

Q1 2016 Aide Memoire

As usual a number of events in 2015 impact the year on year comparison for Q1 2016. This includes the following noteworthy items which you may wish to consider in your modelling. Please note that the items listed below are not intended to be a complete list of all items that may affect the comparisons for Q1 2016 versus Q1 2015.

Please remember that the format of the announcement will change from previous years. Q1 and Q3 announcements will be a trading statement including top-line numbers but without any profit numbers. We will as usual host a conference call on the day of the announcement.

Factors impacting quarterly comparisons

Western Europe

In the Q1 2015 announcement, when commenting on the volume growth one of the drivers was:

"...stocking ahead of the BSP1 roll-out in four markets."

At the Q4 2015 announcement we commented on the Finnish business:

"...we withdrew from a major retailer in Q4, significantly impacting our Finnish volumes in the quarter."

...and also the UK business:

"... the loss of some major customer contracts impacted volumes negatively, especially in Q4."

Eastern Europe

At the Q1 2015 announcement, we commented on our volume decline:

"The Group's regional beer volumes (shipments) declined organically by 16% as a result of the market decline in Russia and Ukraine and further inventory reductions at Russian distributors..."

At the Q4 conference call we commented on the start of the year in Russian and stock levels:

"... we see the first weeks of good volume development which means that the stocks were indeed under control and at the level that we anticipated and wanted."

Outlook

In the Q4 2016 announcement, we commented:

"For 2016, we assume the development in our major beer markets to be in line with 2015:

- The Western European beer markets are expected to be flat, with some positive impact during the early summer from UEFA EURO 2016™. Generally, beer category dynamics are improving slightly, driven by innovations, increased interest in speciality and craft beers, and overall improved category perception.*

- *In Asia, our non-Chinese markets are expected to grow, while we assume that the Chinese beer market will show an improving trend compared with the decline of the past two years.*
- *The Eastern European markets are expected to remain under pressure as a result of the ongoing challenging macroeconomic situation and a highly volatile currency environment.*

Based on the above market assumptions and focus areas, for 2016 the Group expects to deliver:

- *Low-single-digit percentage organic operating profit growth.*
- *Financial leverage reduction.”*

Disclaimer

This Company Announcement contains forward-looking statements, including statements about the Group's sales, revenues, earnings, spending, margins, cash flow, inventory, products, actions, plans, strategies, objectives and guidance with respect to the Group's future operating results. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain the words "believe", "anticipate", "expect", "estimate", "intend", "plan", "project", "will be", "will continue", "will result", "could", "may", "might", or any variations of such words or other words with similar meanings. Any such statements are subject to risks and uncertainties that could cause the Group's actual results to differ materially from the results discussed in such forward-looking statements. Prospective information is based on management's expectations or forecasts at the time. Such information is subject to the risk that such expectations or forecasts, or the assumptions underlying such expectations or forecasts, may change. The Group assumes no obligation to update any such forward-looking statements to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking statements.

Some important risk factors that could cause the Group's actual results to differ materially from those expressed in its forward-looking statements include, but are not limited to: economic and political uncertainty (including interest rates and exchange rates), financial and regulatory developments, demand for the Group's products, increasing industry consolidation, competition from other breweries, the availability and pricing of raw materials and packaging materials, cost of energy, production- and distribution-related issues, information technology failures, breach or unexpected termination of contracts, price reductions resulting from market-driven price reductions, market acceptance of new products, changes in consumer preferences, launches of rival products, stipulation of market value in the opening balance sheet of acquired entities, litigation, environmental issues and other unforeseen factors. New risk factors can arise, and it may not be possible for management to predict all such risk factors, nor to assess the impact of all such risk factors on the Group's business or the extent to which any individual risk factor, or combination of factors, may cause results to differ materially from those contained in any forward-looking statement. Accordingly, forward-looking statements should not be relied on as a prediction of actual results.