# **ANNUAL GENERAL MEETING**

Brødrene Hartmann A/S 8 April 2014



#### **AGENDA**

- 1. Report from the Board of Directors on the company's activities in the past financial year
- 2. Presentation of the audited annual report for approval
- 3. Resolution on the discharge from liability of members of the Board of Directors and the Executive Board
- 4. Resolution on the distribution of profits or the cover of losses in accordance with the approved annual report
- 5. Election of members to the Board of Directors
- 6. Approval of the remuneration to the Board of Directors for FY2014
- Election of auditor
- 8. Proposal from the Board of Directors for the granting of authority to acquire own shares
- 9. Proposal from the Board of Directors to authorise the Chairman of the meeting with full right of substitution to file resolutions passed at the general meeting for registration with the Danish Business Authority
- 10. Any other business



## **ITEM 1: REPORT FROM THE BOARD OF DIRECTORS 2013**

- Highlights
- Developments in 2013
- Outlook
- Questions





## **HIGHLIGHTS**

#### **FINANCIALS**

Steady growth and higher profitability

Solid performance in both businesses

Proposed pay-out ratio of 78%

#### **OUTLOOK 2014**

Revenue of DKK 1.6-1.7bn

Profit margin of 9.0-10.5%

#### **OPERATIONS**

Operational improvements in Europe

North American growth continues

#### **STRATEGY**

Customers - Efficiency - Capacity

Streamlined production and portfolio

Expansion and optimisation



## **SELECTED STRATEGIC INITIATIVES**

#### **Strategic work generates results**



Streamlining of European manufacturing lifts profitability

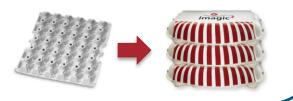
Organisational changes in Europe entail simplification and synergies





Portfolio strategy increases share of premium products

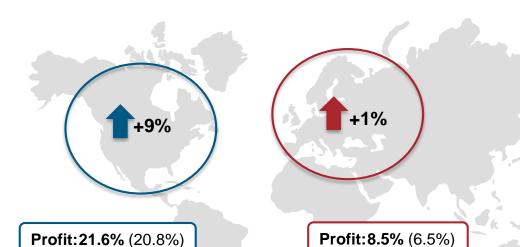
On-going expansion in North America and optimisation in Europe



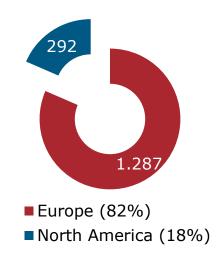
**Ensure sustainable and profitable long-term growth** 



## **BUSINESS OVERVIEW**



#### Revenue 2013 (DKKm)



#### **NORTH AMERICA**

Increased sales across all product segments

Increased share of premium products

High capacity utilisation

#### **EUROPE**

Moderate revenue growth

Results from optimisation of product portfolio

Efficiency enhancements

#### **MARKET TRENDS**

Stable and increasing demand for eggs

Retail chains in new markets

Focus on health and nutrition

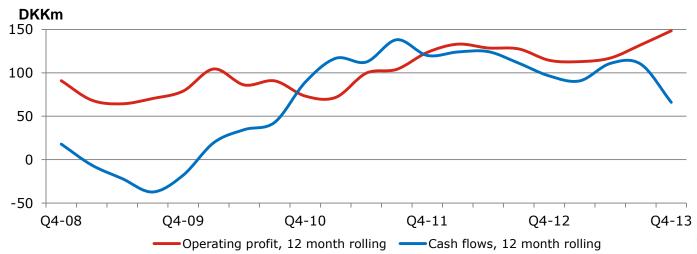
Emphasis on sustainability



## **FINANCIALS 2013**

## Strong profitability on steady revenue growth

DKKm	2013	2012	Change (%)
Revenue	1,579	1,544	2
Operating profit	148	114	30
Special items	(39)	0	-
Profit	86	93	(7)
Free cash flows (operating and investing)	66	96	(31)
Invested capital	689	655	5
Profit margin, %	9.4	7.4	-
ROIC, %	23.0	17.5	<u>-</u>



## **OUTLOOK 2014**

#### **On-track to deliver continued progress**

	Realised 2013	Guidance 2014	Targets 2015
Revenue	DKK 1,579m	DKK 1.6-1.7bn	DKK 1.7-1.8bn
Profit margin before special items	9.4%	9.0-10.5%	9.5-11%

- Expectations for continued progress based on:
  - Customers build relations and increase share of premium products
  - Efficiency continued optimisation and increased use of robotic technology
  - Capacity increase capacity to allow for sustainable growth
- CAPEX expected to come to DKK 120-140m
  - Increased focus on efficiency measures
  - Expansion of existing capacity in Europe and North America
- 2015 target profitability range adjusted
  - Range narrowed to 9.5-11% from earlier 8-11% due to positive developments



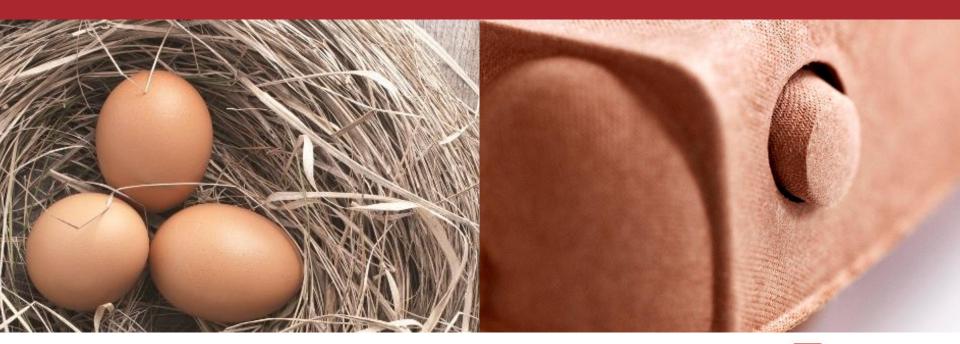
## **ITEMS 2-4: ANNUAL REPORT, DISCHARGE AND DIVIDENDS**

- 2. Presentation of the audited annual report for approval
- 3. Resolution on the discharge from liability of members of the Board of Directors and the Executive Board
- 4. Resolution on the distribution of profits or the cover of losses in accordance with the approved annual report
  - Profit for the year 2013: DKK 86 million (2012: DKK 93 million)
  - Recommendation for dividends for the financial year 2013: DKK 9.50 per share (2012: DKK 9.50 per share)
  - Share of profit distributed: 78% (2012: 72%)





# **QUESTIONS**





## **ITEMS 1-4**

Approval of items 1-4





#### ITEM 5: ELECTION OF MEMBERS TO THE BOARD OF DIRECTORS

- The Board of Directors proposes that the following shareholderelected members be re-elected:
  - Agnete Raaschou-Nielsen
  - Niels Hermansen
  - Jørn Mørkeberg Nielsen
  - Steen Parsholt
- Walther Vishof Paulsen does not wish to be re-elected
- Employee-elected members are elected for four years (2014-2017)
  - Jan Peter Antonisen
  - Andy Hansen
  - Niels Christian Petersen



## **ITEM 6: APPROVAL OF REMUNERATION 2014**

- Approval of the 2014 remuneration to the Board of Directors
  - The Board of Directors recommends that the board remuneration for 2014 be unchanged from 2013
    - Ordinary board members receive DKK 200,000 per member
    - Vice chairman and chairman receive this amount multiplied by 2 and 3, respectively
- Membership of the Audit Committee is compensated separately
  - Ordinary members of the Audit Committee receive remuneration equaling 50% of the board fee
  - The chairman of the Audit Committee receives remuneration equaling the full board fee. If, however, the chairman of the Audit Committee is also vice chairman of the Board of Directors, the remuneration equals 50% of the board fee





## **ITEM 7: ELECTION OF AUDITOR**

• The Board of Directors proposes re-election of Deloitte Statsautoriseret Revisionspartnerselskab





## **ITEM 8: AUTHORITY TO ACQUIRE OWN SHARES**

- Proposal from the Board of Directors for the adoption of the following authority to acquire own shares
  - The Board of Directors is granted authority to let the company acquire own shares at a maximum nominal value of DKK 14,030,180 in the period until 8 October 2015 at the price listed at the time of acquisition plus/minus a maximum 10 per cent





## **ITEM 9: CHAIRMAN OF THE MEETING**

 Proposal from the Board of Directors to authorise the Chairman of the meeting to arrange for, and to make such alterations and additions as may be required for, the registration of resolutions passed at the annual general meeting with the Danish Business Authority





## **ITEM 10: ANY OTHER BUSINESS**

Any other business





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Brødrene Hartmann A/S 8 April 2014

