

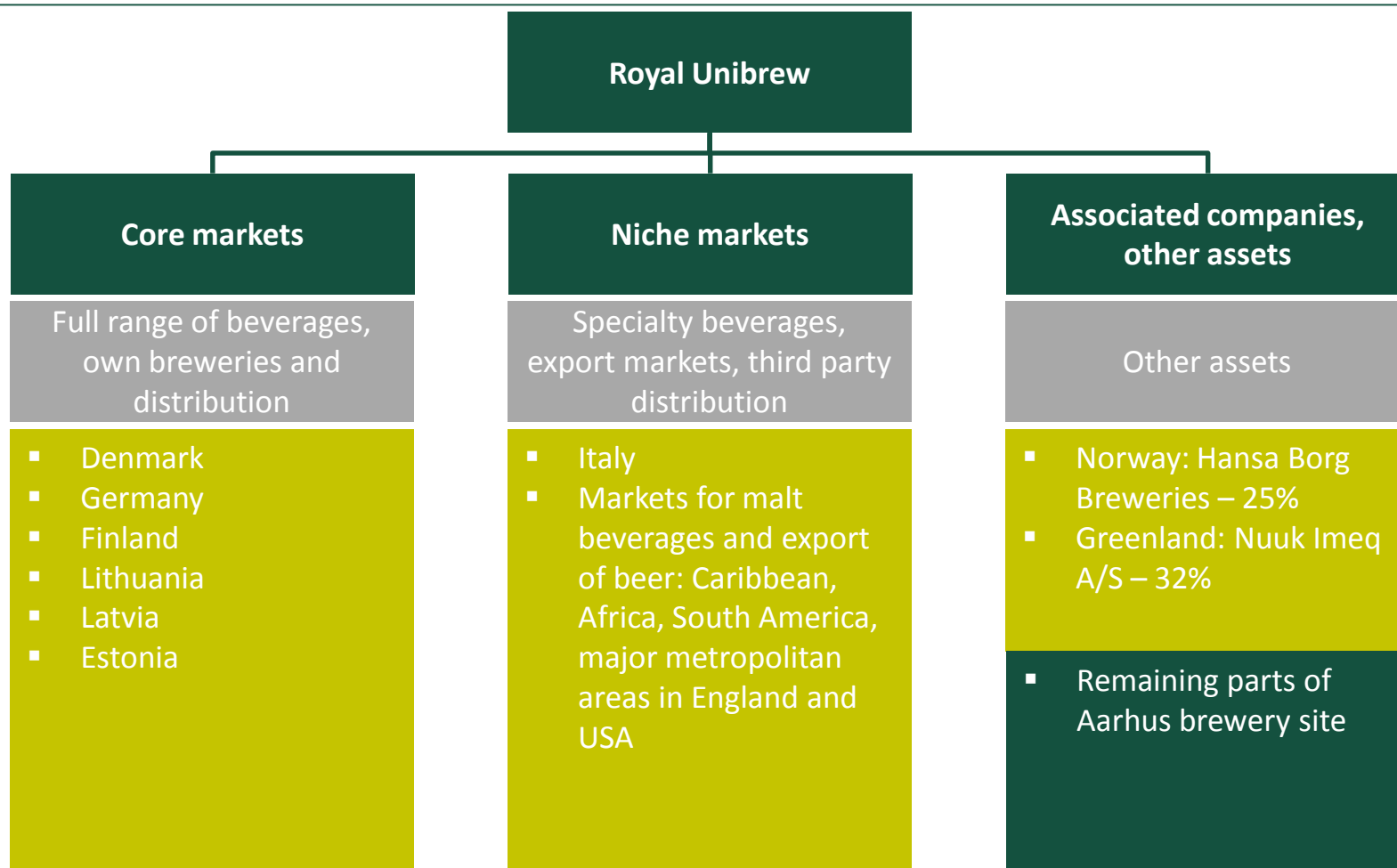


Danske Bank Markets' Copenhagen Winter Seminar

by Lars Jensen, CFO, Royal Unibrew A/S
3 December 2015

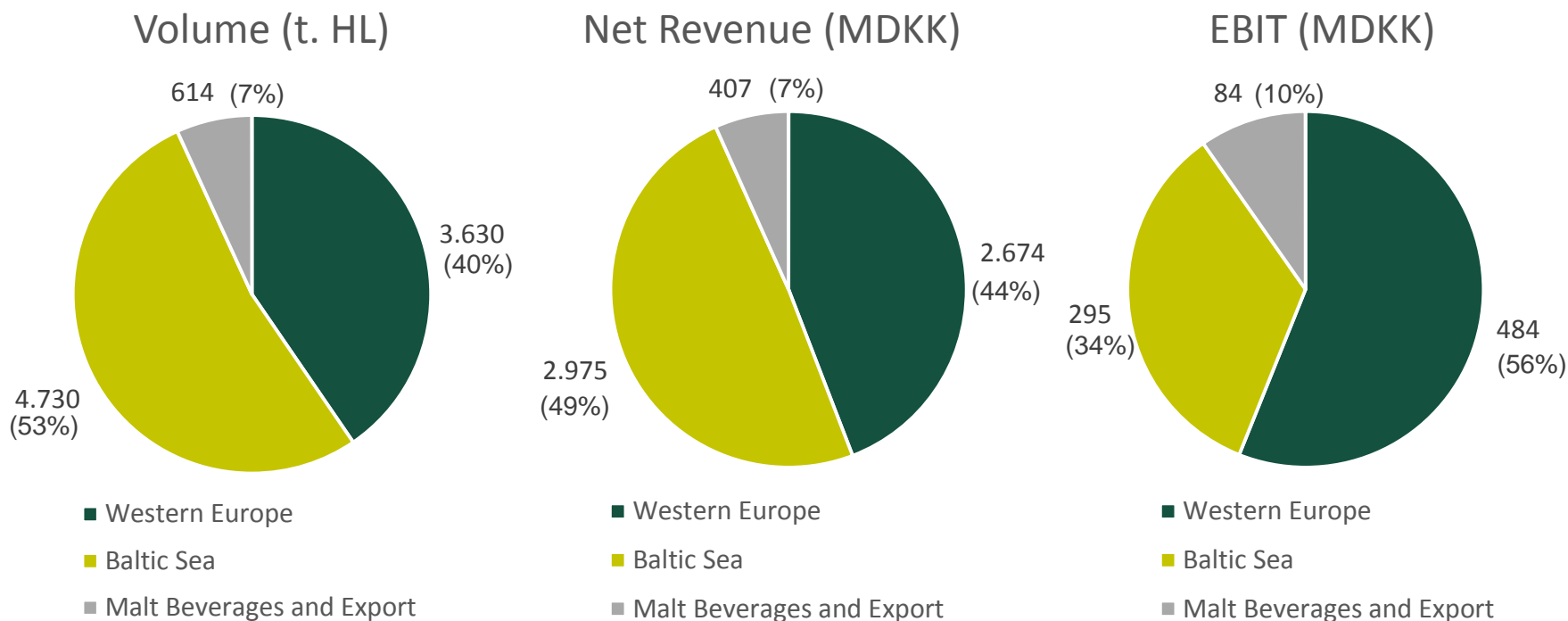


A Leading Regional Beverage Group

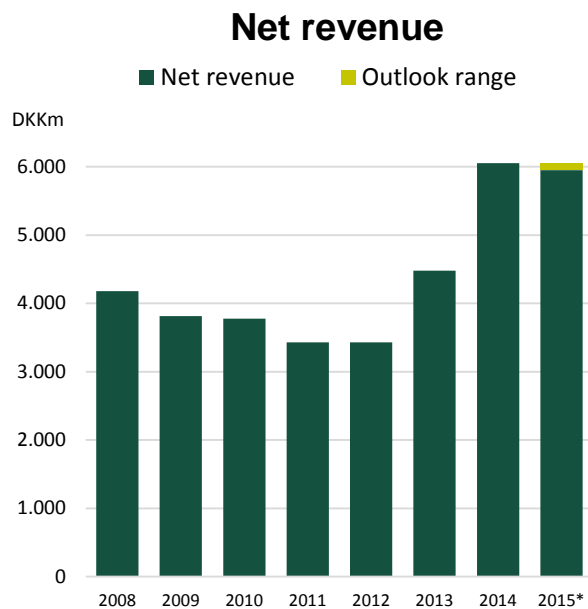


Royal Unibrew is a leading regional beverage group

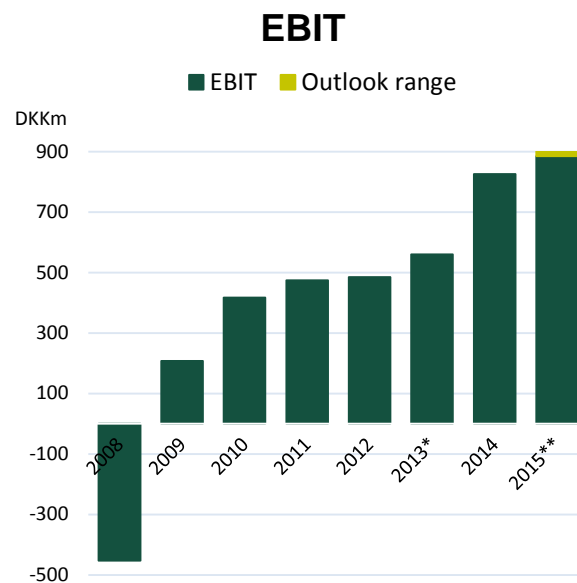
2014 Volume, Net Revenue and EBIT split by segments



Financial Performance 2008-2014/15



* Net revenue 2015: Outlook range DKK 5.950m – DKK 6.050m

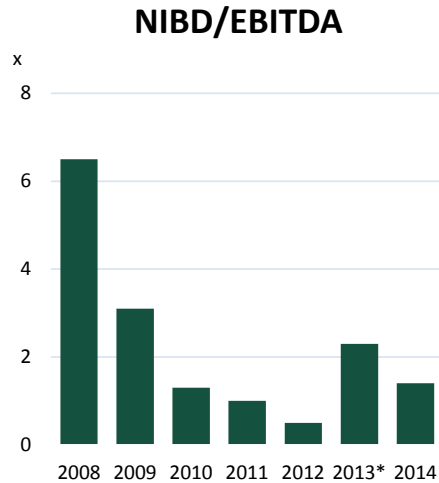


* Hartwall contribution DKK 38m

** EBIT 2015: Outlook range DKK 885m – DKK 925m

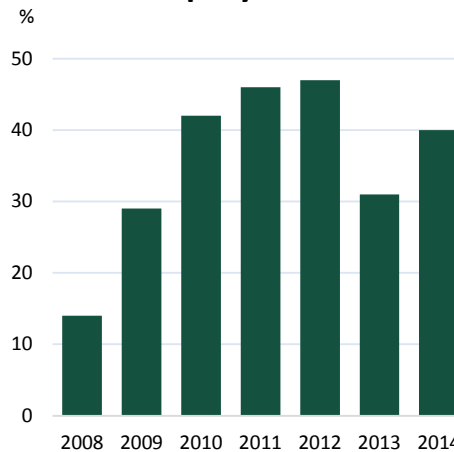
Financial Performance 2008-2014/15

OPERATING IMPROVEMENTS AND SALE OF NON-CORE ASSETS

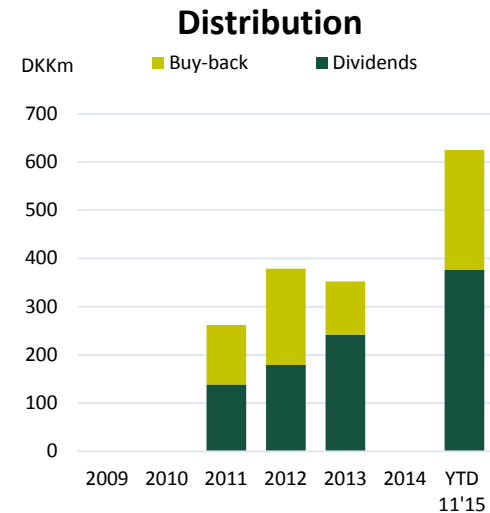


* Calculated pro forma with Hartwall's realized full-year EBITDA

Equity ratio

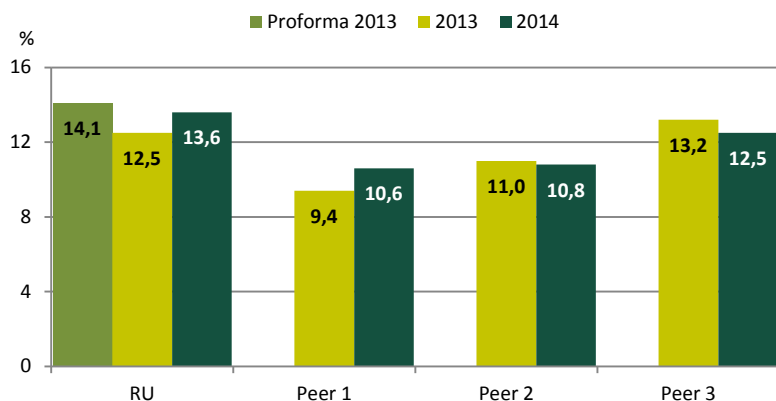


CREATING SHAREHOLDER VALUE

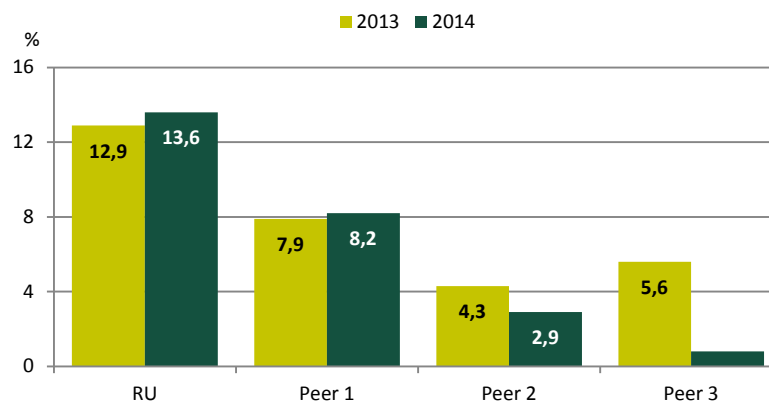


FY 2014: Solid performance to peers*

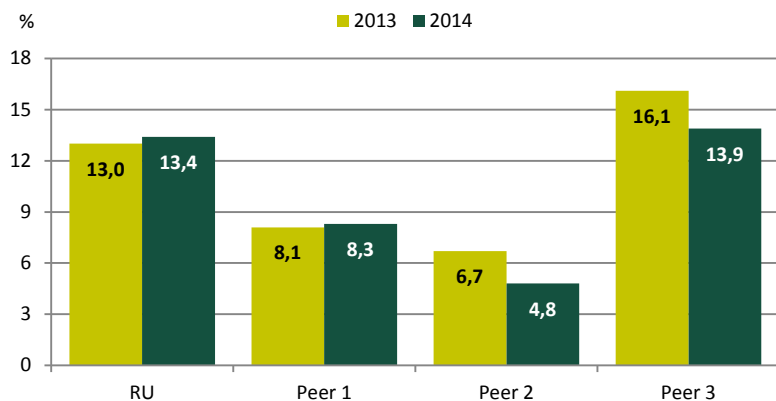
EBIT MARGIN (COMPARABLE REGION)



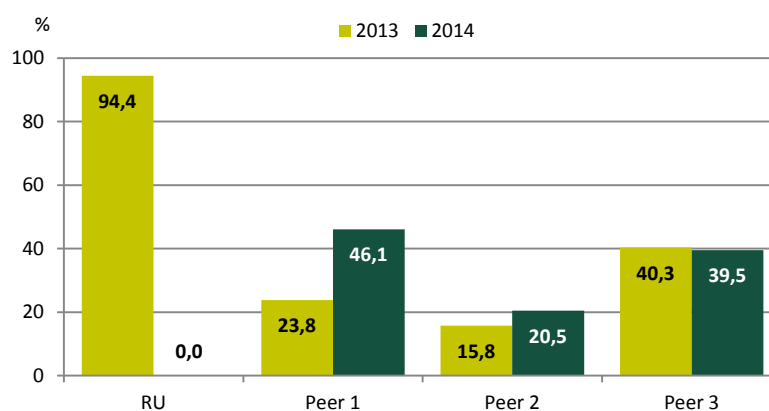
FREE CASH FLOW – % OF REVENUE



RETURN ON INVESTED CAPITAL



CASH RETURN TO SHAREHOLDERS



* Based on FY2013 and FY2014 results on comparable basis

Higher earnings, increased FY outlook and mid-term EBIT-margin target

- Market positions generally maintained
- Flat volume, net revenue down 2% to DKK 4,610m
- EBIT DKK 775m, up DKK 63m including one-off restructuring of DKK 50m in 2014
- EBIT-margin improved to 16.8%
- Strong free cash flow of DKK 793m
- DKK 566m cash returned to shareholders
- Earnings outlook 2015 revised and increased cf. EBITDA and EBIT
- Further strengthening of partnership with PepsiCo
- Mid-term EBIT margin guidance at around 15%



Outlook 2015 revised - Earnings guidance increased

DKKM	November Revised outlook 2015	August Specified outlook 2015	Original outlook 2015	Realized 2014
Net revenue	5.950 – 6.050	5.950 – 6.050	5.900 – 6.100	6.056
EBITDA	1.195 – 1.235	1.150 – 1.200	1.100 – 1.200	1.130
EBIT	885 – 925	840 – 890	790 – 890	826



Revised Financial Targets

	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 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 2014 of DKK 6.056 billion
- EBITDA in 2014 of DKK 1,130 million
- Approximately 2,400 employees worldwide
- Export to approx. 85 countries worldwide
- 5 breweries and 2 soft drink/water facilities
- Market Cap November 2015 of DKK 15.4 billion or EUR 2.0 billion
- Daily average liquidity L12 months approx. DKK 28 million or EUR 3.8 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



Improved financial performance

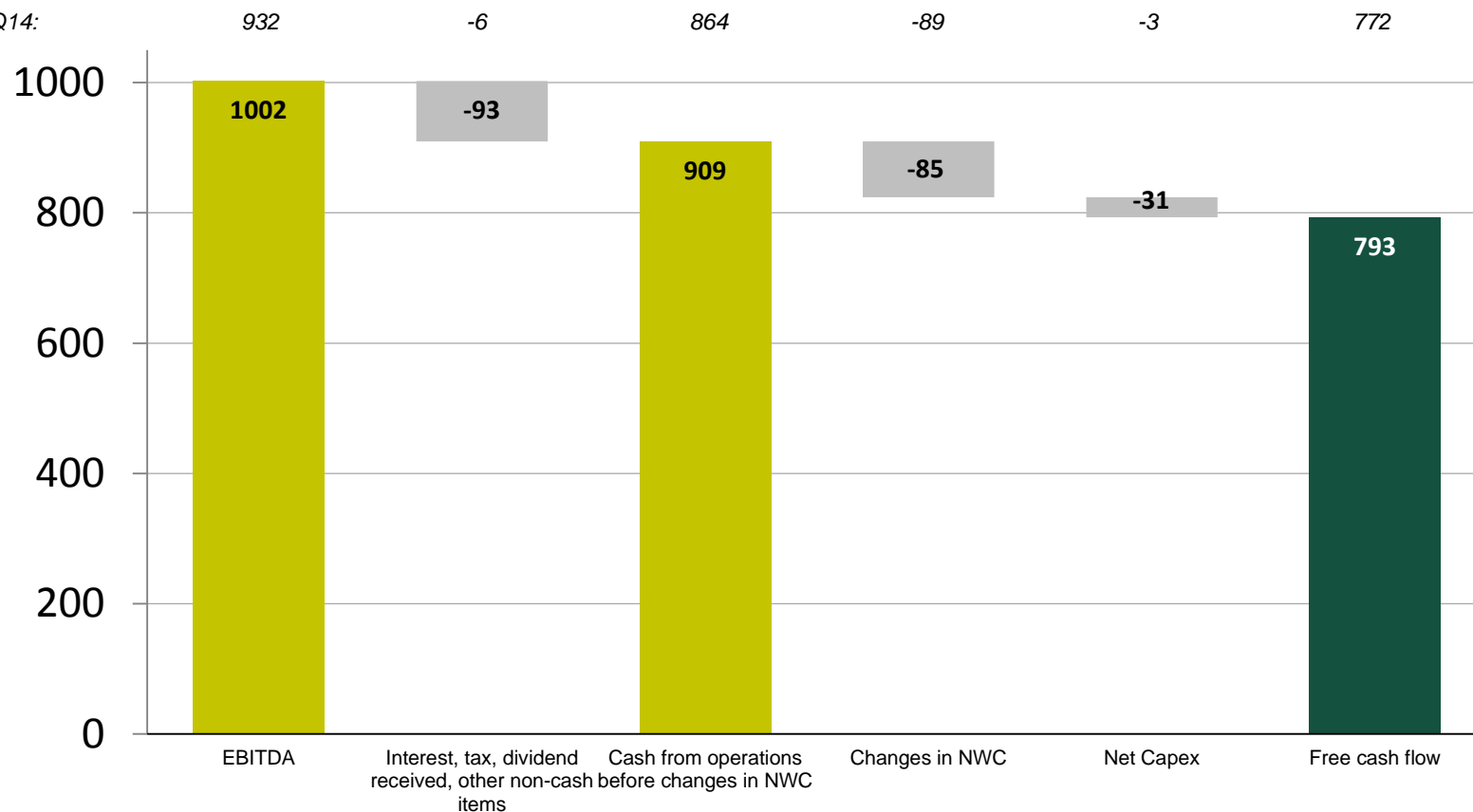
DKKM	1-3Q15	1-3Q14	<i>Change</i>	FY14
P&L ITEMS:				
Net revenue	4,610	4,705	-95	6,056
Gross margin	53.6%	53.0%	1.1%	52.0%
EBIT	775	712	63	826
EBIT margin	16.8%	15.1%	11.3%	13,6%
Profit before tax	756	695	61	801
Consolidated profit	588	539	49	624
BALANCE SHEET ITEMS:				
Net interest bearing debt	1,323	1,606	-283	1,553
Net working capital	-742	-757	15	-814
Total assets	6,728	7,068	-340	7,024
Equity	2,896	2,717	179	2,818
Equity ratio	43.0%	38.4%	12,0%	40,1%



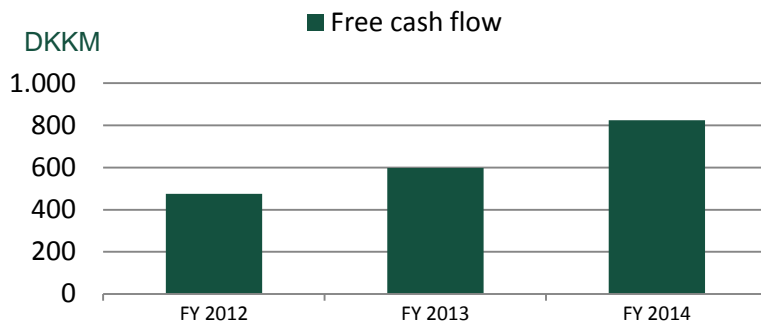
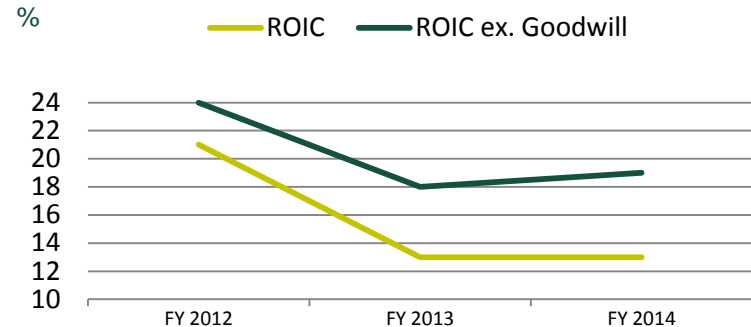
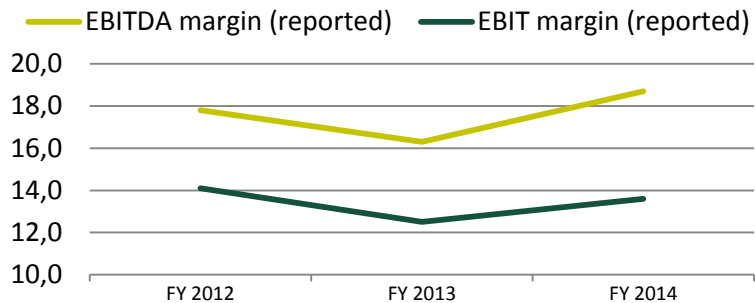
Continued strong free cash flow performance

CASH FLOW – DKKM

1-3Q14:



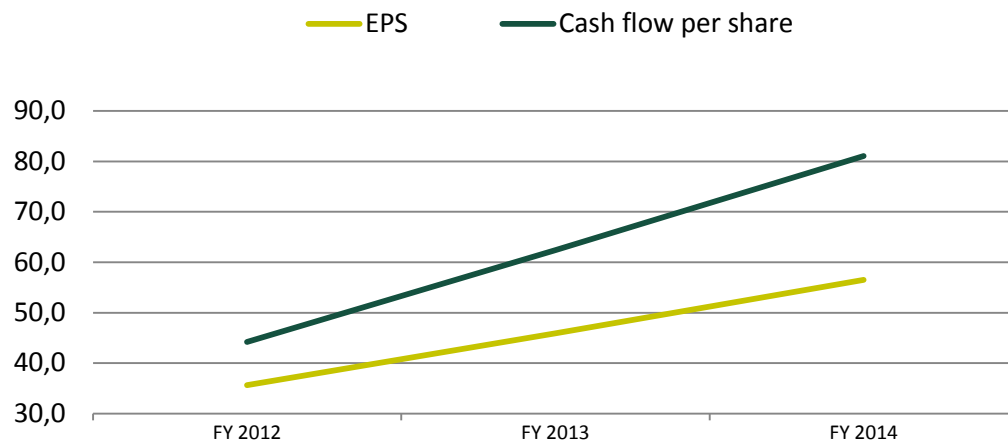
Significant improvement in important key figures



Market Cap/Share Liquidity

- Market cap November 2015 DKK 15.4 billion or EUR 2.0 billion
- Daily average liquidity L12 months approx. DKK 28 million or EUR 3.8 million

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 30.9.15: 815,964 shares bought at a total value of DKK 192m

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)
- BlackRock Investment Management (UK) Limited – 5,03% (notified 10 July 2015)

- Approx 14,500 shareholders in total

One share class

No restrictions in ability to pay dividend or buy back shares

Management



Henrik Brandt President & CEO

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

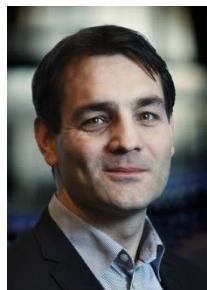
Joined as CEO on 1 November 2008

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