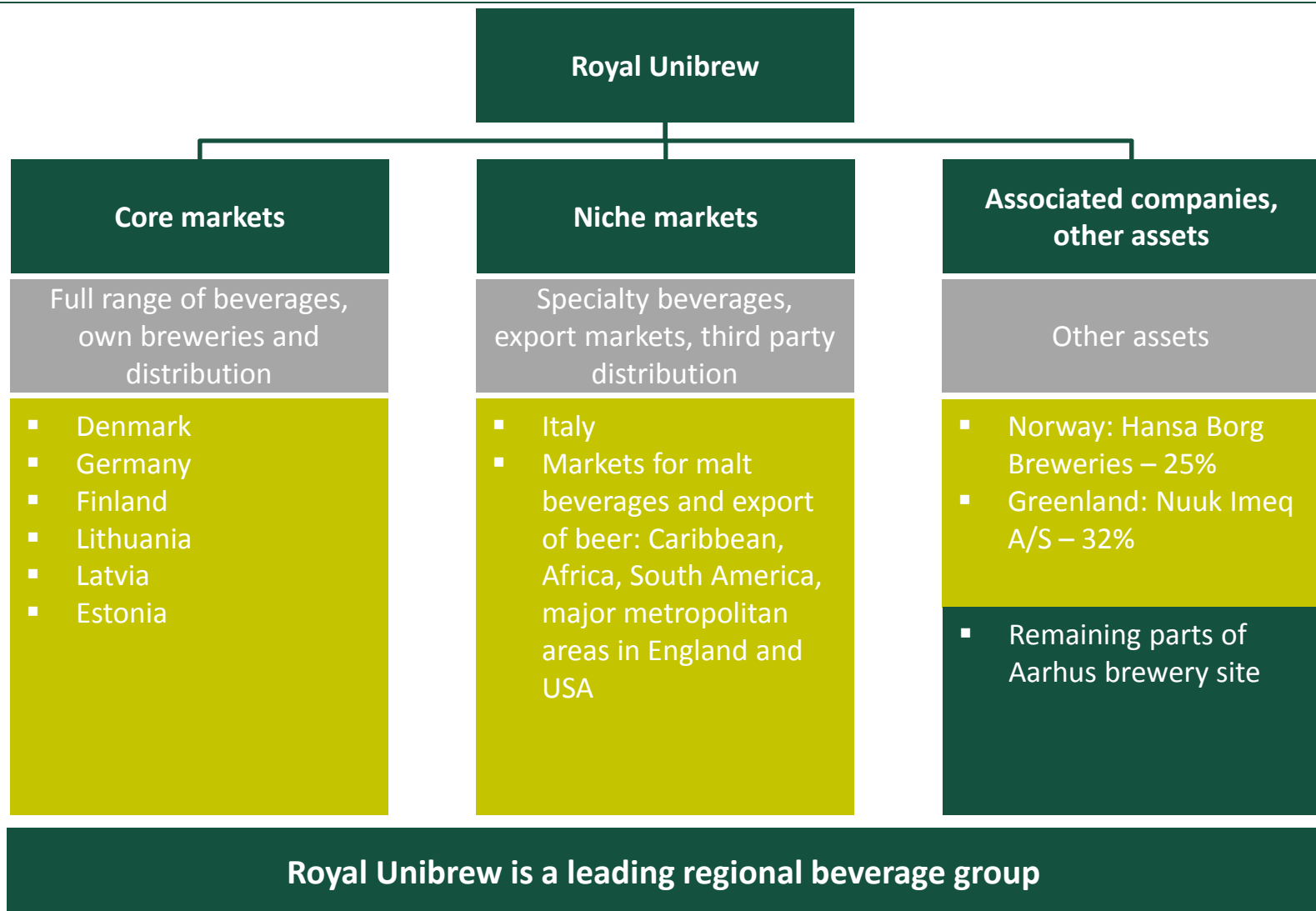


Danske Bank Markets' Copenhagen Winter Seminar

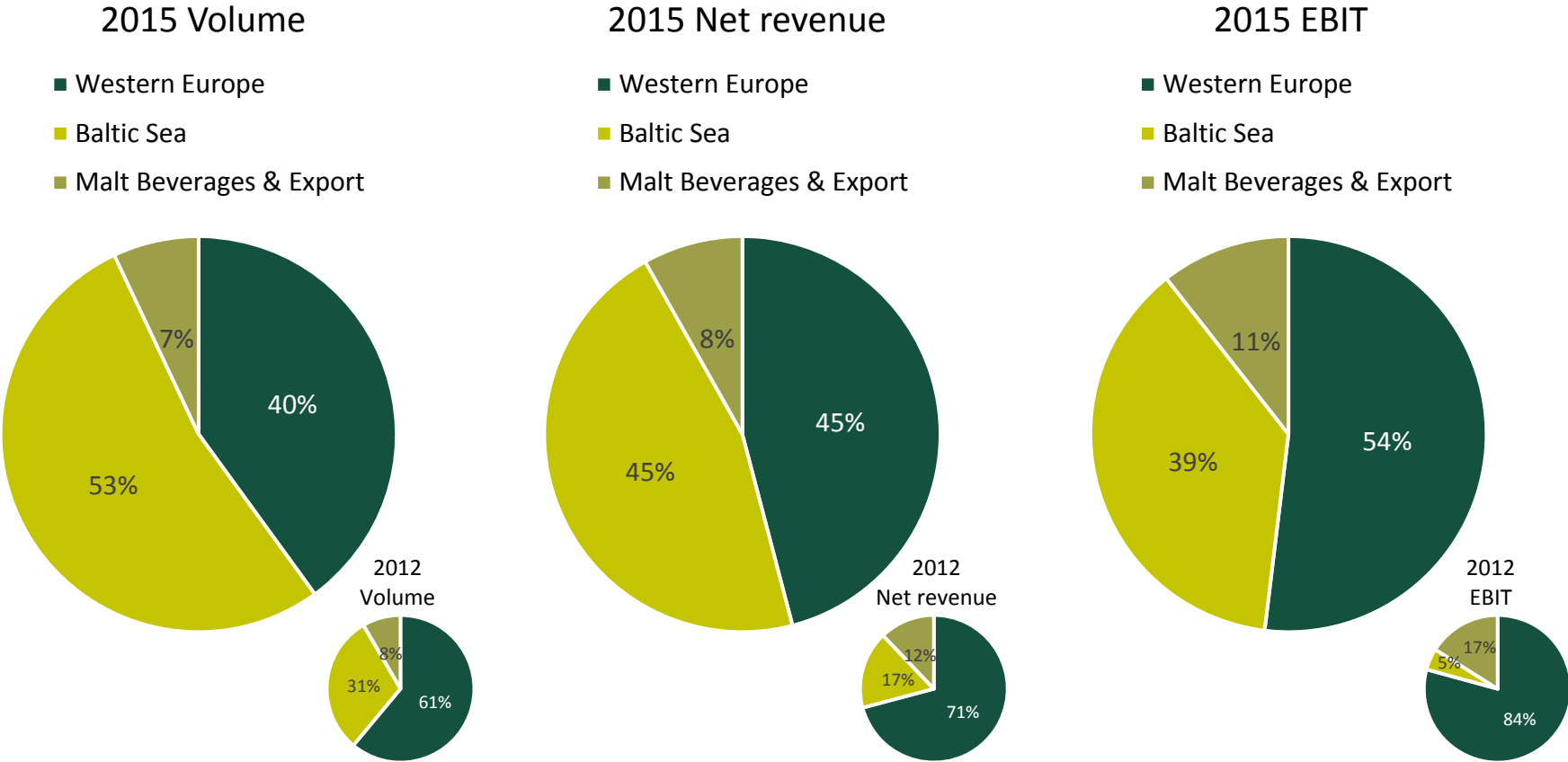
By Lars Jensen, CFO
30 November 2016

A Leading Regional Beverage Group



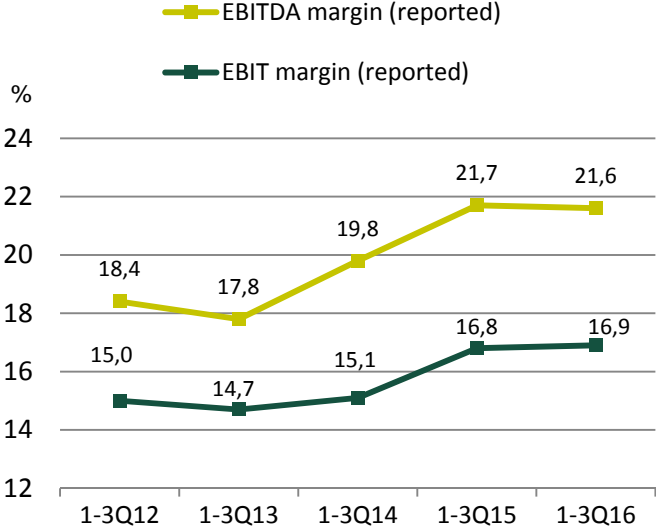
Royal Unibrew is a leading regional beverage group

Business segment overview – significant change since 2012

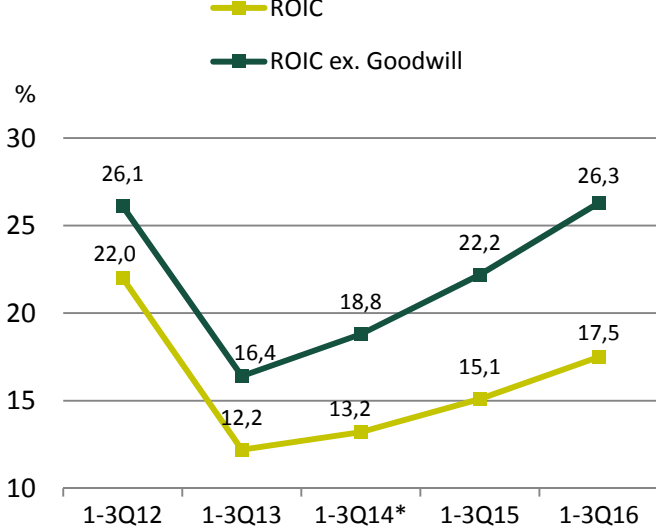


Strengthening of key performance figures

PROFIT MARGIN



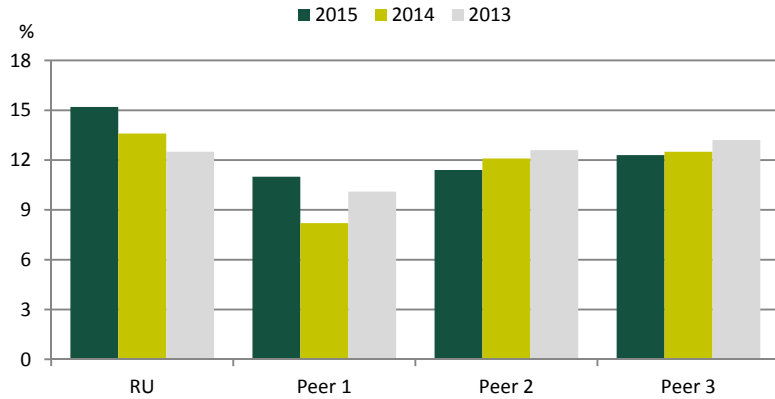
RETURN ON INVESTED CAPITAL



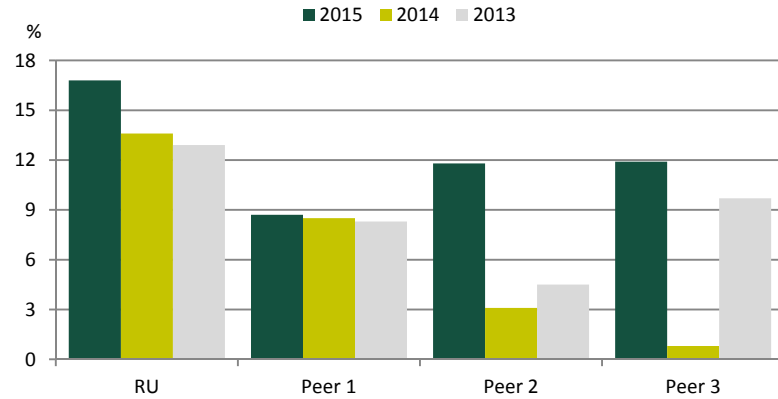
* 1-3Q14 proforma – incl. Hartwall from 1.7. – 22.8.2013

Solid performance to peers 2015

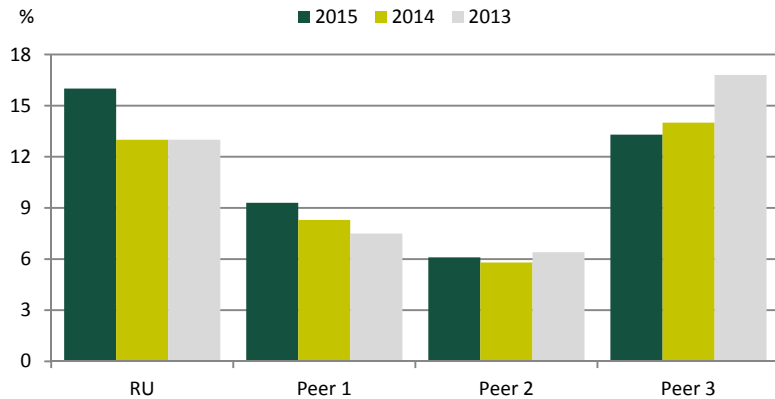
EBIT MARGIN (COMPARABLE REGION)*



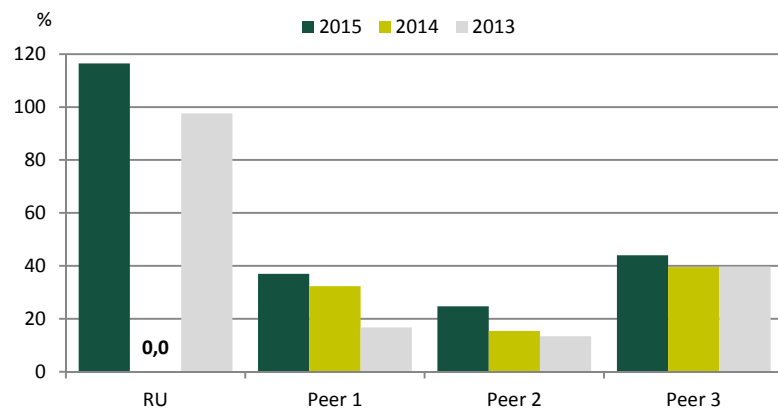
FREE CASH FLOW – % OF REVENUE



RETURN ON INVESTED CAPITAL**



CASH RETURN TO SHAREHOLDERS



* Based on FY2013 and FY2014 results on comparable basis. RU proforma 2013 EBIT margin 12,0%

** Based on average invested capital vs. previously on year end figures

Status on Craft beer, premiumization and growth initiatives

- Increased focus on craft & speciality beer
 - Opening of new micro-brewery in 2017 - increased craft and specialty beer capacity
 - Craft and specialty beer organization adaptations and strengthening of know-how
 - Craft beer portfolio
- Premiumization and value enhancement
 - Continued development of premium and super-premium market positions and brands
 - Innovations and consumer activation
- **Malt & Beverages** – deeper penetration & rotation in existing markets (new & "heritage" markets)
- Extension of PepsiCo co-operation – delivering appr. 2% growth to NR in 1-3Q16

From August '16 presentation

Phasing of top line key to understand weather impact

Underlying price/mix at Hartwall mirroring value strategy

	Deviation 2015/2016		
DK+Germany	Q2	Q3	Total
HL	10,3%	-0,5%	4,7%
NR	10,4%	-1,8%	4,0%
NR/HL	0,1%	-1,2%	-0,6%
Italy	Q2	Q3	Total
HL	0,0%	-1,9%	-0,9%
NR	-1,7%	-5,2%	-3,3%
NR/HL	-1,7%	-3,4%	-2,5%
Western Europe	Q2	Q3	Total
HL	9,0%	-0,7%	4,0%
NR	7,5%	-2,5%	2,4%
NR/HL	-1,4%	-1,8%	-1,6%

- Gaining share in a market that is slightly up
- Almost keeping NR/HL in spite of bad summer weather
- Keeping market position in flattish market
- HL/NR decline due to channel mix

Phasing of top line key to understand weather impact

Underlying price/mix at Hartwall mirroring value strategy

	Deviation 2015/2016		
	Q2	Q3	Total
Finland			
HL	28,7%	13,0%	20,8%
NR	14,8%	5,1%	9,8%
NR/HL	-10,9%	-7,0%	-9,1%
Baltics			
HL	9,1%	-2,9%	3,0%
NR	5,8%	-2,7%	1,6%
NR/HL	-3,0%	0,2%	-1,4%
Baltic Sea			
HL	20,6%	6,4%	13,4%
NR	12,5%	3,3%	7,9%
NR/HL	-6,7%	-2,9%	-4,9%
Malt			
HL	-4,2%	-6,0%	-5,1%
NR	1,6%	-2,4%	-0,4%
NR/HL	6,0%	3,9%	5,0%
RU			
HL	14,1%	2,6%	8,3%
NR	9,4%	0,2%	4,8%
NR/HL	-4,1%	-2,3%	-3,2%

- Q2+Q3 delivering same volume growth as Q1
- NR/HL improving through value focus
- Underlying price/mix positive
- Extraordinary beer campaign pipelined Q4 2015
- Keeping market position in declining market
- Market negatively impacted by several factors
- Value improving in spite of NR/HL dilutive PepsiCo portfolio
- Sell out at mid single digit increase
- Market mix strengthening NR/HL

August earnings outlook 2016 now specified to the upper end of the earnings intervals

mDKK	Updated outlook August 2016	Original outlook March 2016	Realized 2015	Realized 2014
Net revenue	6,275 – 6,450	6,150 – 6,400	6,032	6,056
EBITDA	1,240 – 1,290	1,190 – 1,290	1,225	1,130 *)
EBIT	935 – 985	885 – 985	917	826 *)

*) Incl. 50 mDKK one-time restructuring costs



Financial targets - History

	November 2015 revised target	August 2014 revised target	Post Hartwall acquisition target**	Pre Hartwall acquisition target*
EARNINGS	EBIT margin 15%	EBIT margin 14%	EBIT margin 13%	EBIT margin 14%
EQUITY RATIO	Minimum 30%	Minimum 30%	Minimum 30%	Minimum 30%
NIBD/EBITDA	Maximum 2.5x	Maximum 2.5x	Maximum 2.5x	Maximum 2.5x

- Dividends and share buy-backs resumed in 2015
- Distribution policy:
 - Dividends 40-60% of group net result
 - Share buy-back to adjust capital structure

* Basically no amortization

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

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.

Appendix

Facts about Royal Unibrew

- Royal Unibrew is the second biggest brewer in the Nordic and Baltic region
- Revenue in 2015 of DKK 6.032 billion
- EBITDA in 2015 of DKK 1,225 million
- Approximately 2,300 employees worldwide
- Export to approx. 85 countries worldwide
- 5 breweries and 2 soft drink/water facilities
- Market Cap end December 2015 of DKK 15.5 billion or EUR 2.0 billion
- Daily average liquidity L12 months approx. DKK 25 million or EUR 3.4 million



Royal Unibrew's goal is to be an efficient regional beverage player

- Positions, mainstream and niche
- Category, brands and international partnerships
- Growth agenda
- Commercial agenda
- Efficiency agenda
- Financial, competitive and strategic flexibility – and capital structure
- Our Leadership DNA



Performance as expected - strong commercial execution

- Market positions maintained
- Volume increase of 9% to 7.5mHL
- Net revenue increase of 6% to DKK 4.9bn
- EBIT increase of 6% to DKK 825m
- EBIT-margin increase from 16.8% to 16.9%
- Free cash flow incl. Aarhus sale up DKK 42m to DKK 835m
- Earning outlook 2016 specified to the upper end of intervals



Improved financial performance

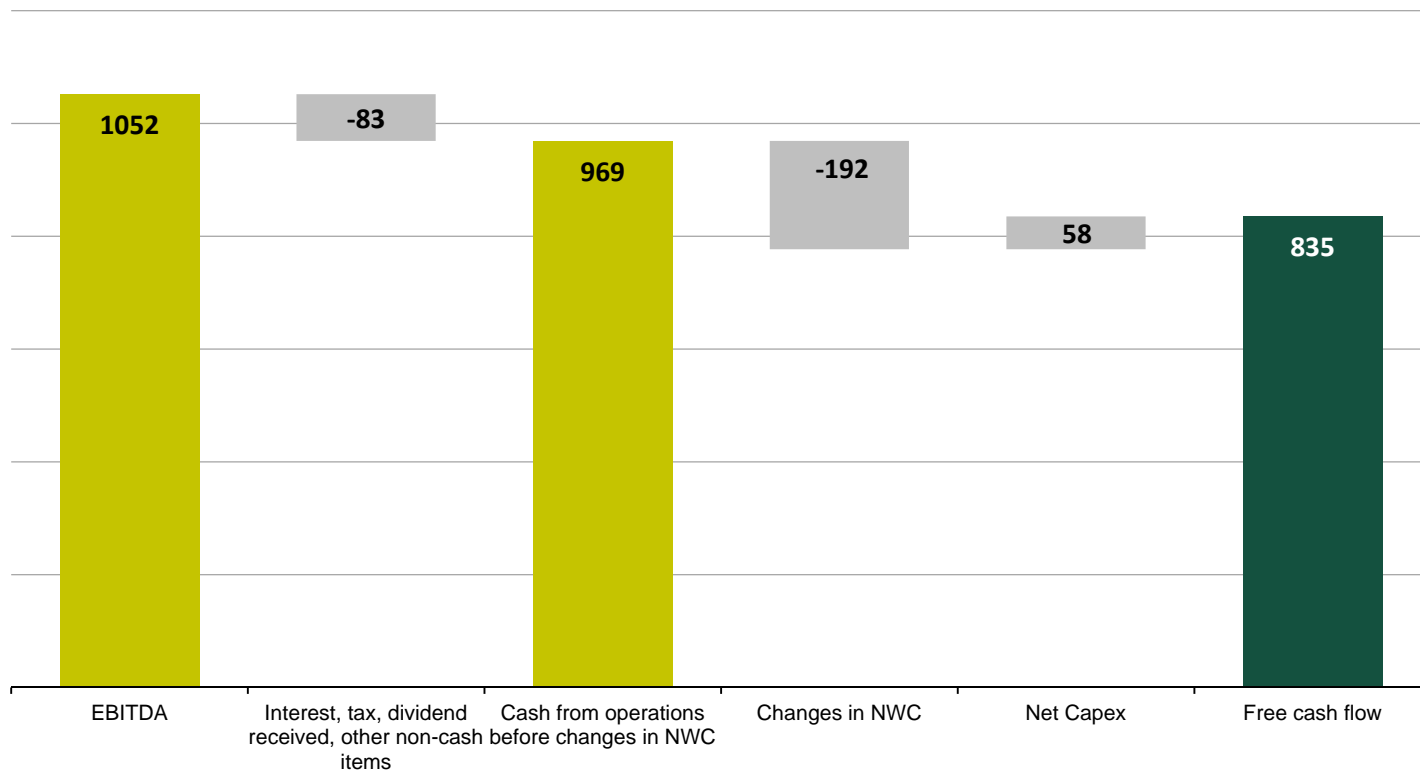
MDKK	1-3Q 2016	1-3Q 2015	<i>Change</i>	FY 2015
P&L ITEMS:				
Net revenue	4,874	4,610	264	6,032
Gross margin	52,7%	53,6%	-0.9 pp	52.6%
EBIT	825	775	50	917
EBIT margin	16.9%	16.8%	0.1 pp	15.2%
Profit before tax	818	756	62	902
Consolidated profit	641	588	53	711
BALANCE SHEET ITEMS:				
Net interest bearing debt	1,053	1,323	-270	1,184
Net working capital	-791	-742	-49	-990
Total assets	6,260	6,728	-468	6,748
Equity	2,895	2,896	-1	2,935
Equity ratio	46.2%	43.0%	3.2 pp	43.5%



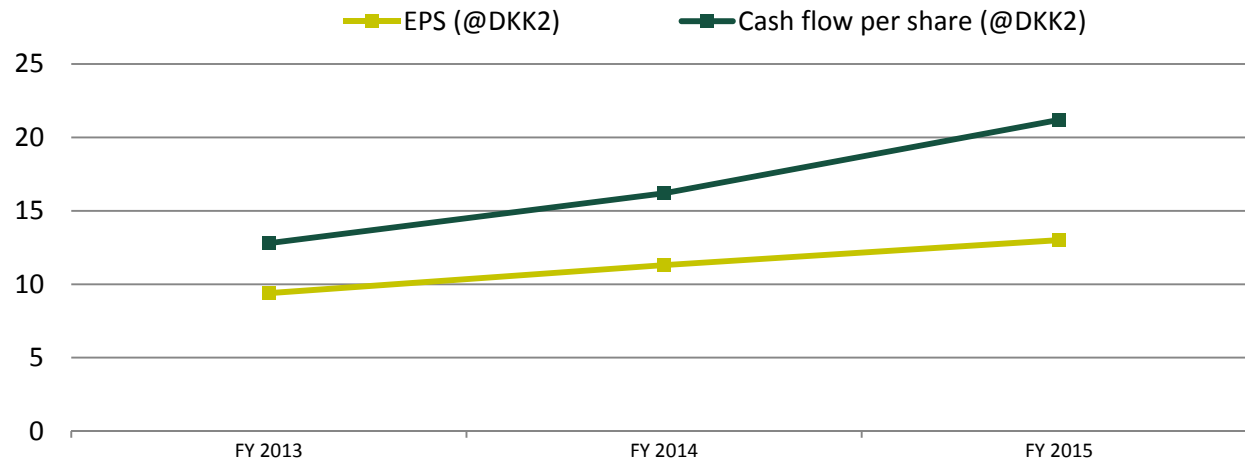
Continued strong free cash flow performance

CASH FLOW – DKKM

1-3Q15: 1002 -93 909 -85 -31 793



FY 2015: Shareholder distribution



- Dividend for 2015 of DKK 400m, DKK 7,20 share
- A new share buy-back program under safe harbor worth DKK 450m initiated March 2016 for a maximum period of 12 month
- Share buy-back as per 30.9.16 (existing and previous program): 1,068,554 shares bought at a total value of DKK 318m

Shareholder Structure

Largest shareholders

- Chr. Augustinus Fabrikker A/S – 10.4% (notified 11 December 2009)
- Hartwall Capital Oy Ab – 7.1% (notified 6 May 2015)

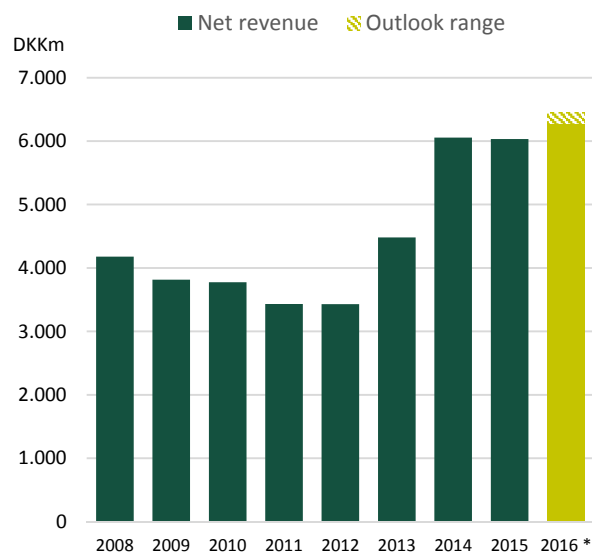
- Approx 15,000 shareholders in total

One share class

No restrictions in ability to pay dividend or buy back shares

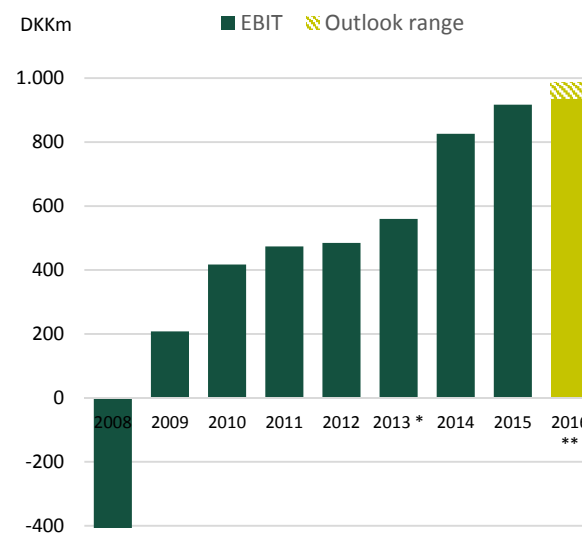
Financial Performance 2008-2015/2016

Net revenue



*) Net revenue 2016: Outlook range DKK 6,275m – DKK 6,450m

EBIT

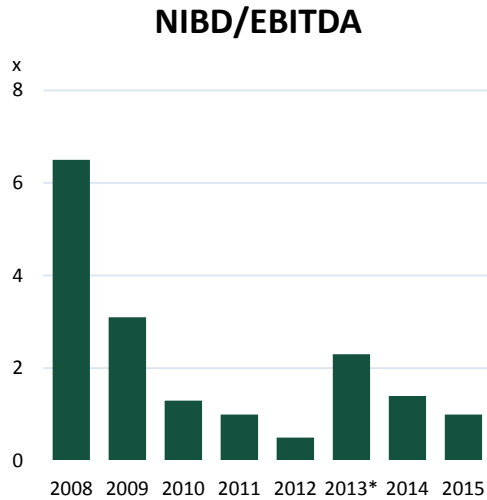


*) Hartwall contribution DKK 38m

***) EBIT 2016: Outlook range DKK 935m – 985m

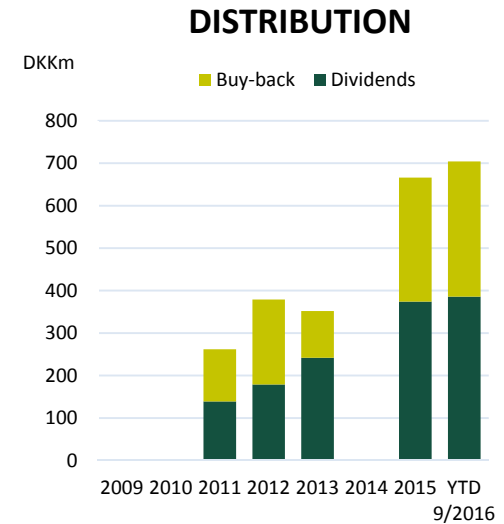
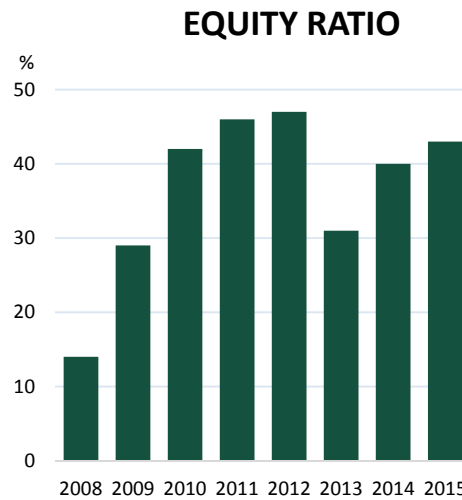
Financial Performance 2008-2015/2016

OPERATING IMPROVEMENTS AND SALE OF NON-CORE ASSETS



* Calculated pro forma with Hartwall's realized full-year EBITDA

CREATING SHAREHOLDER VALUE



Management



Henrik Brandt President & CEO

MSc (Economics and Business Administration), MBA Stranford University, US

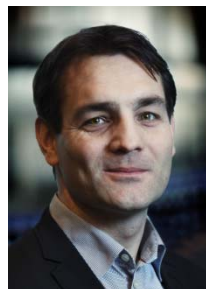
Joined as CEO on 1 November 2008

Past experience

Unomedical A/S, CEO

Sophus Berendsen, CEO

House of Prince (Scandinavian Tobacco), CEO



Lars Jensen CFO

Diploma in Business Economics, Informatics and Management Accounting

Joined Royal Unibrew in 1993

Joined the Executive Board on 30 November 2011

Past experience:

Head of Finance, Royal Unibrew A/S



Hans Savonije COO

BA Business administration

Joined the Executive Board on 29 September 2008

Past experience:

Beverage Partners Worldwide, Coca-Cola & Nestlé, CEO

SVP Global Markets, Remy Cointreau Associés, CEO, France

World Lotteries Association, CEO, Switzerland