

MLEKARA SUBOTICA



BUDGET 2014





Assumptions

- Volume : 4.34% Vs 2013; 1.55% Vs 2012
- The export is increased by 860t Vs 2013, 30% of exports will go to EU, 70% of exports will go to Russia
- Selling prices: currently valid price list, in April and August, corrected for 1%
- Discounts & Returns: 10.16% (Returns 0.9%)
- Prices of raw materials: Current prices adjusted for the projected course of eur
- The average milk price: 0,30 EUR / liter
- DME (direct marketing costs): 2.5% of net sales
- OPEX: Transport and storage increased by 5% and other operating expenses in proportion to the planned inflation
- CAPEX: 3,1 mio EUR
- Dividends: 2 mio EUR
- The debt is increased by 1.5 mio EUR (DEBT/EBITDA = 1.3)
- Euro exchange rate: the average of 117.48 RSD
- The inflation rate 5%

P&L (000 RSD)

Item	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
Sales in 000 LIT / kg	38.060	36.926	41.993	3,07%	-9,36%
Gross Revenue	4.509.422	4.053.535	4.071.211	11,25%	10,76%
Discounts & Returns	458.138	501.700	303.191	-8,68%	51,11%
Net Revenue	4.051.284	3.551.836	3.768.020	14,06%	7,52%
Raw Milk	10,16%	12,38%	7,45%	-17,91%	36,42%
Raw Milk Trans.& Intake	1.817.178	1.613.828	1.711.521	12,60%	6,17%
	74.585	73.977	82.552	0,82%	-9,65%
Total Raw Milk	1.891.763	1.687.805	1.794.073	12,08%	5,45%
Ingredients	57.141	43.748	64.732	30,61%	-11,73%
Packaging Material	427.094	408.422	428.837	4,57%	-0,41%
Purchased Finished Goods	221.405	126.382	44.484	75,19%	397,71%
Direct Cost	2.597.404	2.266.357	2.332.126	14,61%	11,37%
Overheads	306.925	274.278	411.171	11,90%	-25,35%
Total COGS	2.904.329	2.540.635	2.743.297	14,32%	5,87%
Gross Profit	1.146.955	1.011.201	1.024.722	13,43%	11,93%
	28,31%	28,47%	27,20%	-0,56%	4,10%
Direct Marketing Exp.	101.282	25.333	102.831	299,80%	-1,51%
Warehouse	91.925	90.797	61.199	1,24%	50,21%
Distribution	183.577	171.893	170.260	6,80%	7,82%
Sales	93.177	93.600	95.962	-0,45%	-2,90%
Operating Marketing	10.479	13.289	13.814	-21,14%	-24,14%
Administration	129.592	136.138	128.125	-4,81%	1,14%
Total Operating Expenses	508.750	505.717	469.360	0,60%	8,39%
EBITDA	536.923	480.150	452.531	11,82%	18,65%
	13,25%	13,52%	12,01%	-1,96%	10,35%
Depreciation	201.563	197.848	198.126	1,88%	1,73%
EBIT	335.361	282.302	254.405	18,80%	31,82%
Interest (Income) / Expense	36.690	27.460	26.043	33,61%	40,88%
Fx (Gain) / Loss	14.300	1.573	43.449	809,30%	-67,09%
Management Recharges	31.163	29.899	37.700	4,23%	-17,34%
Other (Income) / Expense	7.800	26.316	16.671	-70,36%	-53,21%
EBT	245.407	197.054	130.542	24,54%	87,99%
Corporation Tax	36.811	19.229	11.354	91,44%	224,21%
Net Profit	208.596	177.825	119.188	17,30%	75,01%

P&L (000 EUR)

Item	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
Sales in 000 LIT / kg	38.060	36.926	41.993	3,07%	-9,36%
Gross Revenue	38.372	35.838	35.975	7,07%	6,66%
Discounts & Returns	3.898	4.423	2.677	-11,86%	45,59%
Net Revenue	34.474	31.415	33.298	9,73%	3,53%
Raw Milk	10,16%	12,34%	7,44%	-17,68%	36,49%
Raw Milk Trans.& Intake	15.451	14.272	15.177	8,27%	1,81%
	634	654	732	-3,00%	-13,35%
Total Raw Milk	16.086	14.926	15.909	7,77%	1,11%
Ingredients	486	388	574	25,39%	-15,33%
Packaging Material	3.632	3.613	3.803	0,54%	-4,49%
Purchased Finished Goods	1.898	1.112	394	70,69%	381,35%
Direct Cost	22.102	20.038	20.680	10,30%	6,88%
Overheads	2.607	2.430	3.537	7,27%	-26,30%
Total COGS	24.709	22.468	24.217	9,97%	2,03%
Gross Profit	9.765	8.948	9.081	9,14%	7,53%
	28,33%	28,48%	27,27%	-0,54%	3,87%
Direct Marketing Exp.	862	234	908	267,79%	-5,05%
Warehouse	783	802	543	-2,44%	44,22%
Distribution	1.563	1.520	1.510	2,83%	3,50%
Sales	793	827	851	-4,13%	-6,76%
Operating Marketing	89	117	122	-23,88%	-27,16%
Administration	1.103	1.203	1.136	-8,29%	-2,90%
Total Operating Expenses	4.331	4.469	4.161	-3,10%	4,06%
EBITDA	4.573	4.244	4.012	7,74%	13,98%
	13,26%	13,51%	12,05%	-1,81%	10,09%
Depreciation	1.716	1.749	1.755	-1,92%	-2,22%
EBIT	2.857	2.495	2.257	14,52%	26,58%
Interest (Income) / Expense	312	242	230	28,86%	36,03%
Fx (Gain) / Loss	122	13	401	863,19%	-69,66%
Management Recharges	265	264	334	0,33%	-20,65%
Other (Income) / Expense	66	227	151	-70,69%	-55,89%
EBT	2.091	1.749	1.141	19,59%	83,24%
Corporation Tax	314	172	114	82,10%	174,86%
Net Profit	1.777	1.576	1.027	12,76%	73,06%

P&L – Vertical Analysis

Item	OB 2014	LY 2013	LY 2012
Sales in 000 LIT / kg	38.060	36.926	41.993
Gross Revenue	100,00	100,00	100,00
Discounts & Returns	10,16	12,38	7,45
Net Revenue	100,00	100,00	100,00
Raw Milk	44,85	45,44	45,42
Raw Milk Trans.& Intake	1,84	2,08	2,19
Total Raw Milk	46,70	47,52	47,61
Ingredients	1,41	1,23	1,72
Packaging Material	10,54	11,50	11,38
Purchased Finished Goods	5,47	3,56	1,18
Direct Cost	64,11	63,81	61,89
Overheads	7,58	7,72	10,91
Total COGS	71,69	71,53	72,80
Gross Profit	28,31	28,47	27,20
Direct Marketing Exp.	2,50	0,71	2,73
Warehouse	2,27	2,56	1,62
Distribution	4,53	4,84	4,52
Sales	2,30	2,64	2,55
Operating Marketing	0,26	0,37	0,37
Administration	3,20	3,83	3,40
Total Operating Expenses	12,56	14,24	12,46
EBITDA	13,25	13,52	12,01
Depreciation	4,98	5,57	5,26
EBIT	8,28	7,95	6,75
Interest (Income) / Expense	0,91	0,77	0,69
Fx (Gain) / Loss	0,35	0,04	1,15
Management Recharges	0,77	0,84	1,00
Other (Income) / Expense	0,19	0,74	0,44
EBT	6,06	5,55	3,46
Corporation Tax	0,91	0,83	0,35
Net Profit	5,15	4,72	3,12

P&L – Structure per Lit / kg (000 RSD)

Item	OB 2014	LY 2013	LY 2012
Sales in 000 LIT / kg	38.060	36.926	41.993
Gross Revenue	118,48	109,77	96,95
Discounts & Returns	12,04	13,59	7,22
Net Revenue	106,44	96,19	89,73
Raw Milk	47,74	43,70	40,76
Raw Milk Trans.& Intake	1,96	2,00	1,97
Total Raw Milk	49,70	45,71	42,72
Ingredients	1,50	1,18	1,54
Packaging Material	11,22	11,06	10,21
Purchased Finished Goods	5,82	3,42	1,06
Direct Cost	68,24	61,38	55,54
Overheads	8,06	7,43	9,79
Total COGS	76,31	68,80	65,33
Gross Profit	30,14	27,38	24,40
Direct Marketing Exp.	2,66	0,69	2,45
Warehouse	2,42	2,46	1,46
Distribution	4,82	4,66	4,05
Sales	2,45	2,53	2,29
Operating Marketing	0,28	0,36	0,33
Administration	3,40	3,69	3,05
Total Operating Expenses	13,37	13,70	11,18
EBITDA	14,11	13,00	10,78
Depreciation	5,30	5,36	4,72
EBIT	8,81	7,65	6,06
Interest (Income) / Expense	0,96	0,74	0,62
Fx (Gain) / Loss	0,38	0,04	1,03
Management Recharges	0,82	0,81	0,90
Other (Income) / Expense	0,20	0,71	0,40
EBT	6,45	5,34	3,11
Corporation Tax	0,97	0,52	0,27
Net Profit	5,48	4,82	2,84

P&L – Structure per Lit / kg (000 eur)

Item	OB 2014	LY 2013	LY 2012
Sales in 000 LIT / kg	38.060	36.926	41.993
Gross Revenue	1,01	0,97	0,86
Discounts & Returns	0,10	0,12	0,06
Net Revenue	0,91	0,85	0,79
Raw Milk	0,41	0,39	0,36
Raw Milk Trans.& Intake	0,02	0,02	0,02
Total Raw Milk	0,42	0,40	0,38
Ingredients	0,01	0,01	0,01
Packaging Material	0,10	0,10	0,09
Purchased Finished Goods	0,05	0,03	0,01
Direct Cost	0,58	0,54	0,49
Overheads	0,07	0,07	0,08
Total COGS	0,65	0,61	0,58
Gross Profit	0,26	0,24	0,22
Direct Marketing Exp.	0,02	0,01	0,02
Warehouse	0,02	0,02	0,01
Distribution	0,04	0,04	0,04
Sales	0,02	0,02	0,02
Operating Marketing	0,00	0,00	0,00
Administration	0,03	0,03	0,03
Total Operating Expenses	0,11	0,12	0,10
EBITDA	0,12	0,11	0,10
Depreciation	0,05	0,05	0,04
EBIT	0,08	0,07	0,05
Interest (Income) / Expense	0,01	0,01	0,01
Fx (Gain) / Loss	0,00	0,00	0,01
Management Recharges	0,01	0,01	0,01
Other (Income) / Expense	0,00	0,01	0,00
EBT	0,05	0,05	0,03
Corporation Tax	0,01	0,00	0,00
Net Profit	0,05	0,04	0,02

Milk collection

	Year	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Vs. %
Milk Our collection	OB 2014	4.900.000	4.600.000	5.200.000	5.100.000	5.300.000	4.900.000	4.900.000	4.800.000	4.600.000	4.600.000	4.400.000	4.700.000	58.000.000	
	2013	4.872.081	4.506.334	5.021.057	4.962.604	5.152.330	4.525.130	4.767.388	4.673.315	4.538.208	4.585.707	4.633.115	5.085.183	57.322.452	1%
	2012	5.034.780	4.743.415	5.338.200	5.262.825	5.374.080	5.015.395	4.929.525	5.093.503	4.717.790	4.464.705	4.120.078	4.388.326	58.482.622	-1%
Paid to farmer RSD / L	OB 2014	34,85	34,80	34,75	35,60	35,20	35,00	34,90	35,90	36,20	36,50	36,60	36,80	35,57	
	2013	35,23	35,18	35,22	34,57	34,22	33,94	33,86	33,72	33,94	34,30	34,31	34,81	34,44	3%
	2012	31,28	31,32	31,24	31,26	31,11	30,97	30,76	31,88	32,08	34,59	34,82	35,25	32,10	11%
Milk Total collection	OB 2014	4.900.000	4.600.000	5.200.000	5.100.000	5.300.000	4.900.000	4.900.000	4.800.000	4.600.000	4.600.000	4.400.000	4.700.000	58.000.000	
	2013	5.431.764	4.808.824	5.203.144	5.141.564	5.420.514	4.671.055	5.298.857	5.456.910	5.436.131	5.309.367	5.502.761	6.171.056	63.851.947	-9%
	2012	5.298.880	4.791.415	5.434.200	5.454.725	5.470.080	5.063.285	5.696.750	6.541.248	5.131.275	4.964.160	4.680.791	4.965.650	63.492.459	-9%
Total paid RSD / L	OB 2014	34,85	34,80	34,75	35,60	35,20	35,00	34,90	35,90	36,20	36,50	36,60	36,80	35,57	
	2013	35,52	35,38	35,30	34,66	34,42	34,11	34,25	34,51	34,94	35,15	35,10	35,59	34,92	2%
	2012	31,33	31,33	31,26	31,29	31,13	30,99	31,34	32,77	32,38	34,95	35,31	35,74	32,43	10%



Main KBI's

	000 RSD				
	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
Raw milk input - total	58.000.000	63.851.947	63.492.459	-9,2%	-8,7%
Volume (000 L/KG)	38.060	36.926	41.993	3,1%	-9,4%
NSR	4.051.284	3.551.836	3.768.020	14,1%	7,5%
EBITDA	536.923	480.150	452.531	11,8%	18,6%
EBIT	335.361	282.302	254.405	18,8%	31,8%



Main KBI's

	000 Euro				
	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
Raw milk input - total	58.000.000	63.851.947	63.492.459	-9,2%	-8,7%
Volume (000 L/KG)	38.060	36.926	41.993	3,1%	-9,4%
NSR	34.474	31.415	33.298	9,7%	3,5%
EBITDA	4.573	4.244	4.012	7,7%	14,0%
EBIT	2.857	2.495	2.257	14,5%	26,6%



Volume OB 2014 (000 L / kg)

Category	Uom	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
UHT Milk	L	10.072	10.111	10.938	-0,38%	-7,91%
Pasteurized Milk	L	10.065	10.101	9.040	-0,35%	11,35%
Fresh Industrial Products	L	0	448	4.513	-100,00%	-100,00%
Fermented products	KG	14.559	13.781	14.580	5,65%	-0,14%
Cheese	KG	2.837	1.630	1.790	74,03%	58,47%
Butter	KG	35	110	147	-68,29%	-76,19%
Powder Milk	KG	492	745	986	-33,95%	-50,10%
Total without FIP	L / KG	38.060	36.478	37.480	4,34%	1,55%
Total	L / KG	38.060	36.926	41.993	3,07%	-9,36%



Volume contribution OB 2014 %

Category	Uom	OB 2014	LY 2013	LY 2012
UHT Milk	L	26,5%	27,4%	26,0%
Pasteurized Milk	L	26,4%	27,4%	21,5%
Fresh Industrial Products	L	0,0%	1,2%	10,7%
Fermented products	KG	38,3%	37,3%	34,7%
Cheese	KG	7,5%	4,4%	4,3%
Butter	KG	0,1%	0,3%	0,4%
Powder Milk	KG	1,3%	2,0%	2,3%
Total sales		100%	100%	100%



Volume OB 2014 on shelves

Category	Uom	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
UHT Milk	L	9.372	9.288	10.027	0,91%	-6,53%
UHT products	L	700	733	814	-4,47%	-13,99%
Pasteurized Milk	L	10.065	10.101	9.040	-0,35%	11,35%
Fermented products	KG	14.559	13.725	14.529	6,08%	0,21%
Cheese	KG	1.637	1.435	1.475	14,02%	10,96%
Total sales	L / KG	36.333	35.282	35.884	2,98%	1,25%

* Total without FIP, Butter, Powder milk and Export



Volume contribution OB 2014 % on shelves

Category	Uom	OB 2014	LY 2013	LY 2012
UHT Milk	L	25,8%	26,3%	27,9%
UHT products	L	1,9%	2,1%	2,3%
Pasteurized Milk	L	27,7%	28,6%	25,2%
Fermented products	KG	40,1%	38,9%	40,5%
Cheese	KG	4,5%	4,1%	4,1%
Total sales	L / KG	100,0%	100,0%	100,0%

* Total without FIP, Butter, Powder milk and Export



Revenues OB 2014 (000 L / kg)

Category	Uom	OB 2014	LY 2013	LY 2012	Vs 2013 (%)	Vs 2012 (%)
UHT Milk	L	924.381	881.154	864.737	4,91%	6,90%
Pasteurized Milk	L	755.251	734.614	591.849	2,81%	27,61%
Fresh Industrial Products	L	0	14.766	125.432	-100,00%	-100,00%
Fermented products	KG	1.567.168	1.469.488	1.417.384	6,65%	10,57%
Cheese	KG	1.006.495	591.627	619.283	70,12%	62,53%
Butter	KG	16.595	50.068	73.975	-66,86%	-77,57%
Powder Milk	KG	239.532	311.818	378.551	-23,18%	-36,72%
Total without FIP	L / KG	4.509.422	4.038.769	3.945.779	11,65%	14,28%
Total	L / KG	4.509.422	4.053.535	4.071.211	11,25%	10,76%

