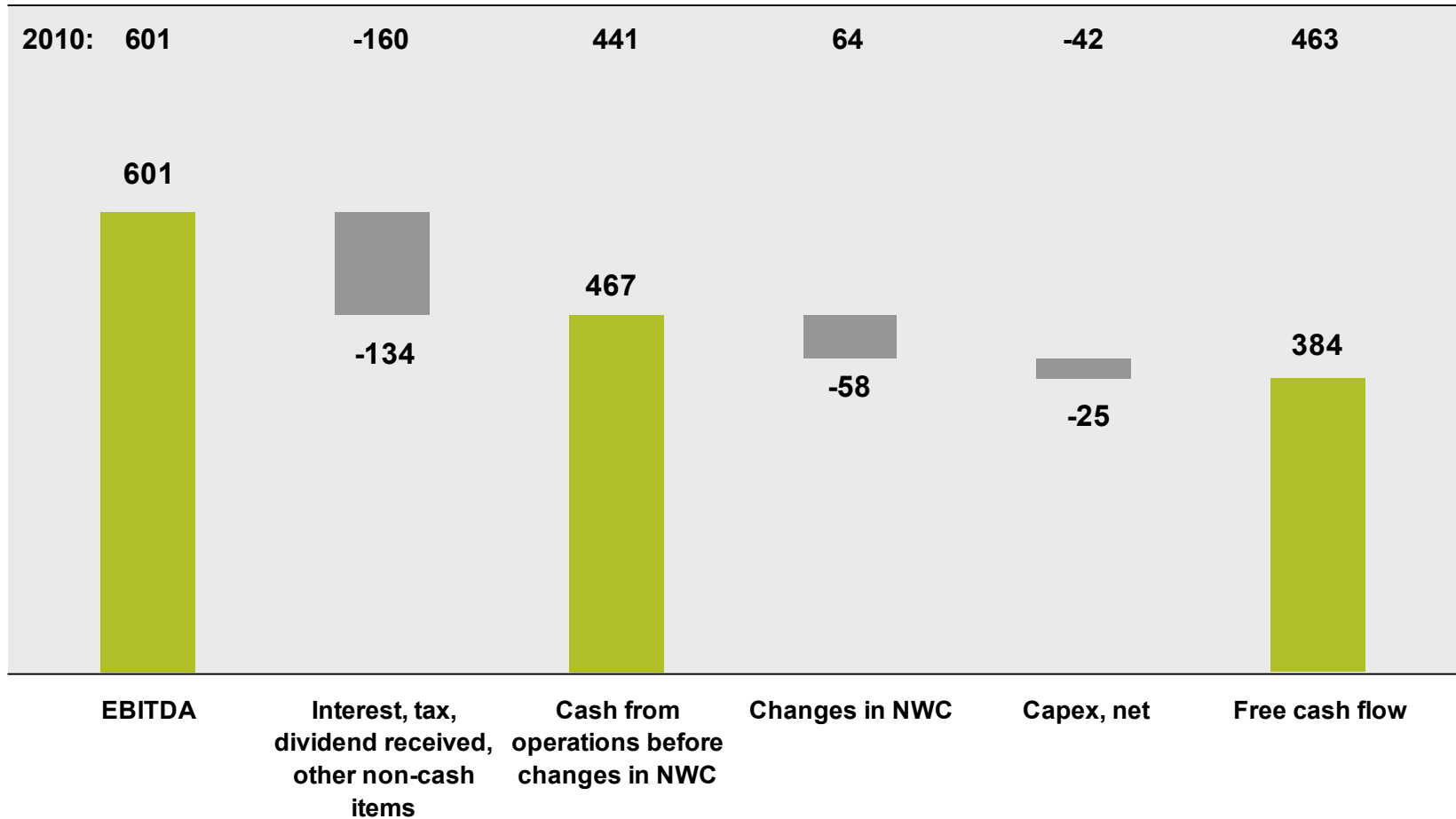
Solid financial performance in 2011; EBIT margin target almost reached

DKKm

P&L items:	2011	2010	% change
Net revenue	3,431	3,775	-9%
<i>Gross margin</i>	50.9%	48.5%	5%
EBIT	474	417	14%
<i>EBIT margin</i>	13.8%	11.0%	25%
Profit before tax	461	375	23%
Consolidated profit	351	278	26%
Balance sheet items:			
Net interest bearing debt	631	770	-18%
Net working capital	-149	-134	-11%
Total assets	2,890	3,057	-5%
Equity	1,321	1,281	3%
Solvency	45.7%	41.9%	9%



Strong free cash flow performance

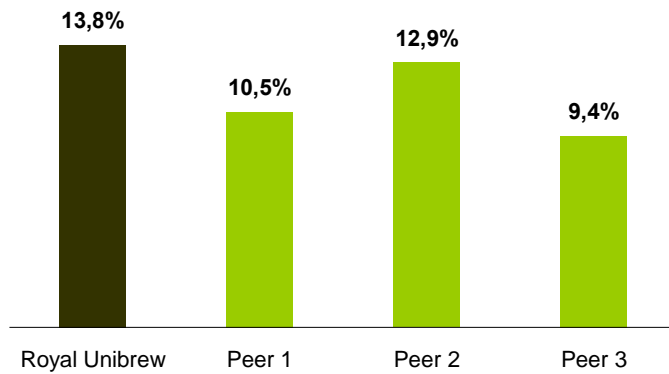


<u>DKKm</u>	<u>Outlook 2012*</u>	<u>2011 Actual*</u>	<u>2011 Outlook</u>
Net revenue	3,375 – 3,500	3,431	3,400 – 3,550
EBITDA	580 – 630	601	575 – 625
EBIT	450 – 500	474	435 – 485

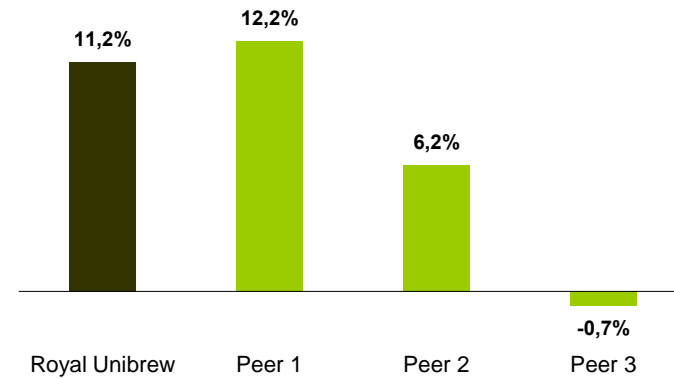
* In 2011 net revenue of DKK 50m, EBITDA of DKK 10m, and EBIT of DKK 0m was realized in Poland in the period not included in 2012

Solid performance vs. peers

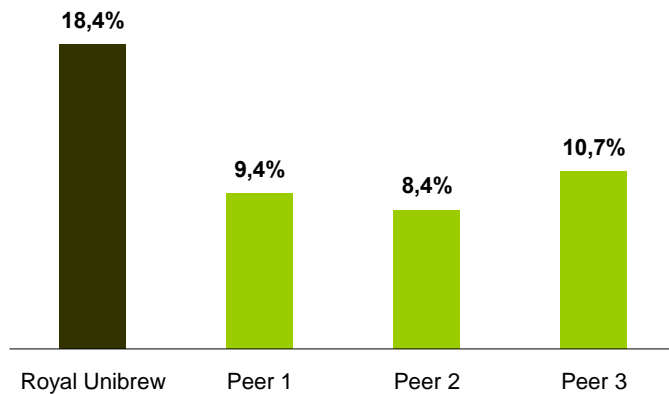
EBIT margin (Comparable geography)



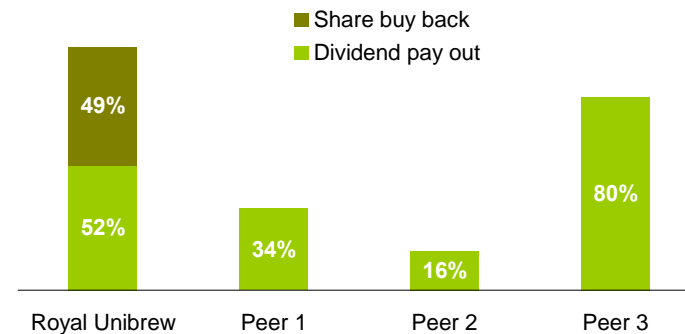
Free cash flow - % of revenue



Return on invested capital



Cash return to shareholders



Note: Where relevant, performance figures have been adjusted to eliminate differences caused by non-allocation of central costs

Q & A



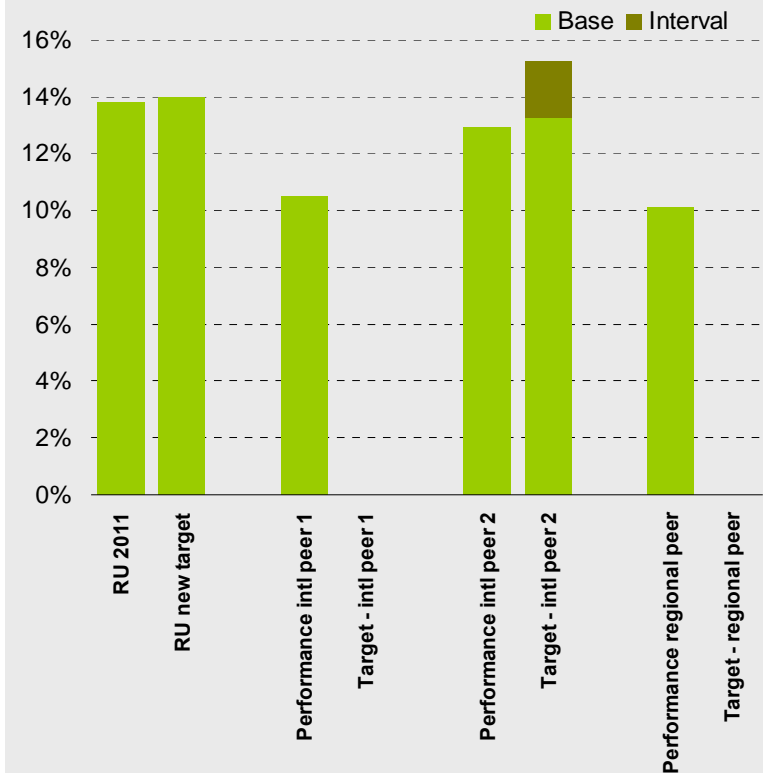
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Financial targets

- **EBIT margin of around 14%**
- **NIBD/EBITDA \leq 2.5x**
- **Solvency \geq 30%**
- **Pay-out policy: 40% - 60% of the year's net profit**

Performance vs peers



Note: Where relevant, performance figures have been adjusted to eliminate differences caused by non-allocation of central costs