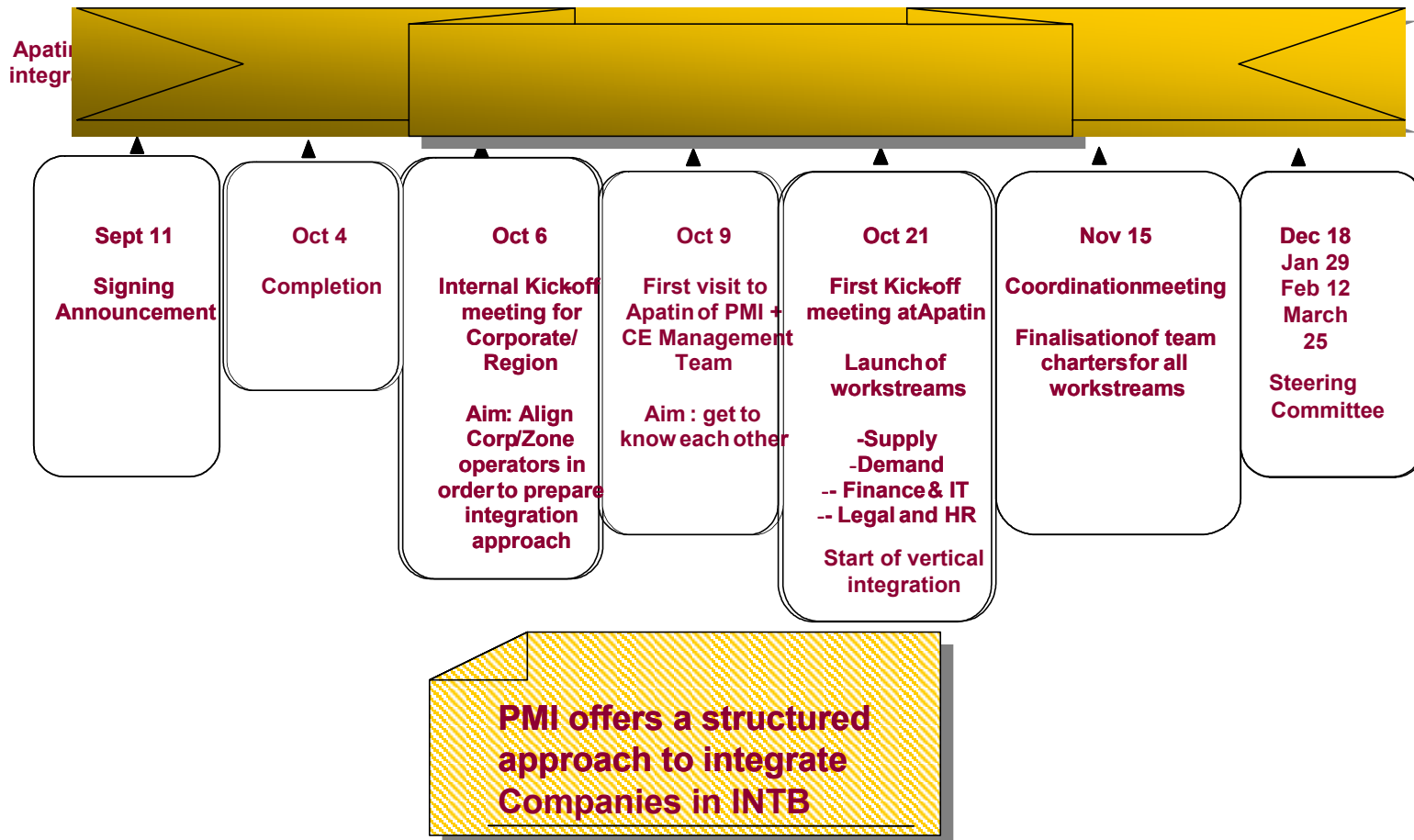




APATIN INTEGRATION

Kris Hoornaert

Timeline of Apatin Integration & Post Merger Integration Support (Phase 1 = vertical integration)



OUTPUTS OF INTEGRATION PROCESS (status)



Finance & Planning

Opening balance sheet

Conversion Serbian Gaap to IFRS

Monthly INTB reports

Budget 2004

Strategic plan 2005-2007

Alignment with corporate treasury , tax , risk mgt

Autonomy grid

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IT & processes

Plan to adapt infrastructure to INTB needs has been finalised

Business processes “as is” and “to be” have been defined

ERP roadmap and implementation plan have been defined

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Supply

6 supply streams for which KPI's are in place :

Engineering
Manufacturing
Technical compliance
Technology development
Procurement
Customer service

Projects :

Additional PET/Q-pack capacity
Extension of brewhouse
Additional CCT's (vertical fermenters)

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Demand

Market insights – KPI reporting

Market/Brand research

Go to market plan has been developed

Brand/media spendings

Media plans under investigation

Sales strategy

Distribution strategy

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HR/Governance

Gap analysis of the current organisation has led to the “To be” organisation with roles and profiles

Recruitment of new people is ongoing

Training programs are set up

New Supervisory Board installed

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OBSERVATIONS



- NEVER ENDING PROCESS
- CHANGE MANAGEMENT PROCESSES
- INTENSIVE (BOTH SIDES)
- LANGUAGE / CULTURAL BARRIER
- NEED TO INTEGRATE IN THE NETWORK

• BUT WE ARE GETTING THERE !

NEXT STEPS INTEGRATION APATIN



- Majority of the vertical integration of Apatin into INTB is on track and going forward the focus will be more on specific initiatives in different functional areas.
- Strategic plan for the next 3 years has been put together and some specific action plans have been developed

Volume index Apatin vs 03



Index Apatin beer volumes vs 2002/ 2003
since acquisition

