



*Arne Frank*  
CEO

Capital Market Day November 15, 2011

# Today 's agenda

10.00 – 10.40 **Overview – AAK Acceleration**

Arne Frank  
CEO

10.40 – 10.55 **Financial Update**

Anders Byström  
CFO

10.55 – 11.10 **Break**

11.10 – 11.30 **Infant Nutrition**

Jan-Olof Lidefelt  
General Manager Infant Nutrition

11.30 – 12.00 **AAK USA**

Jean-Marc Rotsaert  
President AAK USA

12.00 – 12.30 **Q&A Session**

12.30 – 13.30 **Lunch**

# AAK participants - Copenhagen



Arne Frank  
President and CEO



Anders Byström  
CFO



Jean-Marc Rotsaert  
President AAK USA



Jan-Olof Lidefelt  
General Manager Infant Nutrition



Anne Mette Olesen  
VP Human Resources,  
Communication and CSR



Fredrik Nilsson  
Head of Investor  
Relations



Torben Friis-Lange  
President BA Chocolate &  
Confectionery Fats

# Third quarter

- Net sales in the third quarter increased to SEK 4,462 (3,774) million
  - Increased raw material prices and better product mix
  - Negative currency translation impact of SEK 246 million
  - Volumes increased by 5 percent due to increases in speciality volumes, including the impact of the Golden Foods/Golden Brands acquisition (SEK 225 million in net sales); commodity volumes were down, mainly as earlier predicted in the UK
- Operating profit, amounted to SEK 246 million (231), an improvement of 6 percent
  - At fixed exchange rates operating profit improved by 13 percent
- Earnings per share amounted to SEK 3.48 (3.73)
  - Decrease of 7 percent, due substantially to the impact of revaluing interest rate swap contracts arranged to fix forward interest rates



# Food Ingredients

## Industry Areas

- ◆ Bakery Solutions
- ◆ Dairy Solutions
- ◆ Infant Nutrition
- ◆ Food Service
- ◆ Frying Oils

## Growth Drivers

- ◆ Health
  - Reduction/elimination of trans fats
  - Reduction of saturated fats
- ◆ Sustainability
  - Raw materials
  - Production methods and logistics
- ◆ Growing food service market
- ◆ R&D/NPD
- ◆ Customer product co-development
- ◆ Functional foods



# Food Ingredients

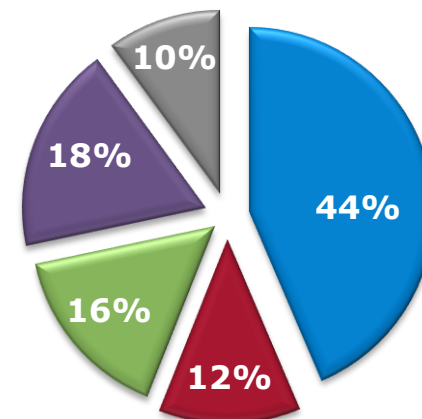
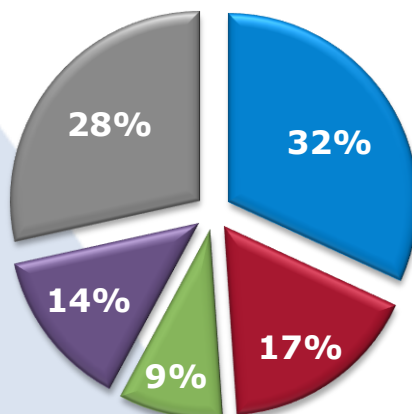
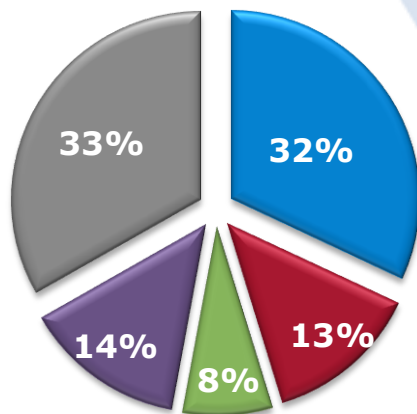


## Volumes

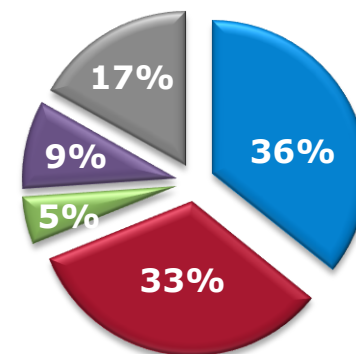
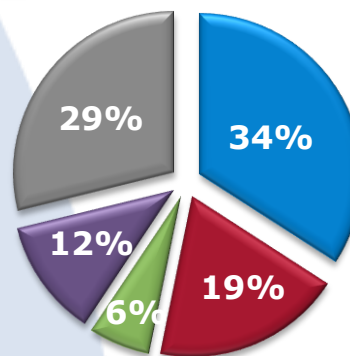
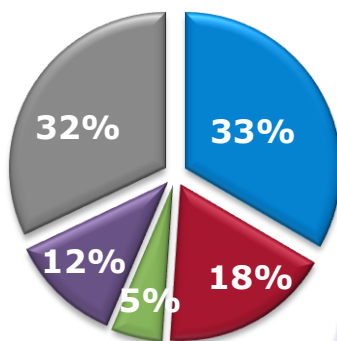
## Sales

## Operating profit

2011



2010



Bakery & Bakery Service

Food Service

Infant Nutrition

Dairy Fat Alternative

Frying & Other Commodity

The first choice for value-added vegetable oil solutions

# Chocolate & Confectionery Fats

## Product Areas

- ◆ Cocoa Butter Equivalents, CBE and CBI
- ◆ Cocoa Butter Replacers, CBR
- ◆ Cocoa Butter Substitutes, CBS
- ◆ Filling Fats
- ◆ Cosmetics

## Growth Drivers

- ◆ Health
  - Reduction/elimination of trans fats
  - Reduction of saturated fats
- ◆ Cost efficiency
- ◆ World wide logistics
- ◆ R&D/NPD
- ◆ Customer product co-development

# Technical Products & Feed

## Product Areas

- ◆ Fatty acids and glycerine for various technical applications
- ◆ Biolubricants for metalworking, forestry and construction
- ◆ Proteins and fats for the animal feed

## Growth Drivers

- ◆ Cost efficiency
- ◆ Sustainability
  - Environmental friendly products
- ◆ Product safety, nutrition and hygiene
  - Salmonella free products



# AAK's relative position in Growth markets (edible oils volume)



## Slow growing markets

- Nordics
- West Europe



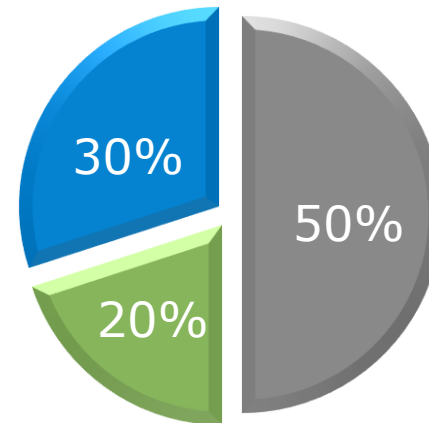
## Medium growing markets

- USA
- CEE
- CIS

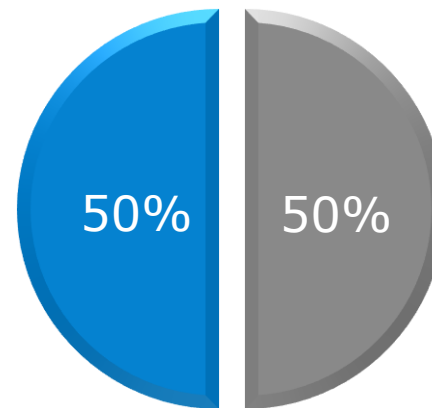


## Fast growing markets

- Asia
- Latin America



- Slow growing
- Medium growing
- High growing



- Slow growing
- Medium and High growing

# AAK Acceleration – 12 Priority Projects



## Growth

1. Bakery
2. Dairy
3. CCF
4. Infant Nutrition
5. Food Service
6. Merger & Acquisition
7. Fast-growing Economies
  - China
  - Brazil



## Efficiency

8. Purchasing
9. Productivity



## People

10. Sales Management & Sales Processes
11. Mobilize Ourselves
12. Internal Communication

# AAK Acceleration - Growth

## AAK Acceleration projects

Bakery

Dairy

CCF

Infant Nutrition

Food Service

Merger & Acquisition

Fast-growing economies

- China

- Brazil

## KPI 's



N.A.



Ahead of plan



On plan



Behind plan

# AAK Acceleration - Efficiency

## AAK Acceleration projects

Purchasing

Productivity

## KPI's



Ahead of plan



On plan



Behind plan



# AAK Acceleration - People

## AAK Acceleration projects Sales

- Sales Management
- Sales Training
- Technical Training
- Price Management

## Mobilize Ourselves

## Internal communication

## KPI's



Ahead of plan



On plan

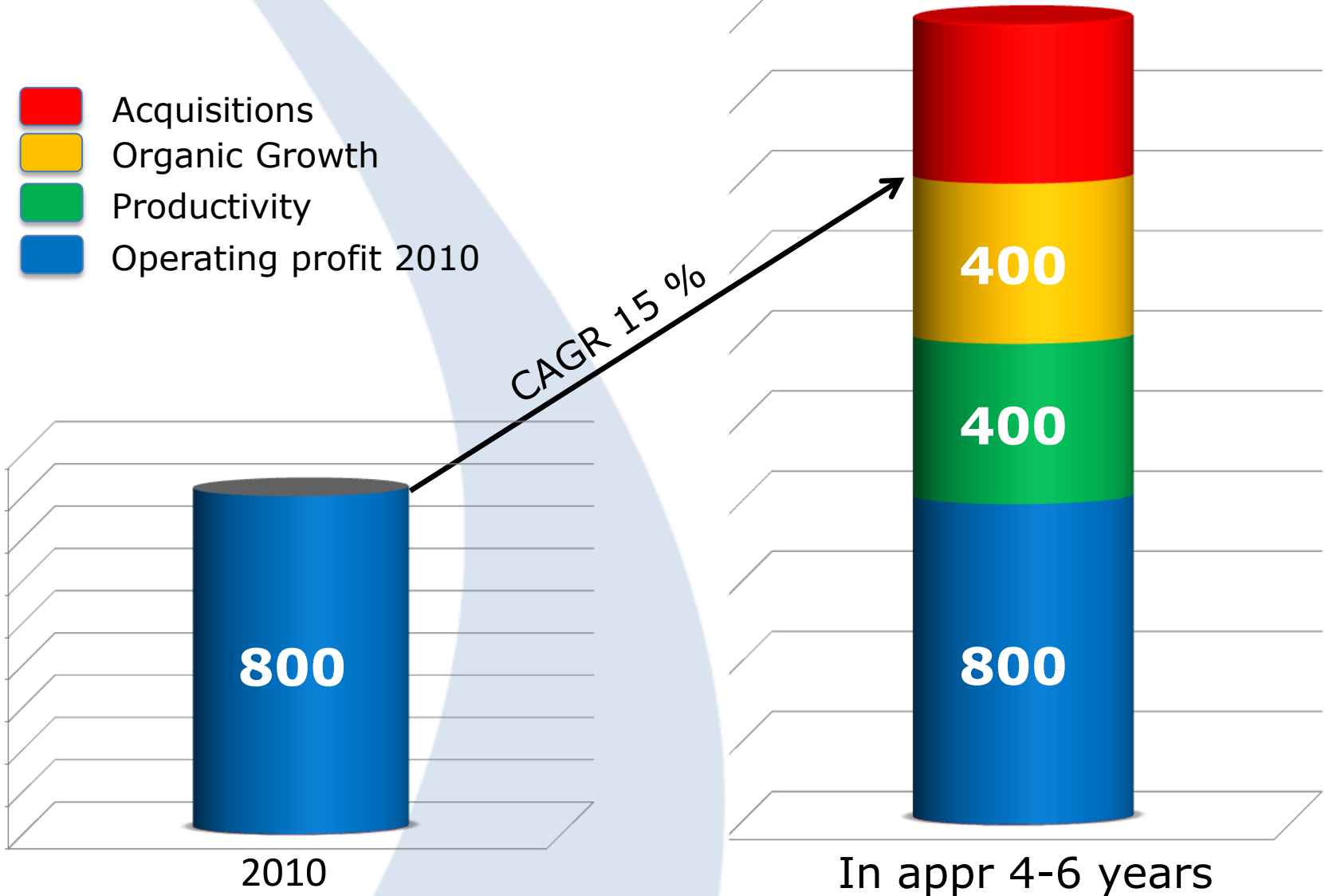


Behind plan

# AAK Acceleration - Management Growth ambition\* on track



- Acquisitions
- Organic Growth
- Productivity
- Operating profit 2010



\* As expressed at the Capital Market Day November 10, 2010 and at fixed exchange rates.

# Concluding remarks from CEO



- We continue to see very positive effects of the AAK Acceleration program
- Speciality volumes increased
- The acquisition of Golden Foods/Golden Brands significantly strengthens us
- The effects on our industry from the more difficult general economy in Europe are difficult to predict. With dramatic food price inflation in 2010, AAK's customer value propositions for health and reduced costs, and the AAK Acceleration program, we remain prudently optimistic for the future