



Interim Report

1 January – 31 March 2015

29 April 2015

Performance in line with expectations

- Market positions generally maintained
- Volume increase of 3%, significantly driven by early Easter
- Net revenue for the quarter was DKK 1.290m – an increase of 2%
- EBIT of DKK 131m – an increase of DKK 88m or DKK 38m before one-off restructuring costs of DKK 50m in Q1 2014
- Free cash flow of DKK -122m
- Outlook 2015 confirmed

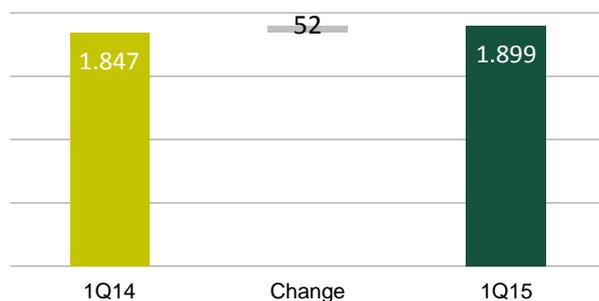


Easter, one-off and full year effect from reorganization improves result

VOLUME – HL (000)

Change

2,8%

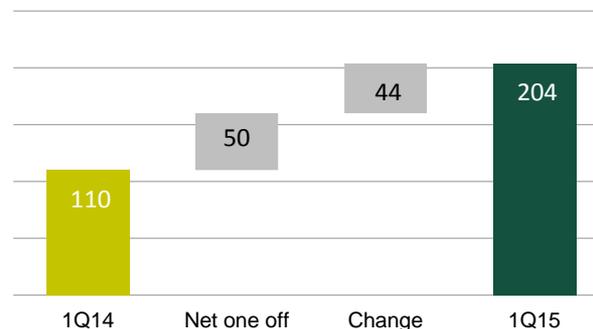


EBITDA - DKKM

Margin

8.6%

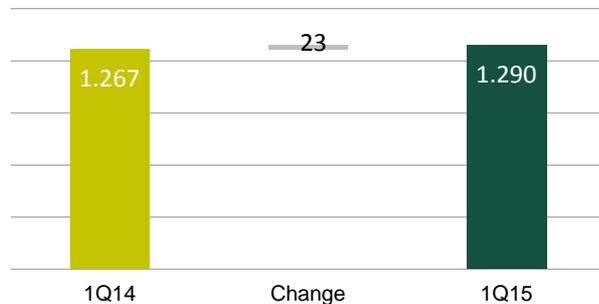
15.8%



NET REVENUE - DKKM

Change

1.9%

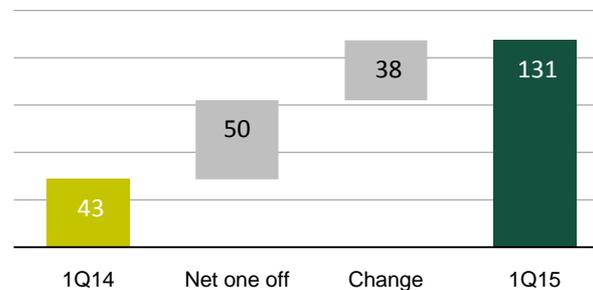


EBIT - DKKM

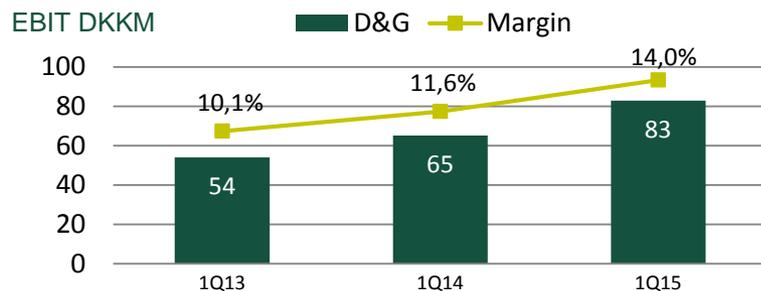
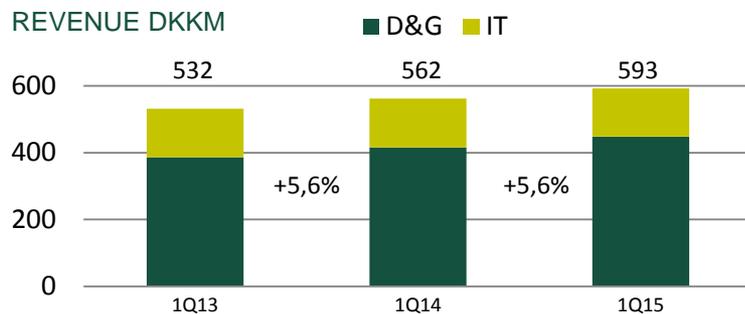
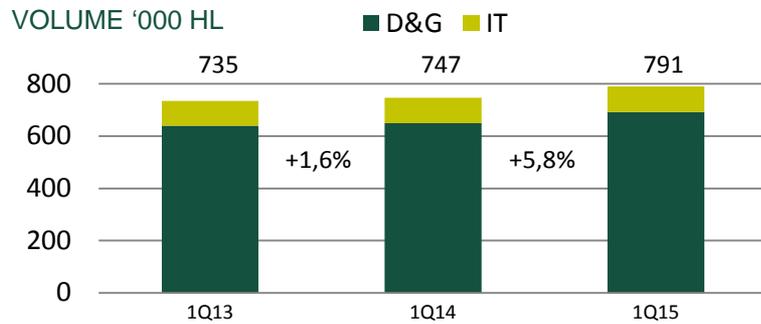
Margin

3.4%

10.2%



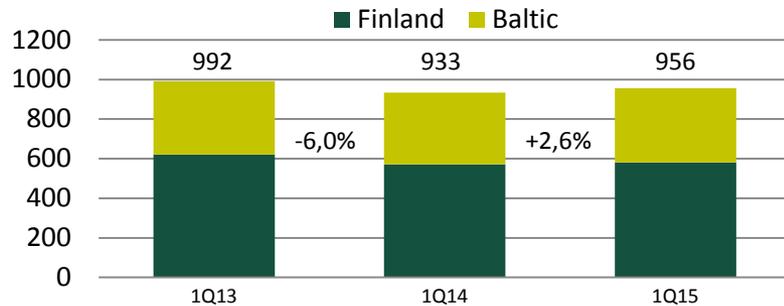
Western Europe – revenue & earnings growth significantly driven by early Easter



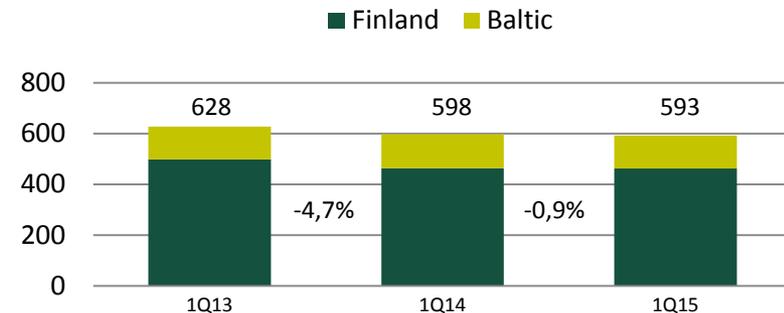
- **Denmark and Germany** market position maintained. Significant positive early Easter effect
- Continued shift from non-branded products towards branded segment.
- **Italy**, overall beer consumption declining. Excise increased January 1 2015
- Super-premium and premium beer segment slightly declining. Market position maintained.
- **Commercial initiatives** – focus on value creation, commercial execution, innovation, brand building, consumer activation, and strengthened route-to-market

Baltic Sea – significant earnings increase on early Easter and efficiencies

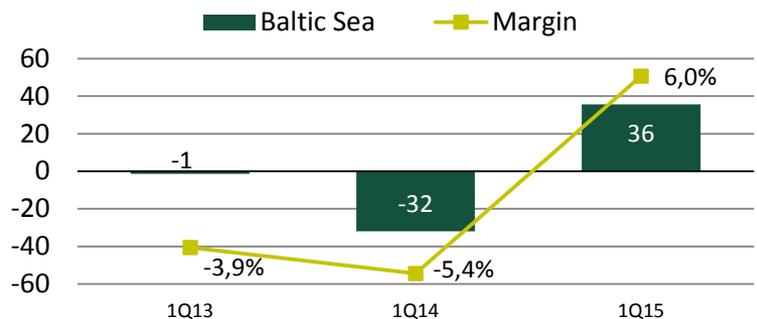
VOLUME '000 HL (2013 pro forma – incl. Hartwall)



REVENUE DKKM (2013 pro forma – incl. Hartwall)



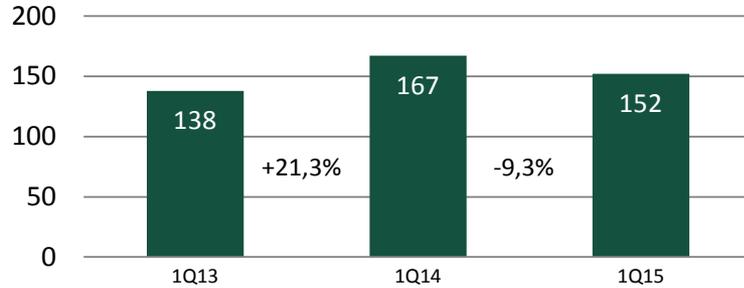
EBIT DKKM (2013 pro forma – incl. Hartwall)



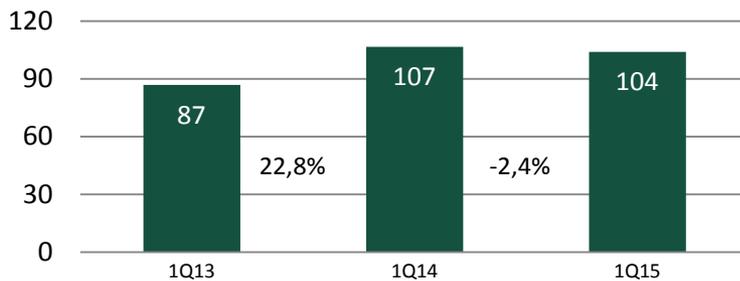
- **Finland** – continued pressure on consumer confidence from unfavorable macro-economics.
- Deflationary environment.
- Declining overall consumption in On-Trade as well as Off-trade. Positive Easter effect is phasing.
- Market share maintained
- Commercial agenda in multi-year progress. Efficiency drive from structural to continuous improvements
- **Baltic consumption** – positive macro economy, however, still high unemployment. Consumers still cautious
- Positive Easter effect is phasing.
- General price reduction on beer y/y.
- Market position maintained.

Malt Beverages and Export – development in line with plans

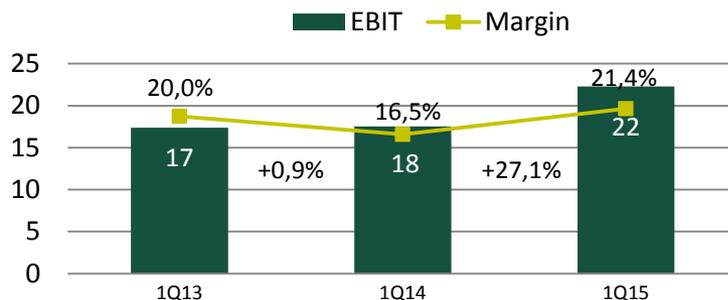
VOLUME '000 HL



REVENUE DKKM



EBIT DKKM



- **Growth potential maintained** - in spite of difficult macroeconomic and FX situation in some emerging markets.
- **Good results of expanded product offerings**
- **Commercial initiatives** – leverage on existing markets and distributors. Marketing investment continues as planned. Focus on brand building and positions.
- **Mid-term guidance unchanged**

Improved financial performance - as expected

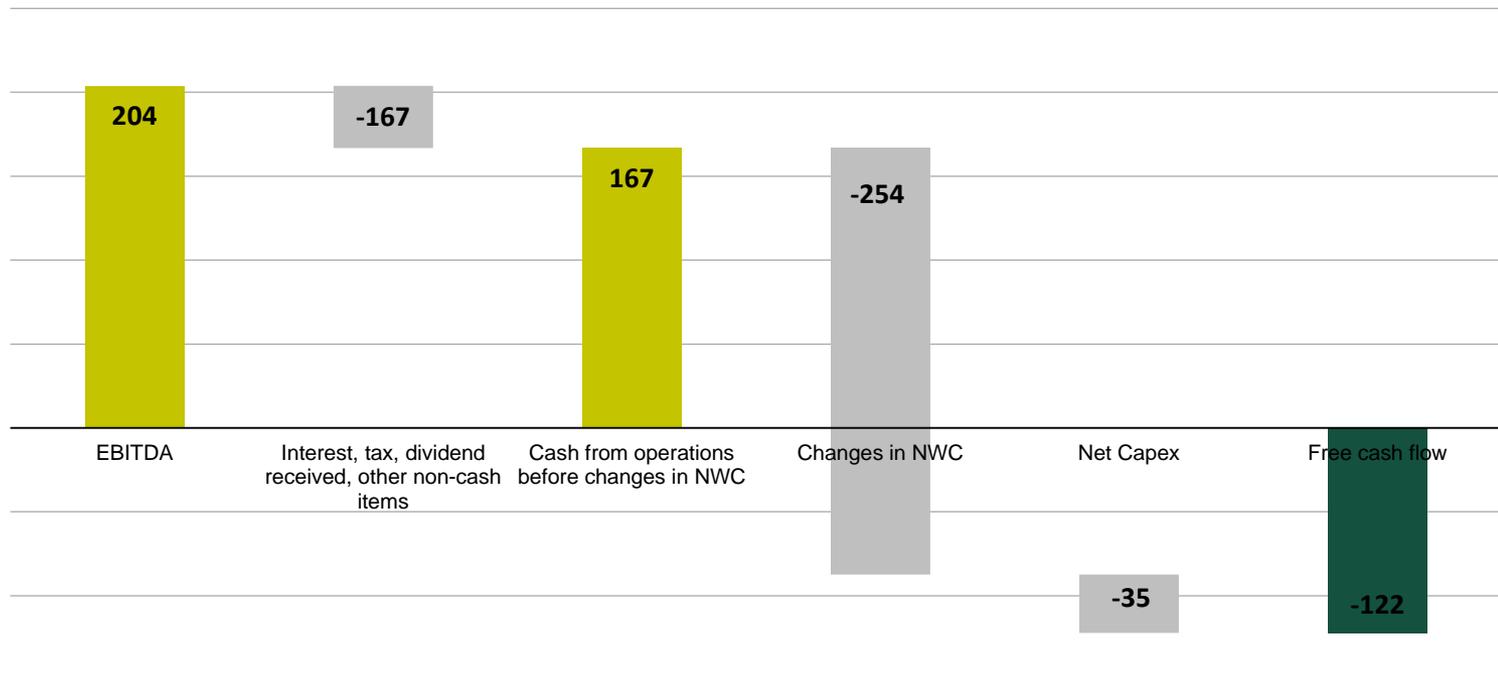
DKKM	1Q15	1Q2014	Change	FY2014
P&L ITEMS:				
Net revenue	1,290	1,267	24	6,056
Gross margin	51.0%	50.0%	2.1%	52.0%
EBIT	131	43	88	826
EBIT margin	10.2%	3,4%	300%	13,6%
Profit before tax	119	20	99	801
Consolidated profit	92	14	79	624
BALANCE SHEET ITEMS:				
Net interest bearing debt	1,710	2,638	-929	1,553
Net working capital	-555	-567	12	-814
Total assets	6,768	6,995	99	7,024
Equity	2,900	2,157	744	2,818
Equity ratio	42.9%	30,8%	39.0%	40,1%



Free cash flow – improvement on increased activity

CASH FLOW – DKKM

1Q14: 110 -49 60 -267 -47 -254



Outlook 2015

DKKM	Outlook 2015	Realized 2014	Pro forma 2013*
Net revenue	5.900 – 6.100	6.056	6.050
EBITDA	1.100 – 1.200	1.130	1.015
EBIT	790 – 890	826	730

* Including Hartwall full year 2013 excluding DKK 15m transaction cost.

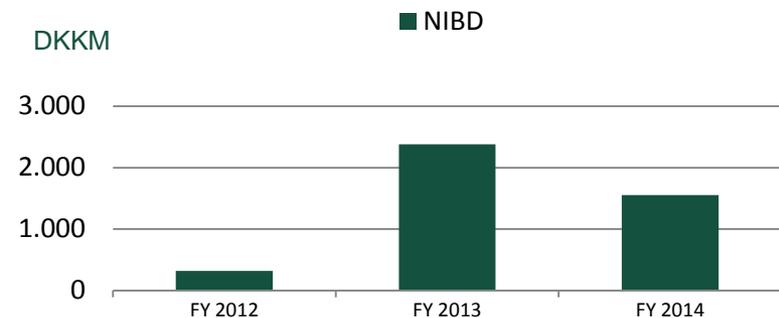
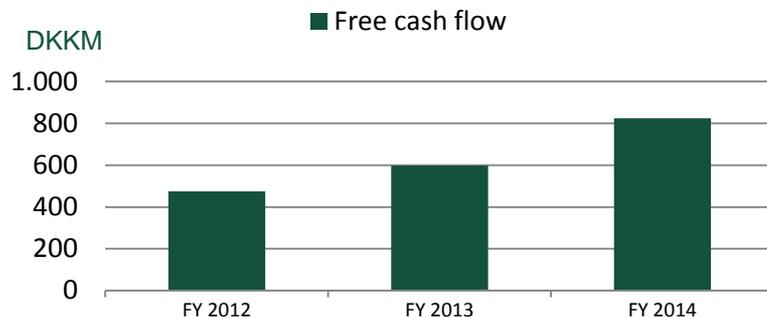
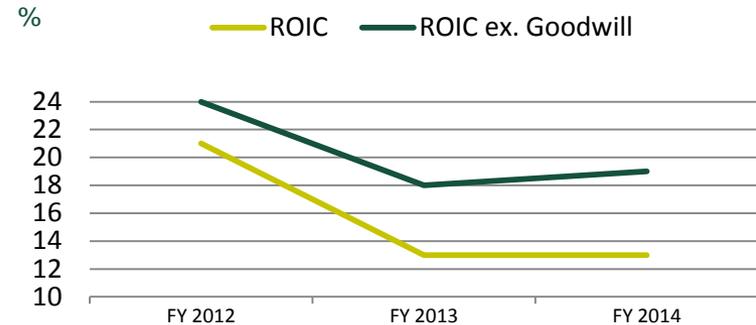
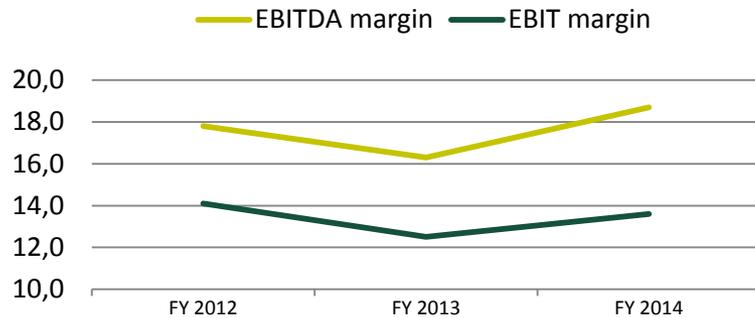


Q&A

DISCLAIMER:

This announcement contains forward-looking statements. Undue reliance should not be placed on forward-looking statements because they relate to and depend on circumstances that may or may not occur in the future and actual results may differ materially from those in forward-looking statements. Forward-looking statements include, without limitation, statements regarding our business, financial circumstances, strategy, results of operations, financing and other plans, objectives, assumptions, expectations, prospects, beliefs and other future events and prospects. We undertake no obligation, and do not intend to publicly update or revise any of these forward-looking statements, unless prescribed by law or by stock exchange regulations.

FY 2014: Significant improvement in important key figures



Financial targets

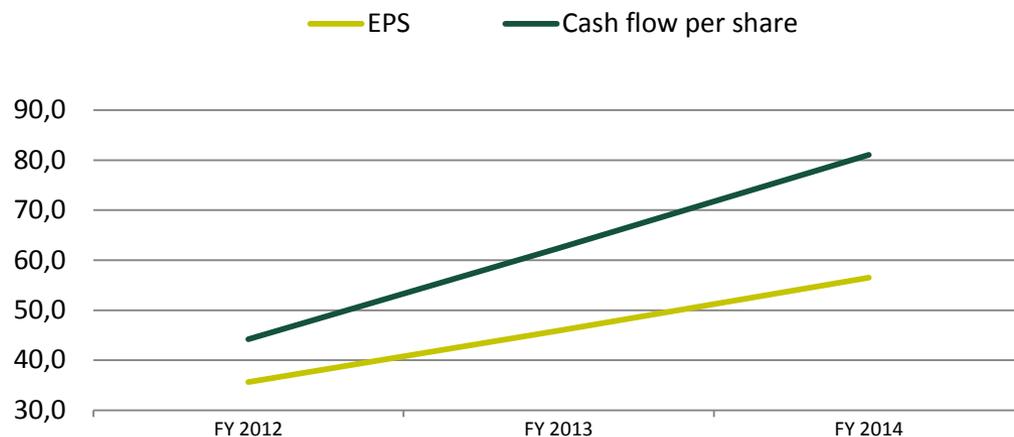
	August 2014 revised Targets	Post acquisition Targets**	Pre acquisition Targets*
Earnings	EBIT margin 14%	EBIT margin 13%	EBIT margin 14%
Equity ratio	Minimum 30%	Minimum 30%	Minimum 30%
NIBD/EBITDA	Maximum 2.5x	Maximum 2.5x	Maximum 2.5x

- Dividends and share buy-backs resumed in 2015 on accelerated debt reduction in 2014
- Dividends range 40-60% of the result

* Basically no amortization

** Amortization from the acquisition decreased EBIT-margin by appr. 50bp

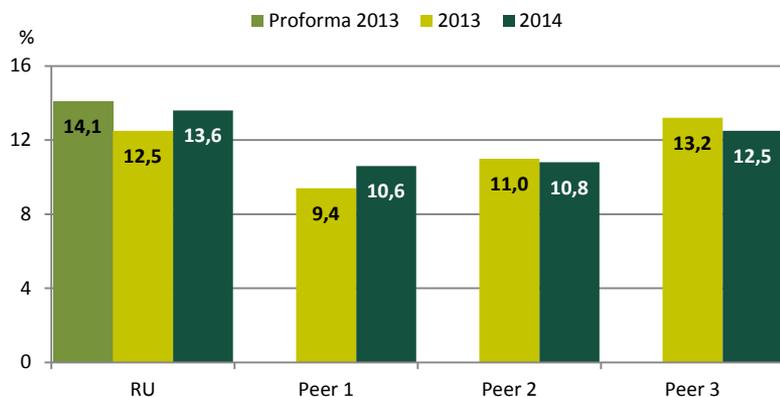
FY 2014: Shareholder distribution



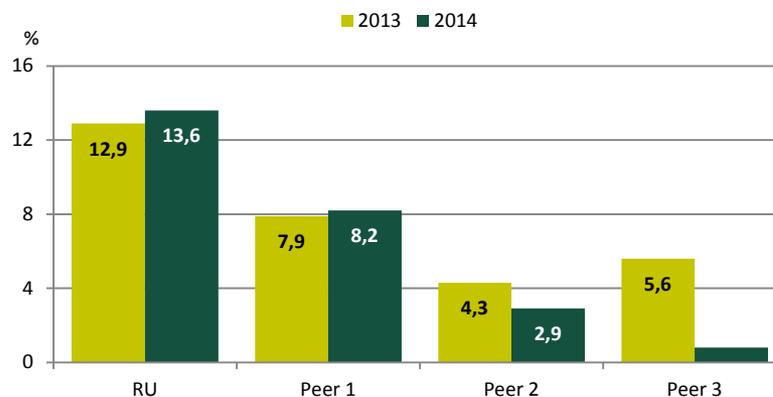
- Dividend of DKK 377m which is a record DKK 34 per share to be proposed on AGM
- A Share buy-back program under safe harbor worth DKK 350m initiated for a maximum of 12 month period
- Share buy-back as per 31.3.15: 26,450 shares bought at a total value of DKK 31m

FY 2014: Solid performance to peers*

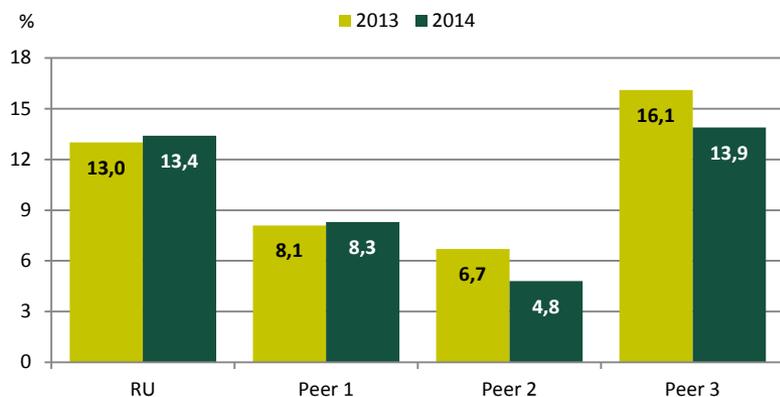
EBIT MARGIN (COMPARABLE REGION)



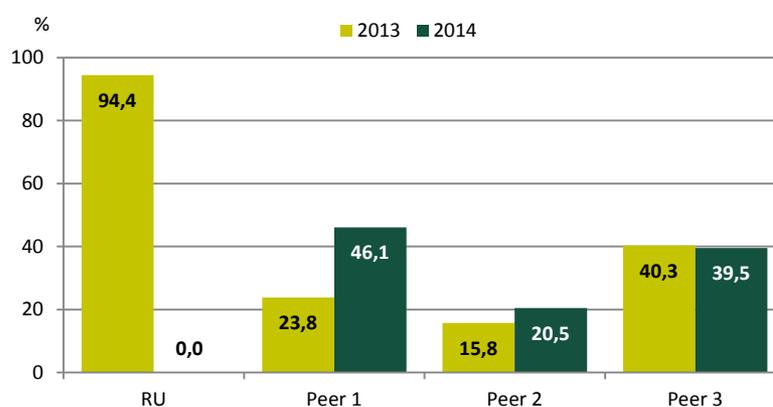
FREE CASH FLOW – % OF REVENUE



RETURN ON INVESTED CAPITAL



CASH RETURN TO SHAREHOLDERS



* Based on FY2013 and FY2014 results on comparable basis

Hartwall integration in good progress

Strengthening Hartwall's position as a leading Finnish multi beverage company

- Increasing agility and customer/market orientated organization
 - Leadership & Organizational change in progress according to the Change Plan
- Improved efficiency
 - Continuous improvements following structural changes
- Focus on the commercial agenda and execution
 - Aim is to create a market leading beverage company in Finland