

The FRIGOGLASS logo is a white oval containing the word "FRIGOGLASS" in a blue, sans-serif, uppercase font. It is positioned in the top left corner of the slide.

FRIGOGLASS

# Institutional Presentation

## Overview of Q1 2006 Financial Results





## Section 1

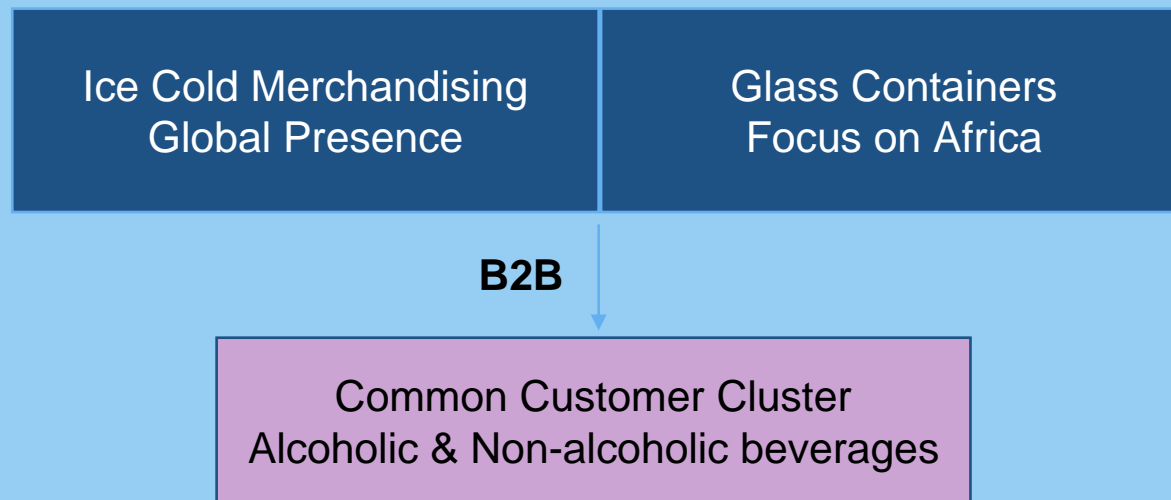
# Overview of Frigoglass



## What we do

- Frigoglass is one of the world's largest Ice-Cold Merchandisers (ICM) manufacturers and solution providers
- The company's target customers include beverage companies, breweries and dairy companies

### Core business



Frigoglass' goal is to "cool and sell"

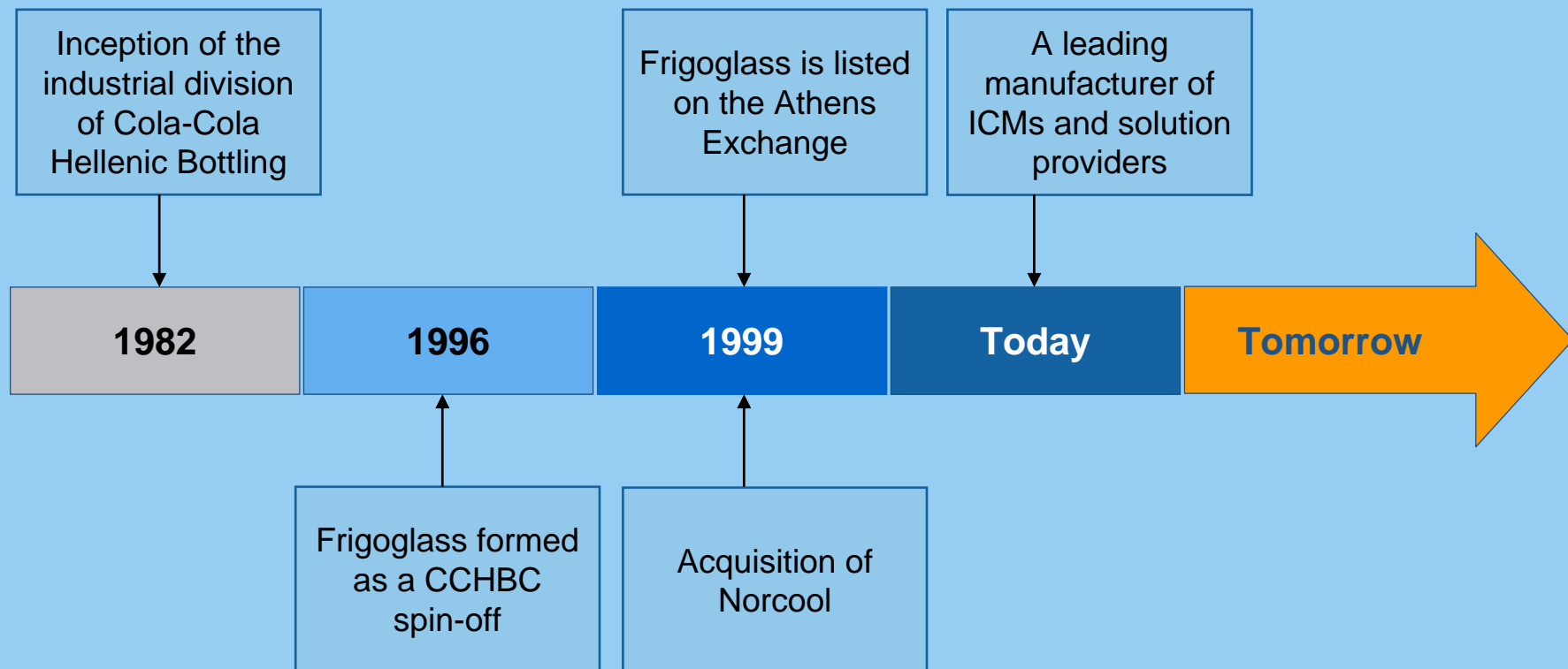
## Ice Cold Merchandisers







## The journey



Frigoglass has evolved into a leading player in the global ICM sector



## A success story

### Global player

- The company's geographic reach, both in terms of production and distribution across 4 continents, is unparalleled
- Competition consists of regional players with a limited and non-core competitive offering

### Blue chip customers

- Frigoglass' customer base consists of blue chip clients
- Among others this includes: Coca-Cola Enterprises, Coca-Cola HBC, BBH, Inbev, SAB, Heineken, Efes, Nestle, Danone, GlaxoSmithKline

### Revenue visibility

- Frigoglass is deeply involved in the global capex plans of its customers
- This is effected through annual planning agreements

### Competitive cost structure

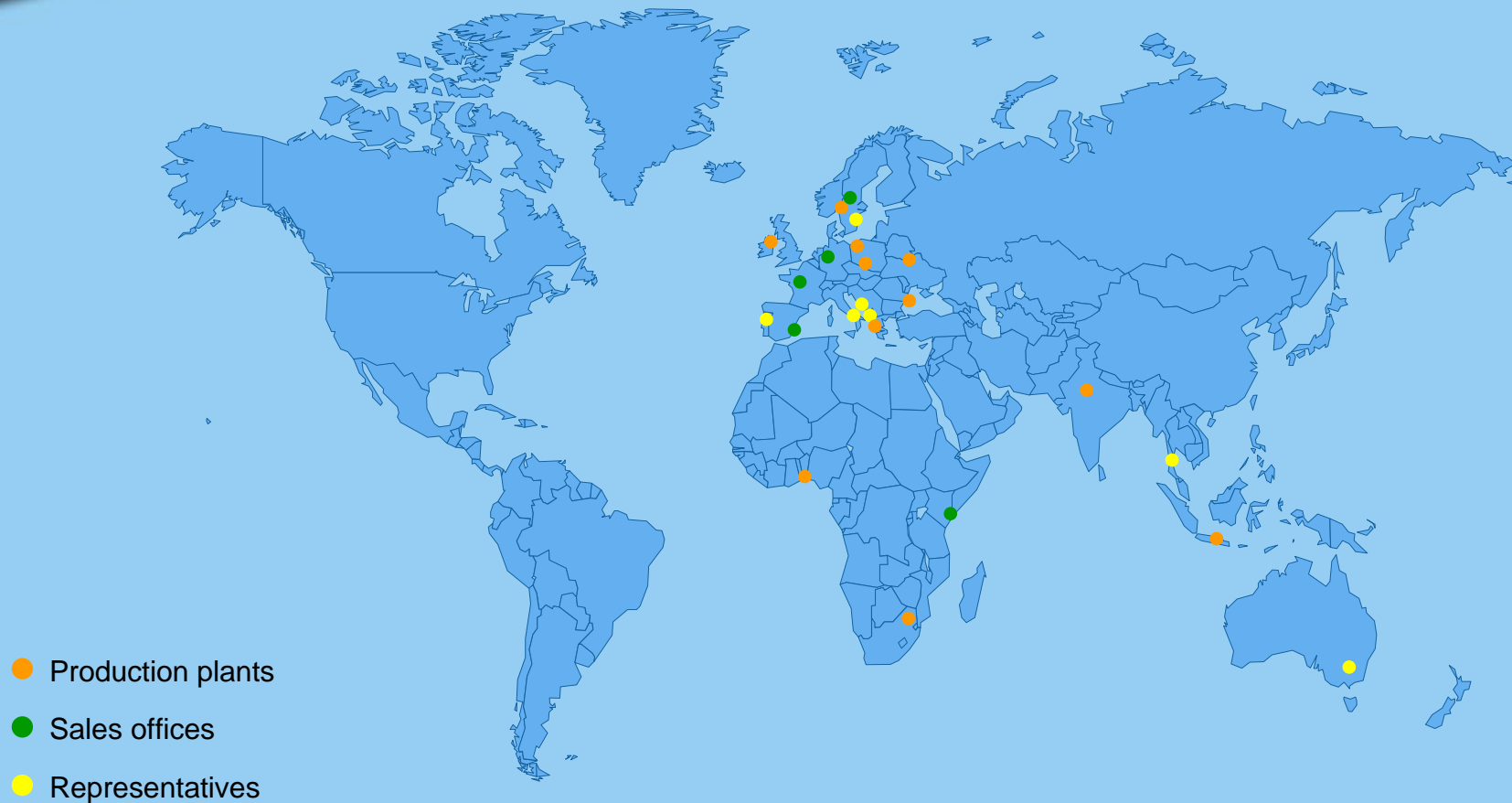
- Frigoglass can ensure a stable and competitive cost base
  - production in low cost countries (Russia, Romania, India, Indonesia)
  - increase in raw material costs is absorbed through higher capacity utilisation and production efficiencies

### Growth avenues

- Multi channel and multi segment growth across key markets and further expansion into low penetrated countries (SE Asia, Africa)
- Continuous product innovation
- Expansion in China and the Americas

Frigoglass represents an attractive story with solid growth potential

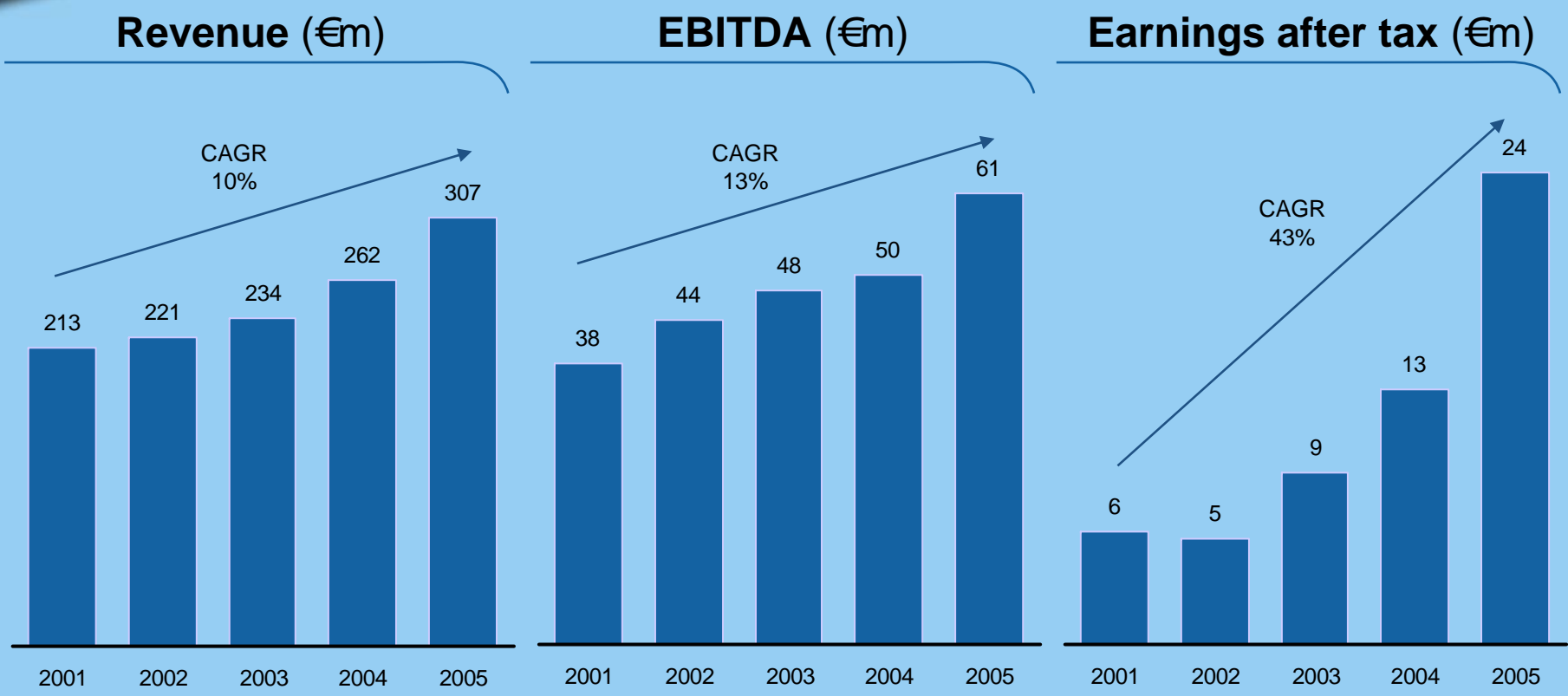
## Geographic presence



Frigoglass operates in 14 countries, with 18 manufacturing facilities and 5 sales offices employing 4,300 people



# Group financial snapshot



A staggering growth over the last few years





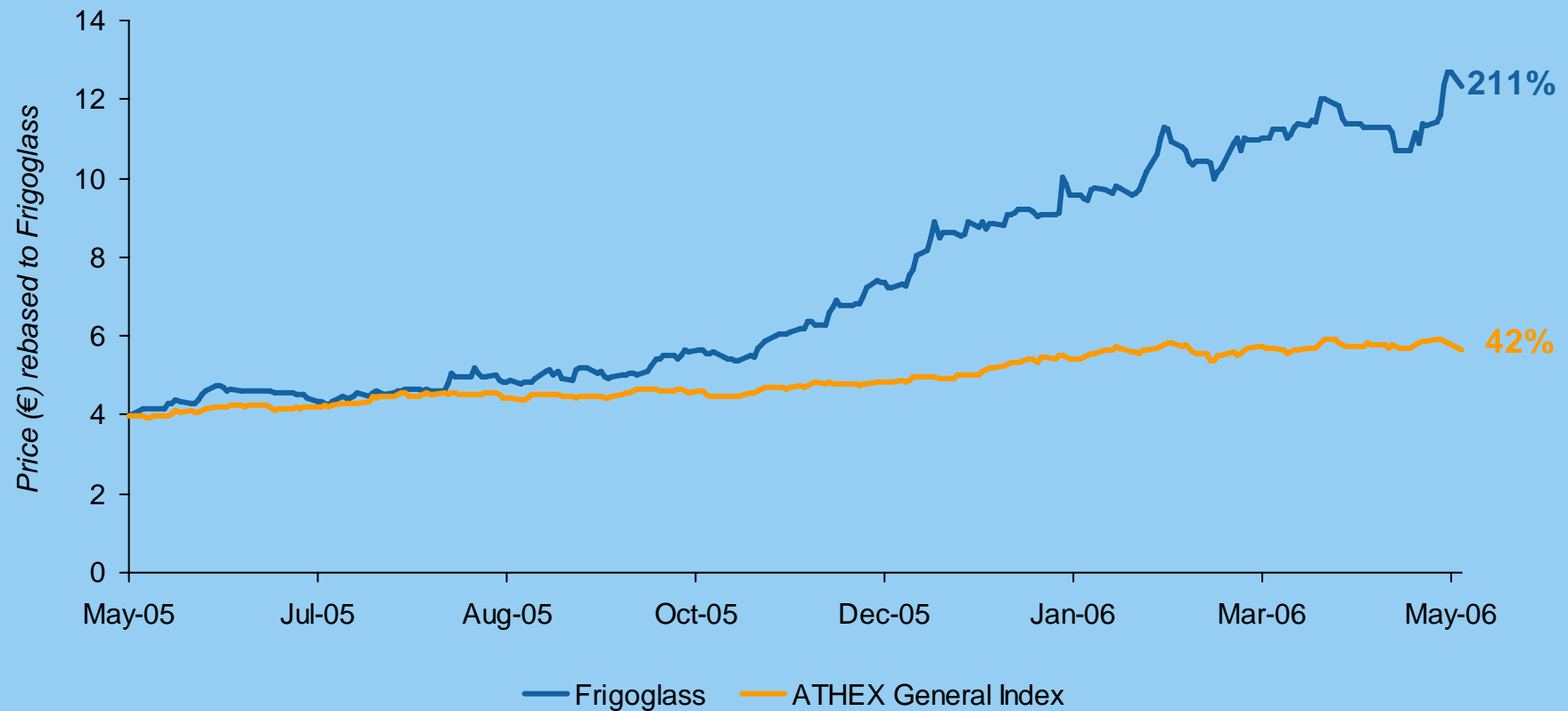
## Q1 2006 financial highlights

|         |       | y-o-y growth |
|---------|-------|--------------|
| Revenue | €117m | +35%         |
| EBITDA  | €29m  | +34%         |
| EBIT    | €24m  | +43%         |
| EPS     | €0.38 | +68%         |
| NTS/NWC | €0.86 | +14%         |

Frigoglass delivered yet another record set of quarterly results



## Strong share price performance

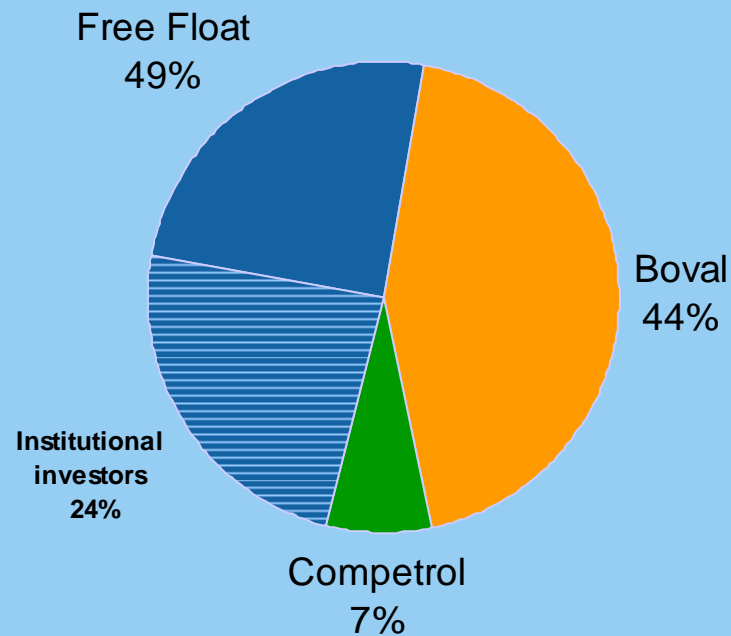


Frigoglass shares have outperformed the ATHEX by more than 5 times

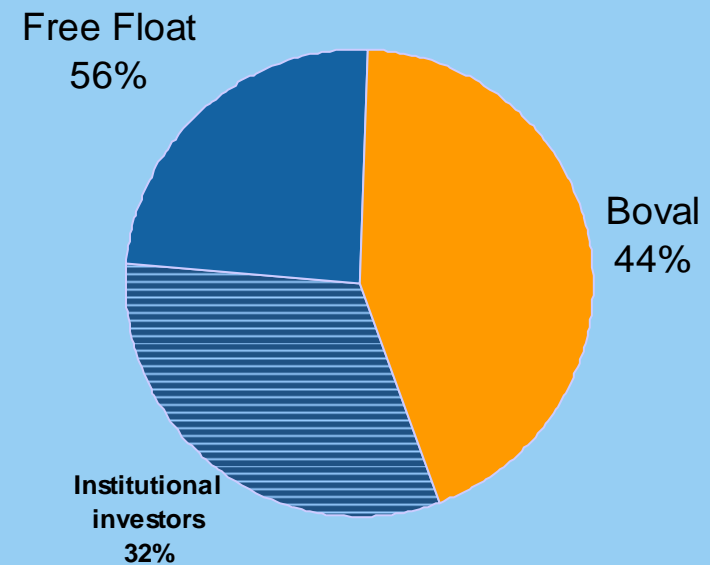


## Shareholding structure

**December 2005**



**March 2006**



Institutional investors have been significantly increasing their ownership in Frigoglass

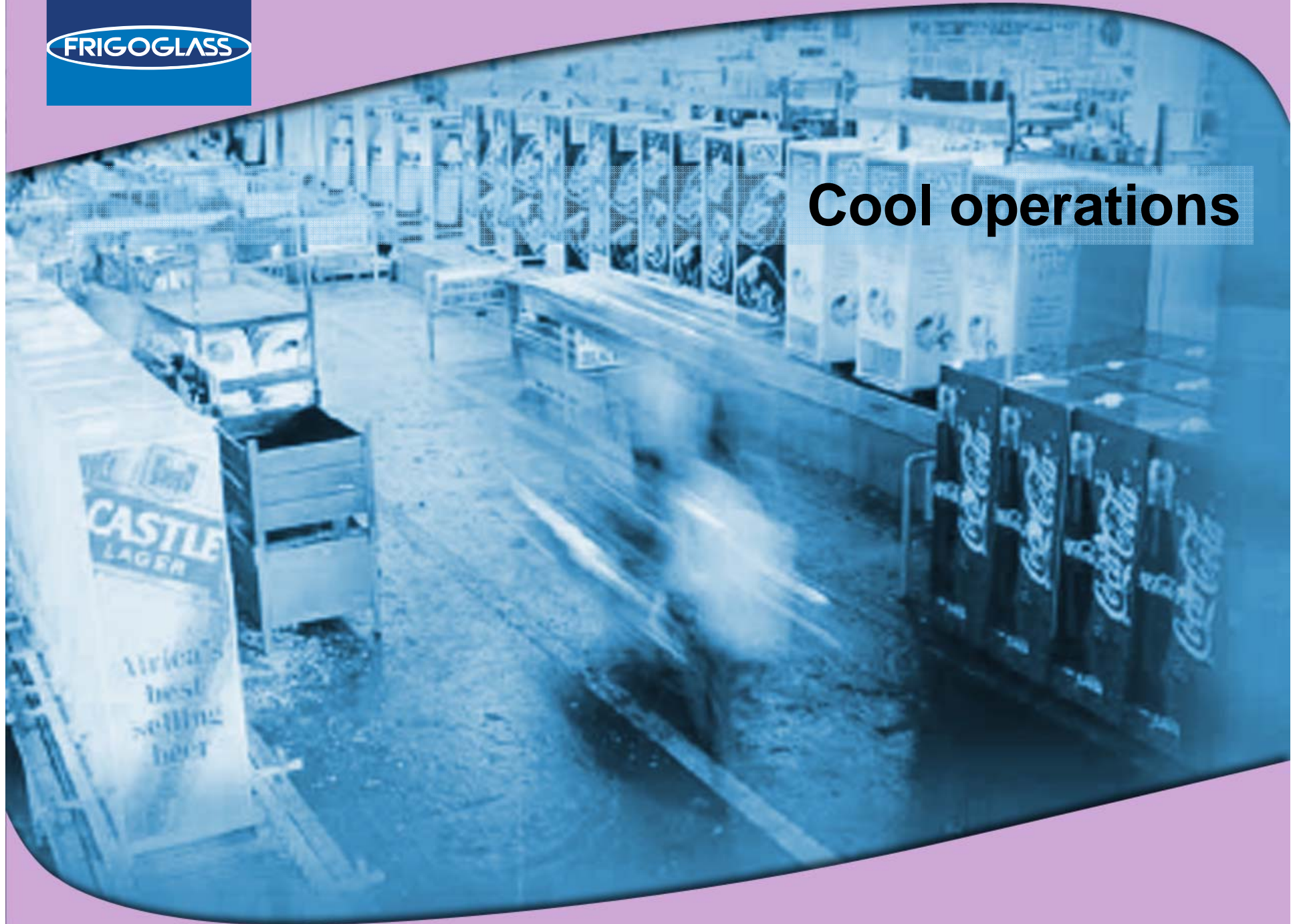


## Section 2

# **Divisional overview**

FRIGOGLASS

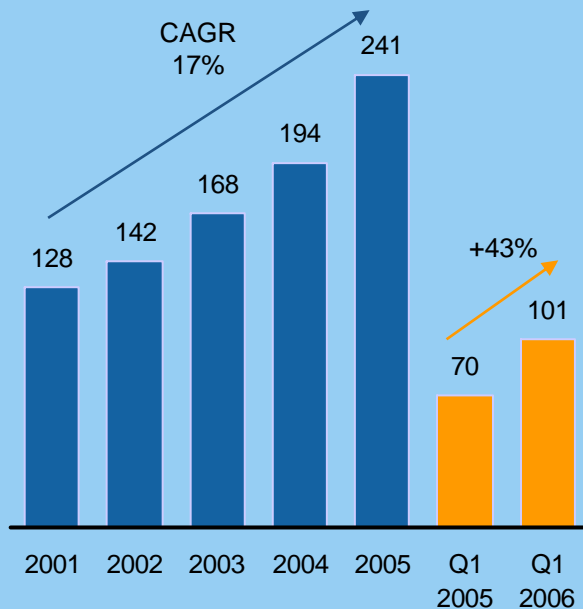
**Cool operations**



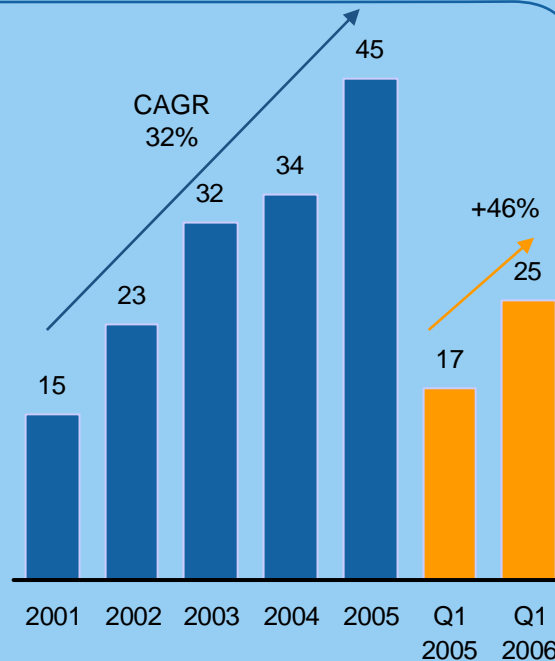


## Financial snapshot

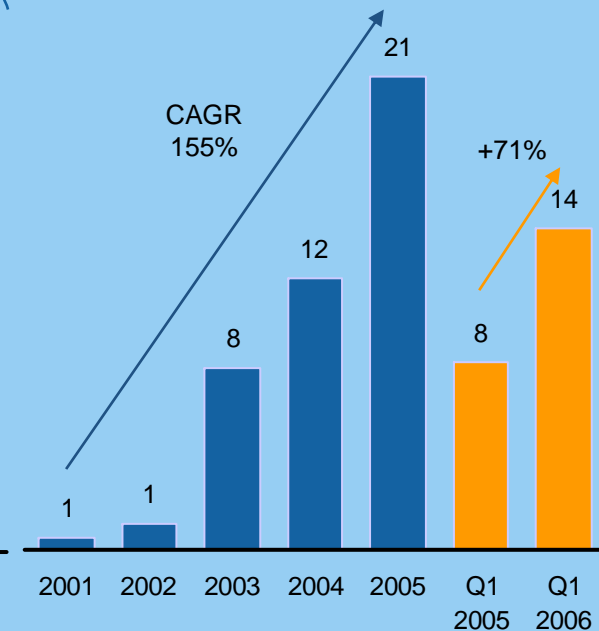
### Revenue (€m)



### EBITDA (€m)



### Earnings after tax (€m)



- Frigoglass Cool Operations have been historically demonstrating very strong growth rates
- Q1 2006 results are very promising and point out to the continuation of such a trend



## Review of Q1 2006 results

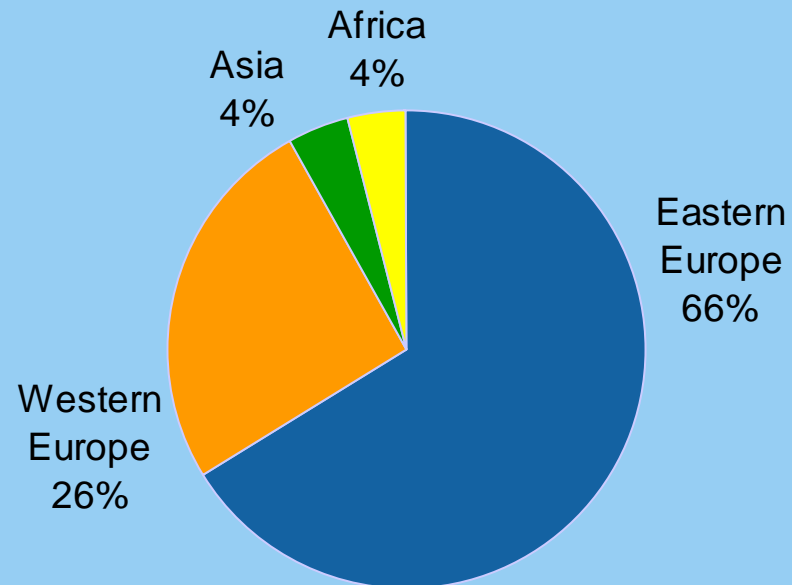
| (€m)               | Q1 2006    | Q1 2005    | % growth |
|--------------------|------------|------------|----------|
| Revenue            | 101        | 70         | 43%      |
| EBITDA             | 25         | 17         | 46%      |
| <i>% margin</i>    | <i>25%</i> | <i>24%</i> |          |
| Earnings after tax | 14         | 8          | 71%      |
| <i>% margin</i>    | <i>14%</i> | <i>12%</i> |          |

■ Cool operations exhibited strong growth in Q1 2006 primarily driven by:

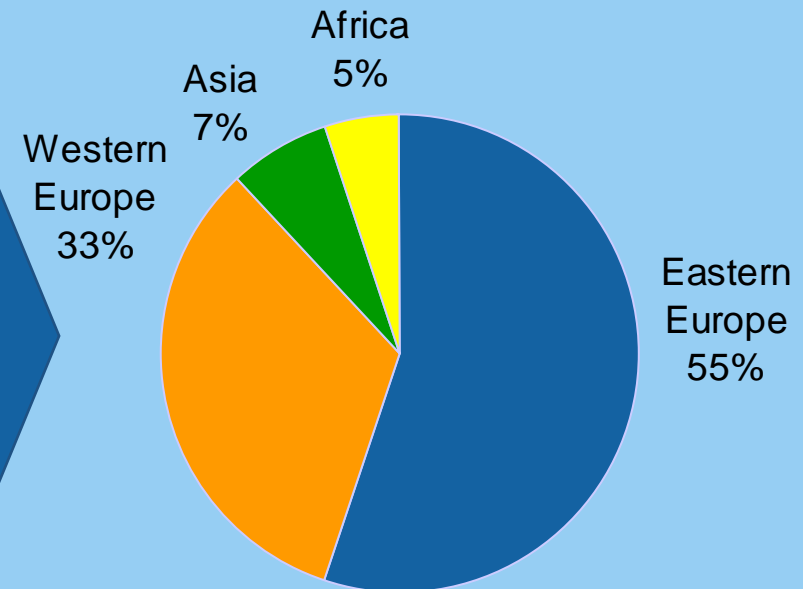
- the introduction of new products, such as open – fronts, now representing 22% of Cool Operations' sales vs. 14% in Q1 2005
- high penetration of innovative ICMs in Western Europe and development of new markets (SE Asia and Africa)
- strong positioning in World Cup initiatives
- 239% increase in sales to CC bottlers (other than CCHBC)

## Geographic breakdown

**Q1 2005**



**Q1 2006**



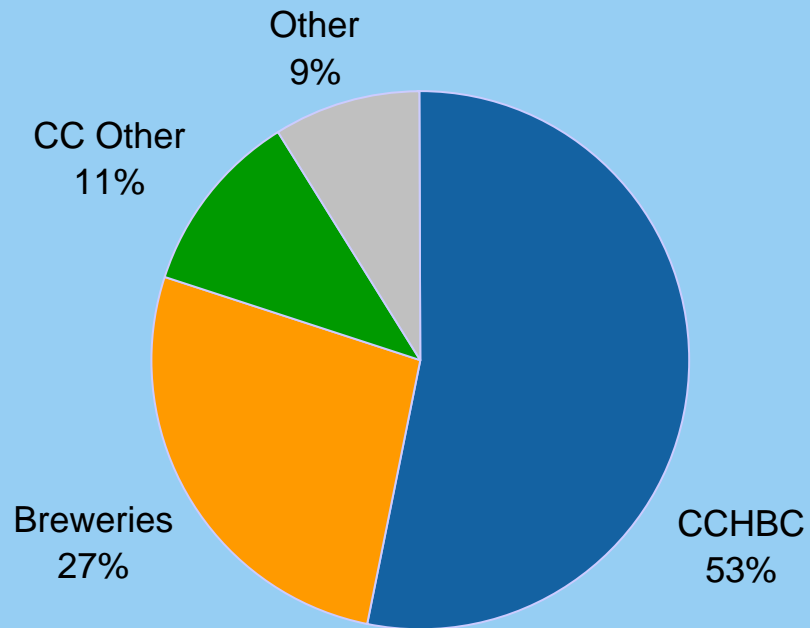
| Region         | % growth |
|----------------|----------|
| Asia           | 112%     |
| Western Europe | 85%      |
| Africa         | 74%      |
| Eastern Europe | 20%      |

Asia and Western Europe have experienced the strongest growth

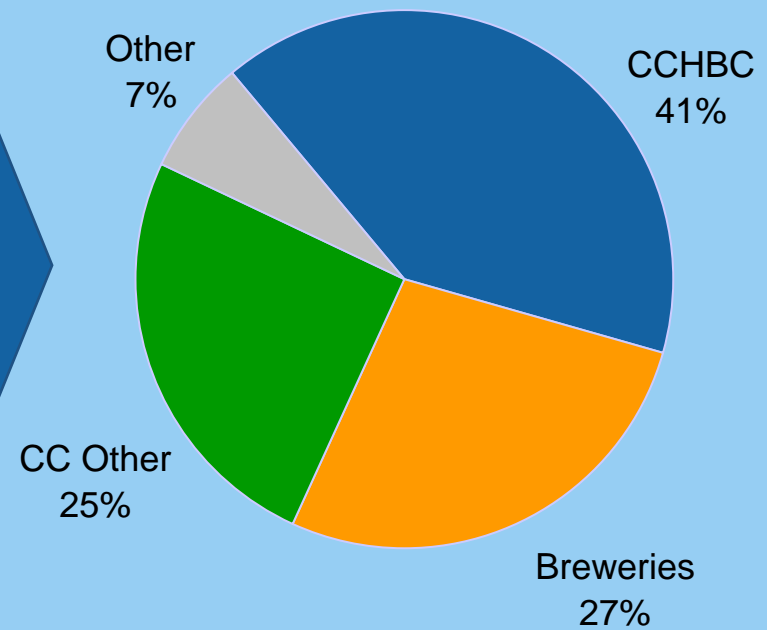


## Revenue by customer group

Q1 2005

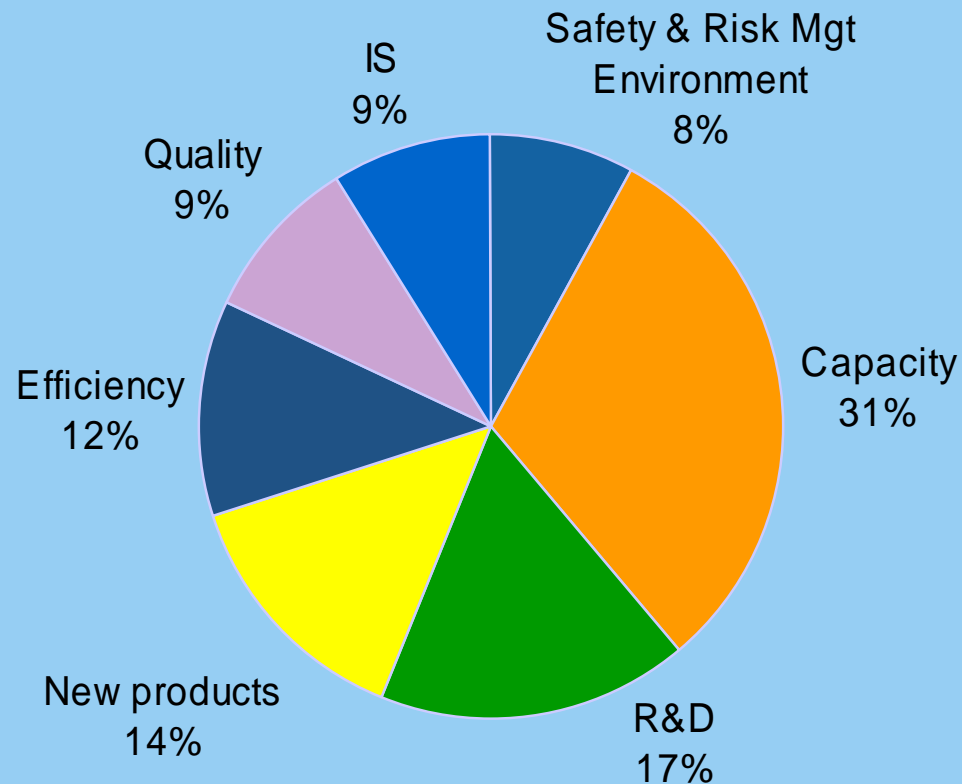


Q1 2006



Frigoglass has managed to reduce its dependency from CCHBC

## Capital expenditure 2001 – 2005



**Total: €44 million**

Through investment in innovation and quality Frigoglass drives growth





## Strong barriers to entry

- 1 Unique understanding of customer needs and requirements
- 2 Strong and long-term relationship with the “Coca-Cola” system
- 3 Global presence better addresses the needs of global customers
- 4 Acquiring new customers requires time and resource commitment
- 5 The ICM business is non-core for the competition
- 6 Economies of scale and strong negotiating power

The ICM market structure enables Frigoglass to maintain its leadership and further expand globally

# Nigeria operations

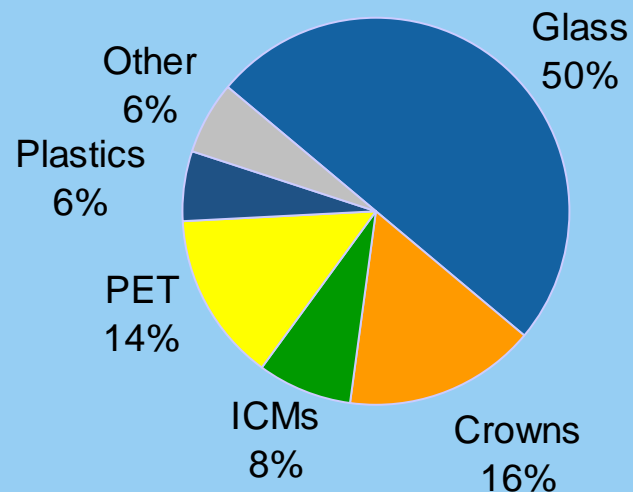




## Nigeria operations

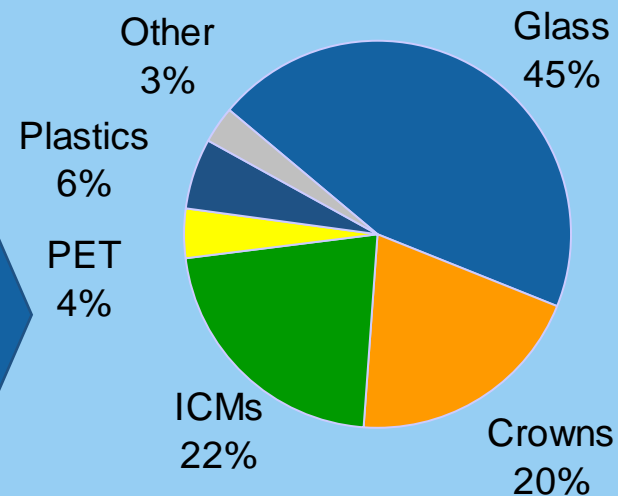
- Among the top glass producers in Continental Africa and leading packaging group in West Africa
- Complementary activities
- Represents 13% of Frigoglass revenue and 5% of earnings after tax in Q1 2006

**Q1 2005**



**Total: €17 million**

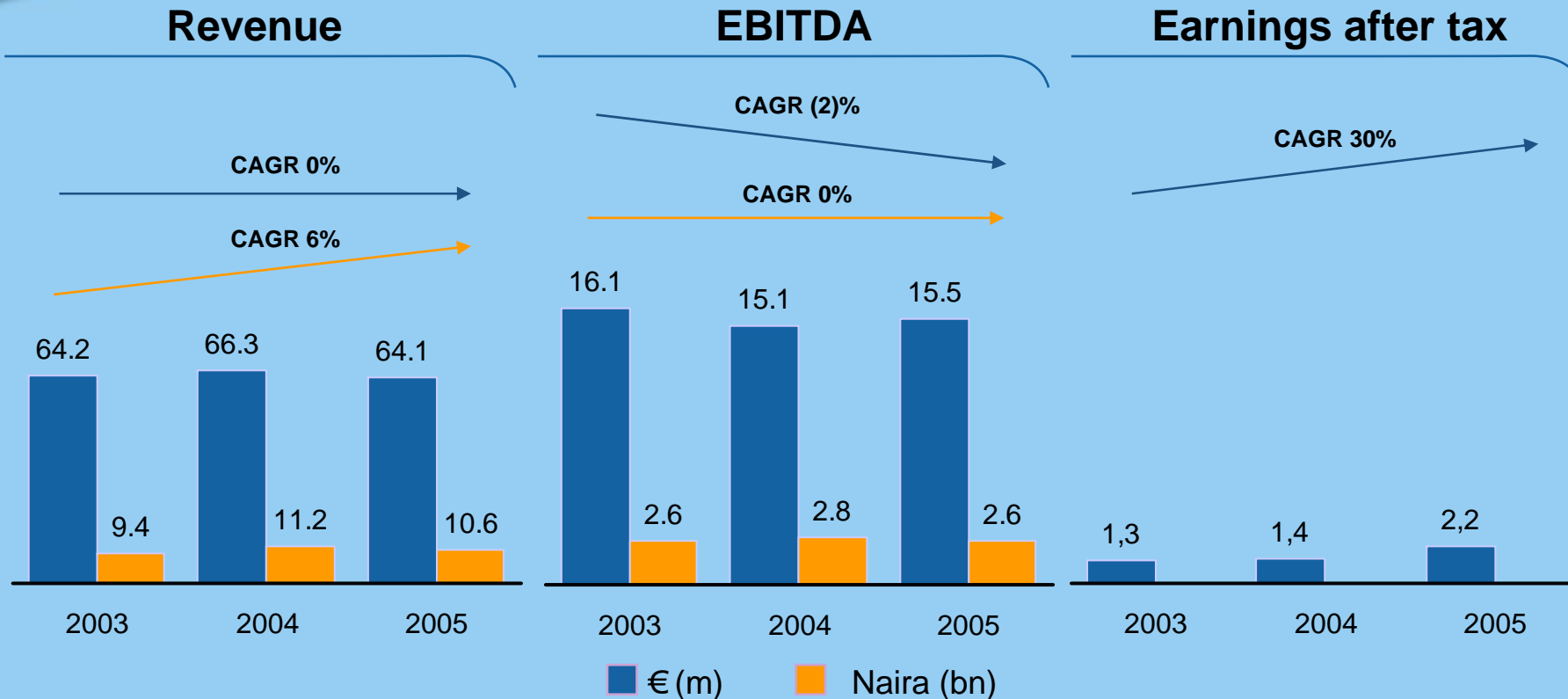
**Q1 2006**



**Total: €15 million**



## Financial snapshot



- Business (in local currency) has been relatively stable; Frigoglass Group however has suffered from the continuous depreciation of the Naira
- Brewery market is characterised by cyclicity (volumes down by 67%)
- The company is aiming at stimulating its export business and widen its end-customer base (pharmaceutical, alcoholic beverages and cosmetics)



## Review of Q1 2006 results

|                    | Q1 2006 | Q1 2005 | % growth |
|--------------------|---------|---------|----------|
| Revenue            |         |         |          |
| €(m)               | 15      | 17      | (7)%     |
| Naira(bn)          | 2.5     | 2.9     |          |
| EBITDA             |         |         |          |
| €(m)               | 4       | 5       | (14)%    |
| Naira(bn)          | 0.6     | 0.9     |          |
| % margin           | 25%     | 27%     |          |
| Earnings after tax |         |         |          |
| €(m)               | 0.8     | 0.6     | 33%      |
| Naira(bn)          | 0.1     | 0.3     |          |
| % margin           | 5%      | 4%      |          |

- Despite the drop in sales to breweries, revenue from the Coca-Cola Nigerian Bottling have been particularly strong; Nigerian Cool Operations have been strong increasing by 144% y-o-y
- In addition the company has been implementing stringent cost controls (operating expenses fell by 15%), while it aims at constantly reducing its financing costs (decreased by 55%)
- Frigoglass has also managed to significantly reduce its effective tax rate from 43% to 37%





## Section 3

# **Q1 2006 financial review**



## Income statement

### Highlights

- Growth primarily driven by increased penetration of open-front solutions and increased sales from Coca Cola bottlers
- Selling and Marketing expenses rose in line with revenue (31%), while administrative expenses (excluding one-off expenses of €1.4m) grew by 5%
- Effective tax rate in Q1 2006 was 31% vs 39% in the corresponding period last year

| (€m)                | Q1 2006 | Q1 2005 | % change |
|---------------------|---------|---------|----------|
| Revenue             | 117     | 86      | 35%      |
| % <i>growth</i>     | 35%     | n/a     |          |
| Gross profit        | 36      | 25      | 40%      |
| % <i>margin</i>     | 31%     | 30%     |          |
| Operating expenses  | 12      | 9       |          |
| % <i>of revenue</i> | 10%     | 11%     |          |
| EBITDA              | 29      | 22      | 34%      |
| % <i>margin</i>     | 25%     | 25%     |          |
| Earnings after tax  | 15      | 9       | 68%      |
| % <i>margin</i>     | 13%     | 11%     |          |



## Working capital

### Highlights

- Working capital management improved the average annual NTS/NWC ratio by c.14% vs the previous year
- Trade creditors and trade debtors grew by approximately 25%, while inventory growth, significantly lagged growth in sales (16% vs 35%)
- This was primarily attributed to the increased customer demand during Q1 2006

| (€m)                       | Q1 2006    | Q1 2005    | % change   |
|----------------------------|------------|------------|------------|
| Inventories                | 80         | 69         | 16%        |
| Trade Debtors              | 98         | 79         | 25%        |
| Trade Creditors            | 43         | 34         | 25%        |
| <b>Net Working Capital</b> | <b>135</b> | <b>114</b> | <b>19%</b> |
| Net Trade Sales            | 117        | 86         | 35         |
| NTS/NWC                    | 0.86       | 0.76       | 14%        |



## Cash flow

### Highlights

- Cash flow improved to €1.5m, which includes the €12m proceeds from the VPI disposal
- This compares to negative €13m in Q1 2005, reflecting the traditionally working capital intense nature of Q1, due to the financing of trade receivables

| (€m)  | Q1 2006    | Q1 2005     |
|---|------------|-------------|
| Cash generated  | 31         | 23          |
| Changes in current assets                                 | (48)       | (41)        |
| Changes in current liabilities                            | 10         | 9           |
| <b>Net cash from operations</b>                           | <b>(7)</b> | <b>(9)</b>  |
| Investing activity  | (4)        | (4)         |
| Proceeds from subsidiaries disposal                       | 12         | 0           |
| <b>Net cash from operational and investing activities</b> | <b>2</b>   | <b>(13)</b> |
| Decrease in Bank Loans                                    | 12         | 15          |
| Dividends paid out  | 0          | 0           |
| <b>Net increase in cash</b>                               | <b>13</b>  | <b>2</b>    |



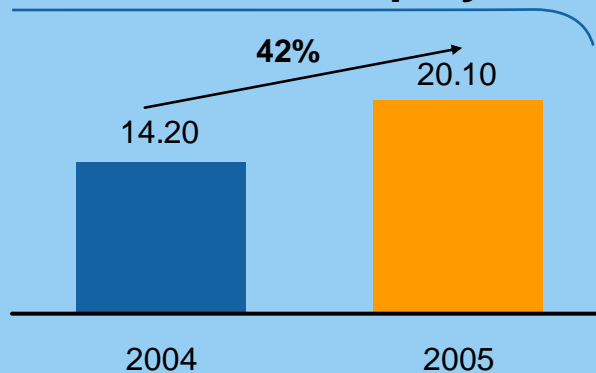
## Balance sheet

| (€m)  | 31 Mar 06  | 31 Dec 05  |
|---|------------|------------|
| Fixed Assets                                      | 124        | 124        |
| Current Assets                                    | <u>231</u> | <u>238</u> |
| <b>Total Assets</b>                               | <b>355</b> | <b>362</b> |
| Bank Loans  | 92         | 81         |
| Other Liabilities                                 | <u>109</u> | <u>127</u> |
| <b>Total Liabilities</b>                          | <b>201</b> | <b>207</b> |
| <b>Total Liabilities and Shareholders' Equity</b> | <b>355</b> | <b>362</b> |

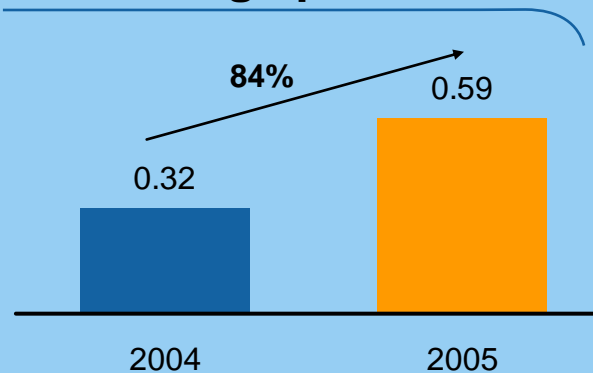


## Key performance indicators<sup>(1)</sup>

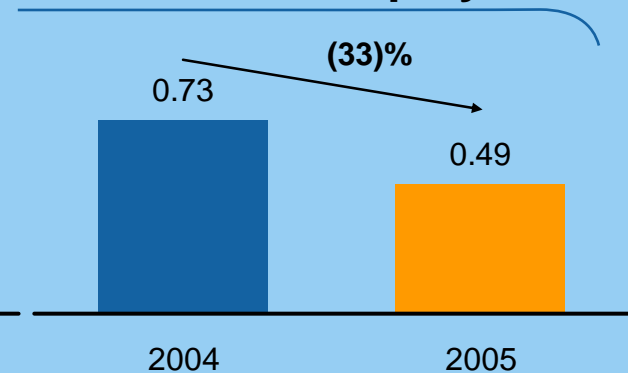
### Return on equity



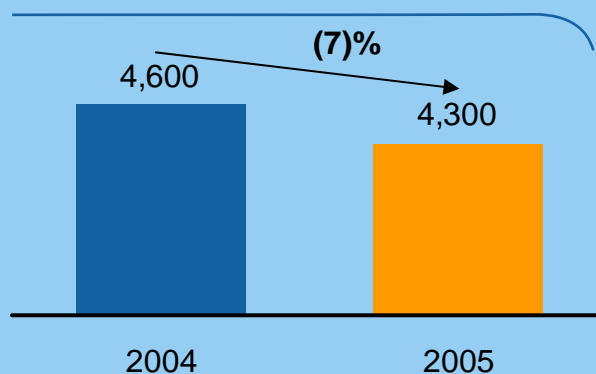
### Earnings per share



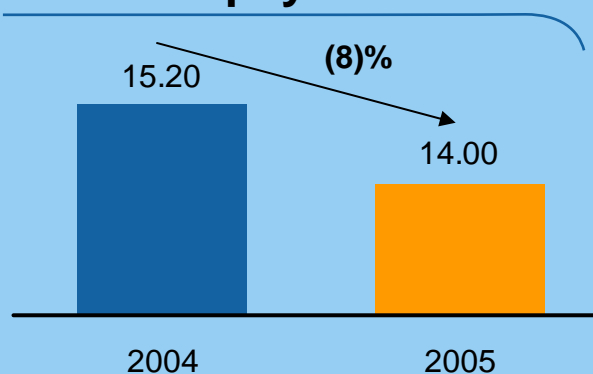
### Net debt/equity



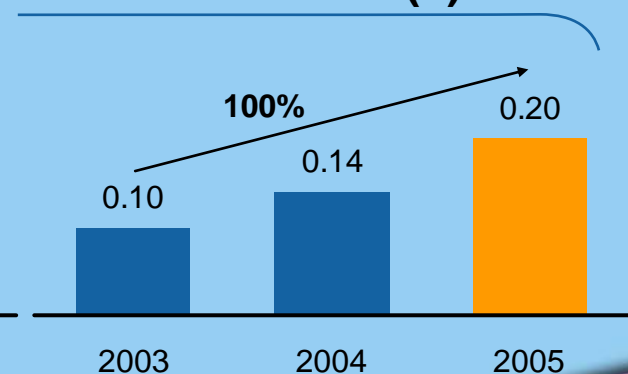
### Headcount



### Total payroll/NTS



### Dividends (€)



Impressive performance across all KPIs

(1) Based on adjusted financials for only continuing operations



## Section 4

# Strategy and 2006 outlook

## The pillars of growth

11

### Organic growth

- The “Coca-Cola system”
- Diversification beyond the “Coke” focus
- Innovative ICMs and value-adding services

### Geographic expansion

- China
- The Americas

### Diversification

- Continuous monitoring of opportunities offering
  - synergies and complementarity to existing operations
  - critical mass

### Capital redeployment

- Re-evaluation of non-core businesses
- Optimise manufacturing in core businesses

### Cost discipline

- Working capital and tax optimisation
- Quality–utilisation–efficiency

Frigoglass aims at continuously maximising shareholder value



## 2006 Outlook

Revenue growth

10 – 12%

EBITDA growth

12 – 14%

EPS growth

19 – 21%

Capex

<€25m

2006 is expected to be another strong year



## A success story

### Global player

- The company's geographic reach, both in terms of production and distribution across 4 continents, is unparalleled
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### Blue chip customers

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