



Royal Unibrew agrees to acquire Vrumona

By CEO & President Lars Jensen and CFO Lars Vestergaard

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Transaction highlights

- Transaction Enterprise value of EUR 300 million, net revenue in 2022 of approximately EUR 200 million and a normalized EBITDA of around EUR 25 million yields an EV/EBITDA multiple of around 12x
- Closing expected in September or October, 2023
 - Subject to approval in one small Royal Unibrew export market
 - Subject to customary works council process in The Netherlands
- Strong strategic fit for Royal Unibrew
- Strong growth platform in a medium-sized European market with long-term multi-beverage potential
- Strengthening of International partnerships
- Expected to be EPS accretive in 2024 and ROIC on the acquisition is expected to be above WACC within three years
- Funding secured by committed extended financing facilities with existing banks

Strategic rationale

- Strong strategic fit for Royal Unibrew
- Entering a medium-sized European market with a growth platform with long-term multi-beverage potential
 - The platform is closer to multi-beverage than to multi-niche
- Many similarities to current multi-beverage markets dynamics
- Strong portfolio of non-alcoholic brands with focus on no/low sugar and calories
 - Around 60% of volumes are no/low sugar
- Strong ESG focus
- We know and have the tool-box for a business case like this
- Strengthens relationship with PepsiCo

Vrumona – a strong growth platform

- Strong market position
- Broad, relevant and profitable portfolio
- Unique mix of own, licensed and distributed brands
- Long-standing license partnerships
- Consistently recognized by customers as a quality partner



#1 in Vitamin water



#1 in Bitters, Tonic, Gingers & Shandy



#1 in Lime lemon CSD



#1 in Adult soft drinks – other soda:



pepsi

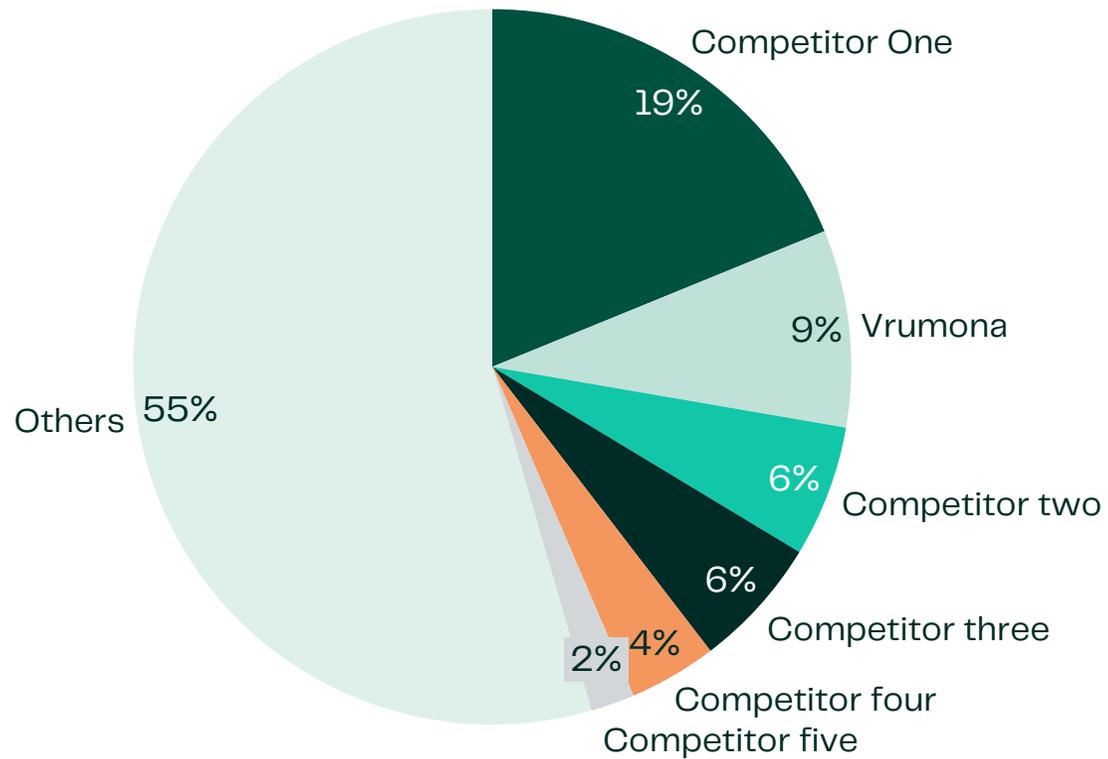
#2 in Cola CSD



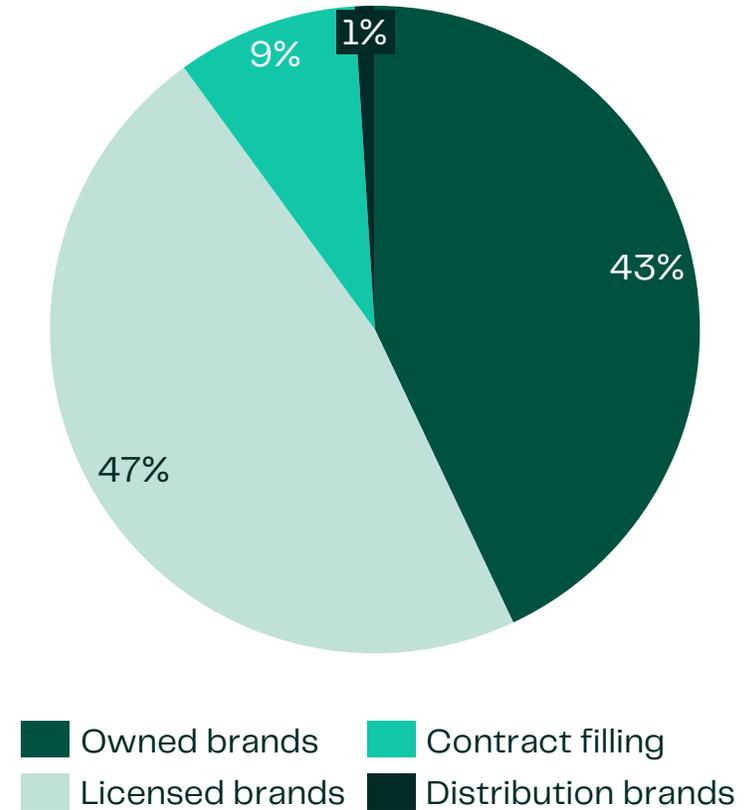
#2 in Fruit water

The Dutch soft drinks market

Vrumona second largest soft drink player

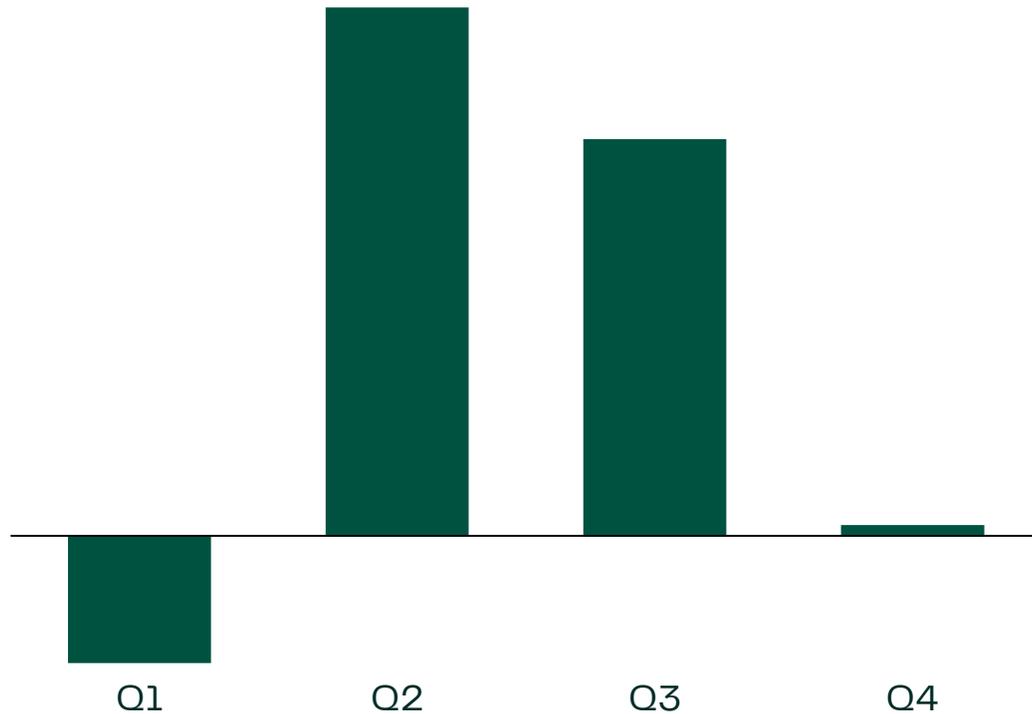


Vrumona net revenue split (2022)



Balance sheet and funding

Free Cash flow seasonality (past four years' average)



- Strong FCF Q2 and Q3 expected
- Payment mid H2
- Financing by existing banking group
- Expected leverage towards end of year below 3

Q&A



Thank you for your
attention