



**Fuller, Smith and
Turner PLC**
Final Results
for the 52 weeks ended
30 March 2013



FULLER'S
CHISWICK

GOLDEN PRIDE

Superior Strength Ale

ALC 8.5% VOL

*Our exceptionally fine strong ale of
immense character and finesse is brewed
from pale ale and crystal malts*

BREWED BESIDE THE THAMES
SINCE 1845

Michael Turner

Chairman

Core Values and Objectives

Maximise shareholder returns by generating high quality, sustainable earnings

- Long term focus
- Culture of style not fashion
- Passion for quality
- Premium positioning
- Pride in our brands
- Continue to expand the business



PLC Awards 2012

- Fuller's named Company of the Year at the prestigious PLC Awards in March 2013
- Recognition of our long-term business model and continued share price growth



FULLER, SMITH
& TURNER PLC

WINNER

COMPANY OF THE
YEAR AWARD

**PLC
AWARDS**

2012



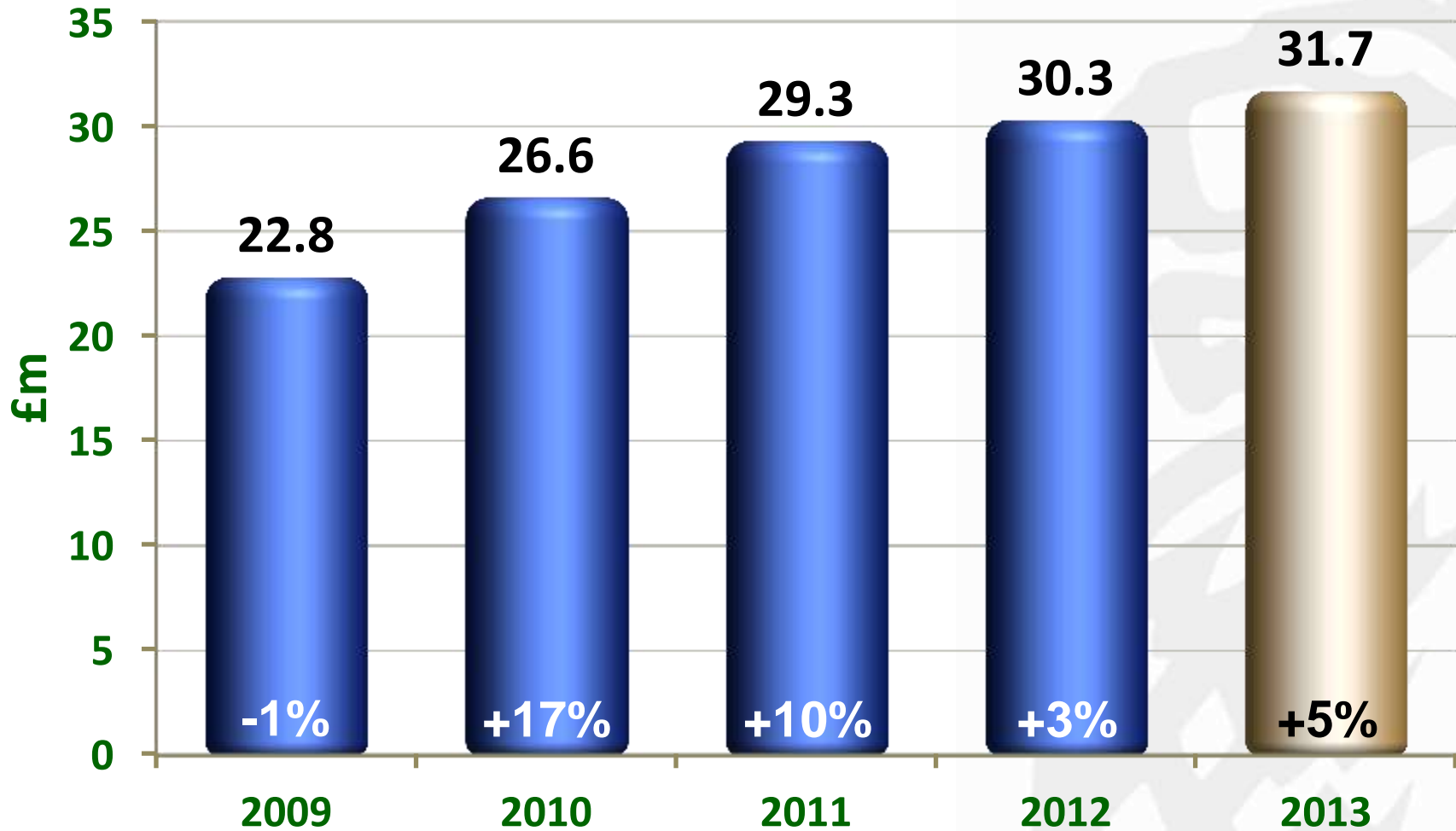


Financial Highlights

- Adjusted EPS up 8% to 43.07p
- Revenue up 7% to £271.5m
- Adjusted PBT up 5% to £31.7m
- EBITDA up 7% to £51.2m
- Final dividend up 10% to 8.35p
 - Total dividend up 8% to 13.70p
- Net debt / EBITDA at 2.6x on a pro forma basis
- Managed Pubs and Hotels LFL sales up 2.1%

Adjusted Profits

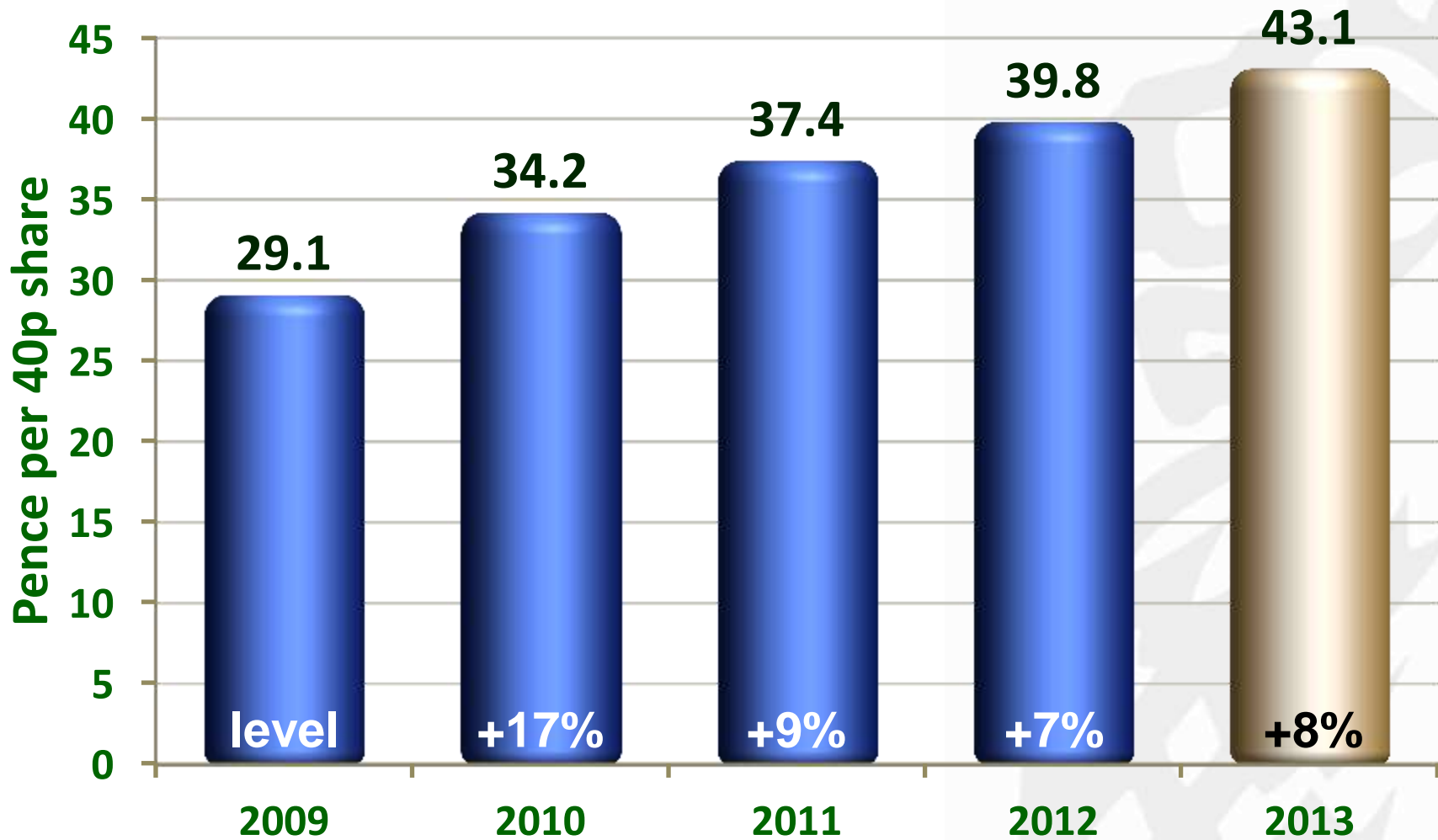
Five year growth of 38%



Adjusted profits are profits before tax excluding exceptional items
2011 was a 53 week period

Adjusted EPS

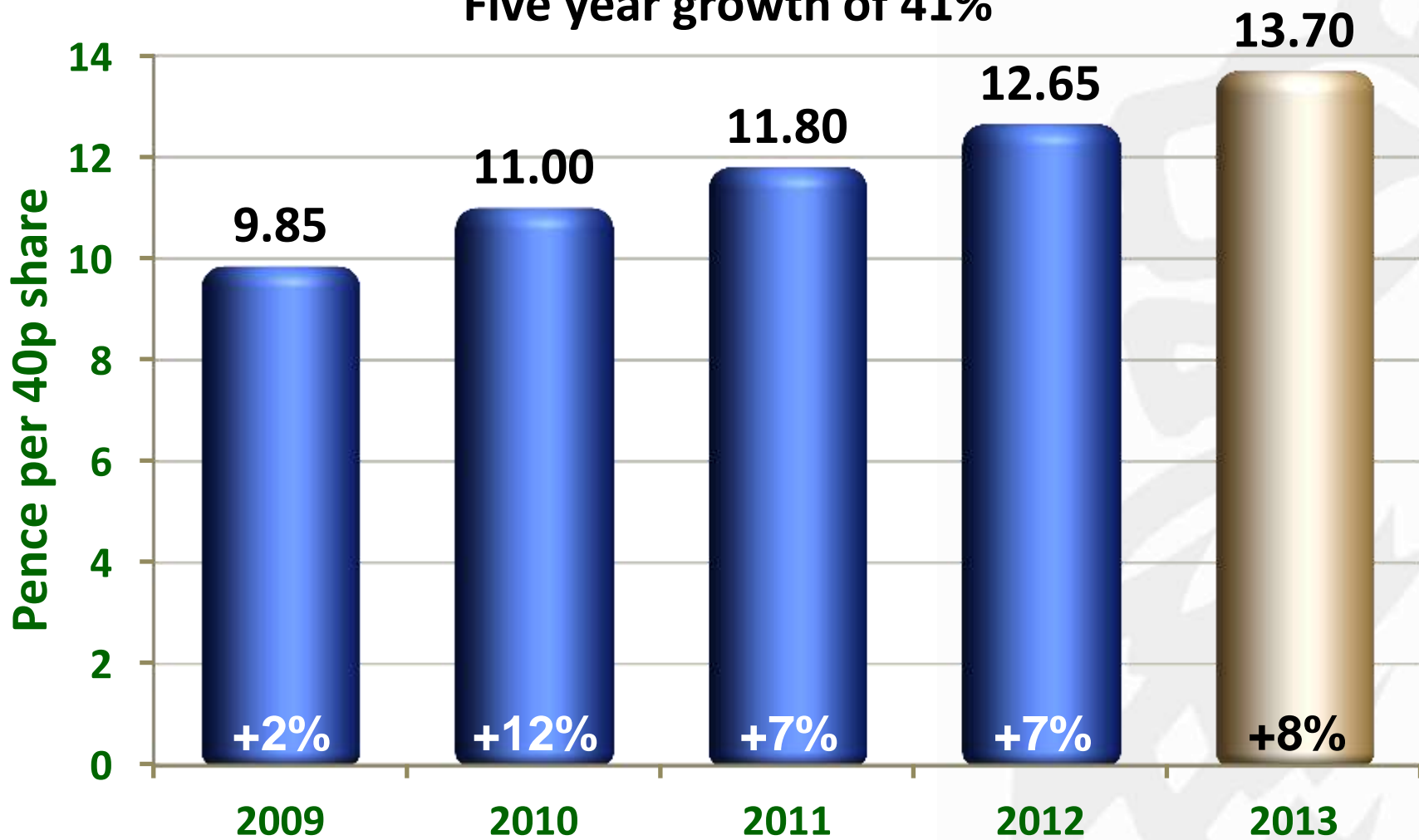
Five year growth of 48%

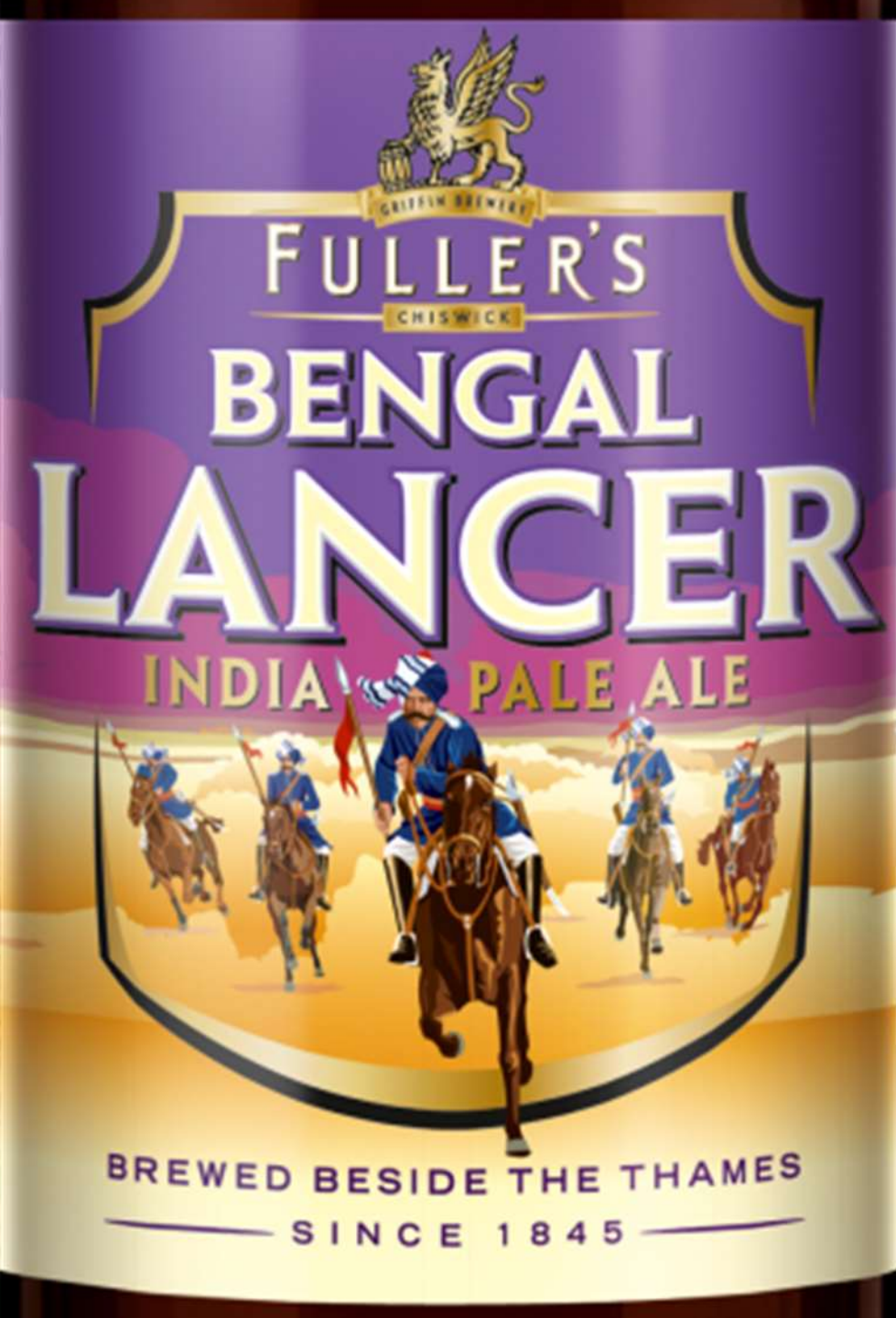


*Excluding exceptional items
2011 was a 53 week period*

Full Year Dividend

Five year growth of 41%





James Douglas

Finance Director

Group Performance

	2013 £m	2012 £m	
Revenue	271.5	253.0	+7%
Operating costs*	(234.5)	(218.1)	+8%
Operating profit*	37.0	34.9	+6%
Net finance costs*	(5.3)	(4.6)	+15%
Adjusted profit*	31.7	30.3	+5%
Depreciation & amortisation	14.2	12.9	+10%
EBITDA*	51.2	47.8	+7%

* Excluding exceptional items

Reconciliation to Statutory Profit

	2013 £m	2012 £m	
Adjusted profit	31.7	30.3	+5%
Exceptional items	3.5	(1.5)	
Profit before tax	35.2	28.8	+22%
Tax on adjusted profit	(7.7)	(7.9)	-3%
Exceptional tax	1.8	2.8	
Profit after tax	29.3	23.7	+24%
Adjusted EPS	43.07p	39.82p	+8%
Basic EPS	52.59p	42.13p	+25%

Managed Pubs and Hotels

	2013	2012	
LFL sales	+2.1%	+4.2%	
Revenue	£170.1m	£155.7m	+9%
Operating costs*	£150.7m	£137.4m	+10%
Operating profit*	£19.4m	£18.3m	+6%
Operating margin	11.4%	11.8%	
Depreciation & amortisation	£9.6m	£8.5m	+13%
EBITDA*	£29.0m	£26.8m	+8%

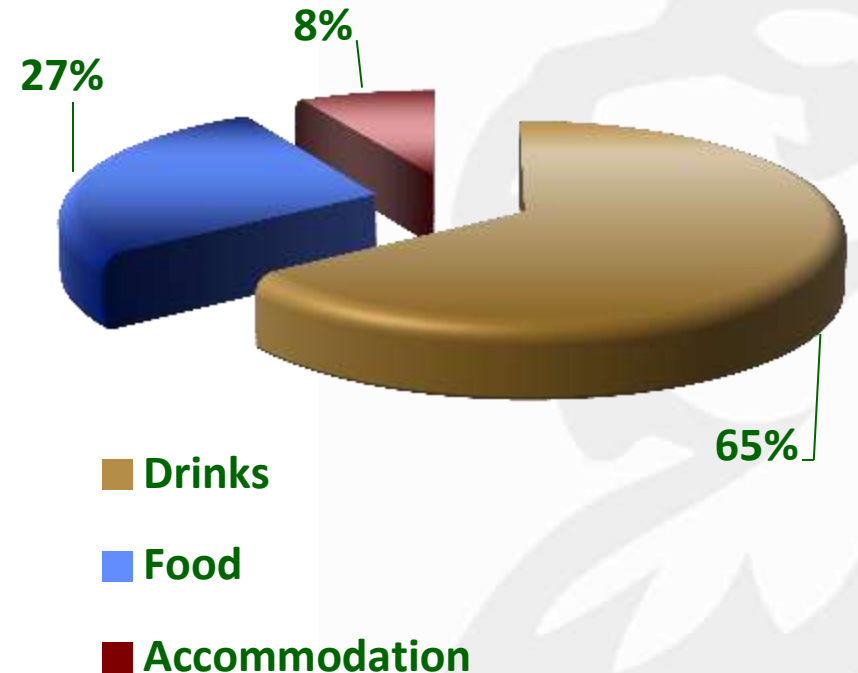
* Excluding exceptional items

Managed Pubs and Hotels Turnover

LFL growth rates

Drinks	+0.9%
Food	+3.9%
Accommodation	+8.2%
TOTAL	+2.1%

Share of Total Turnover

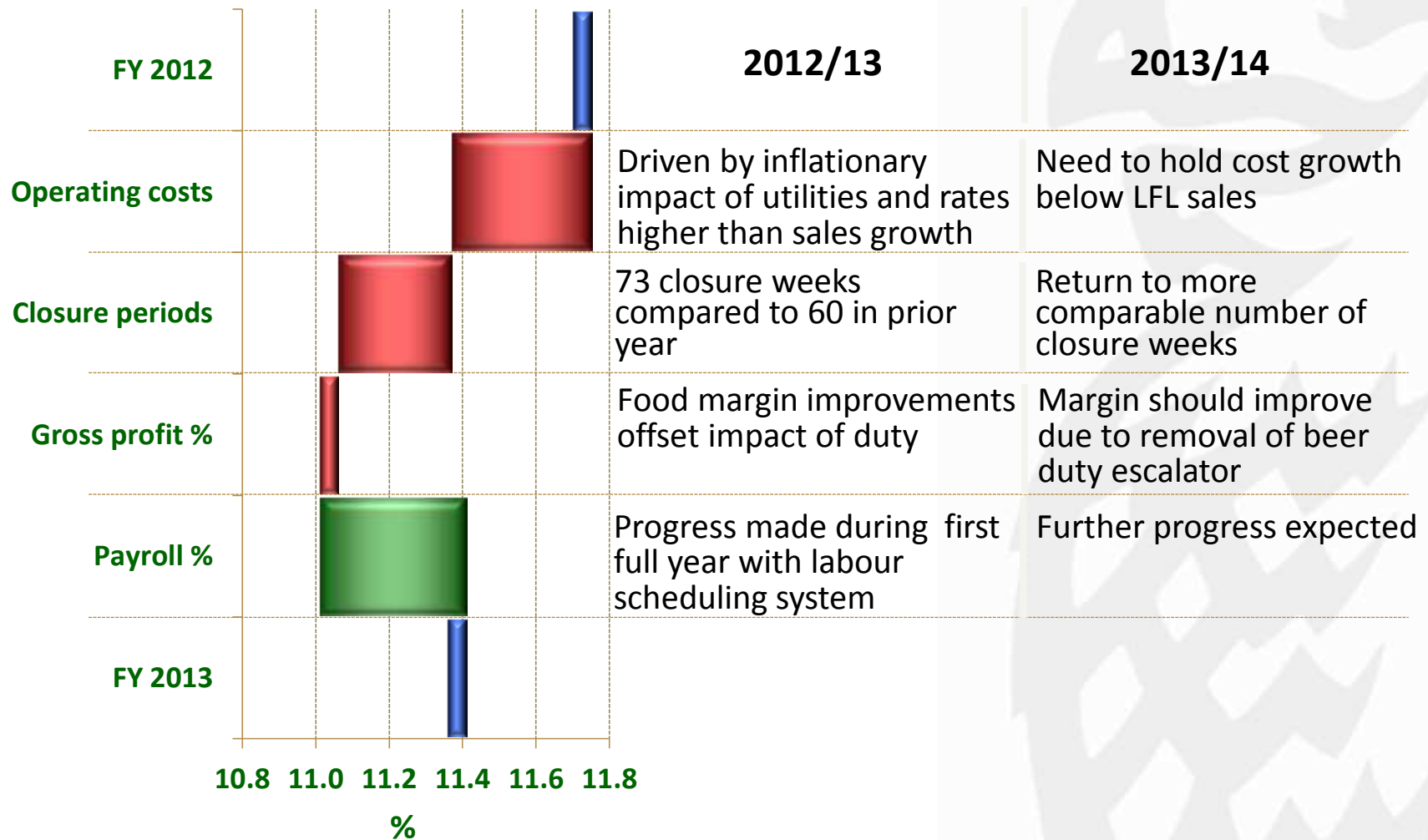


- Drinks sales most impacted by the weather
- Investment in food team is driving quality and consistency
- Accommodation includes one off benefit from Olympic games

Margin Evolution

Managed Pubs and Hotels margin down 34 bp on last year

Managed Pubs and Hotels operating margin



Tenanted Inns

	2013	2012	
LFL profits	+1%	+2%	
Average EBITDA per pub	+9%	+4%	
Revenue	£30.8m	£27.5m	+12%
Operating costs*	£18.6m	£17.2m	+8%
Operating profit*	£12.2m	£10.3m	+18%
Operating margin	39.6%	37.5%	
Depreciation	£1.6m	£1.6m	Level
EBITDA*	£13.8m	£11.9m	+16%

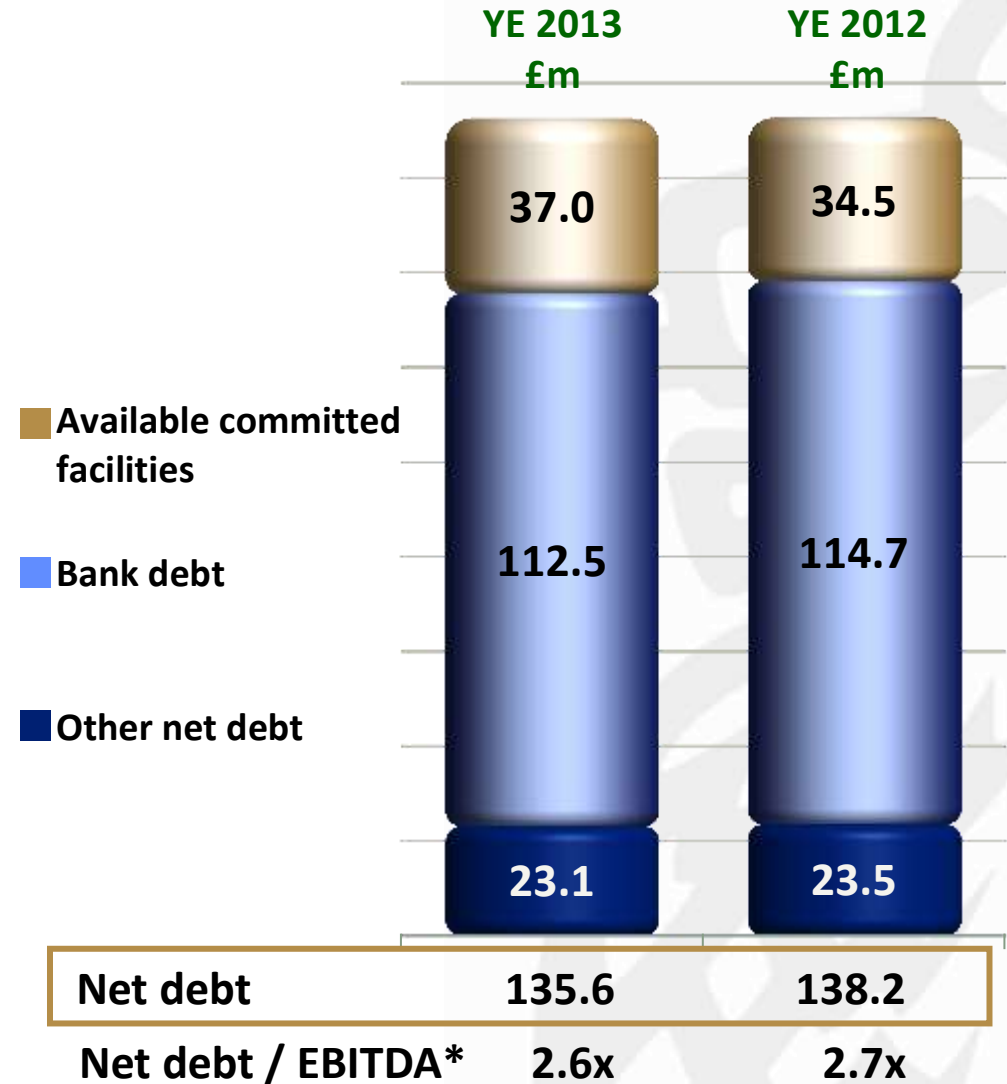
* Excluding exceptional items

The Fuller's Beer Company

	2013	2012	
Total Beer volumes	Level	+2%	
Revenue	£113.6m	£109.1m	+4%
Operating costs	£104.9m	£100.1m	+5%
Operating profit	£8.7m	£9.0m	-3%
Operating margin	7.7%	8.2%	
Depreciation	£3.0m	£2.7m	+11%
EBITDA	£11.7m	£11.7m	Level

Borrowing Capacity

- £150m committed across four banks
- Freedom to add further funding for acquisitions
- 80% of period end gross borrowings fixed or capped
- Estimated blended cost of borrowings for 2013/14 is 4.2%
- New £20m swap in place, starting 2015 through to 2022 at 2.3%



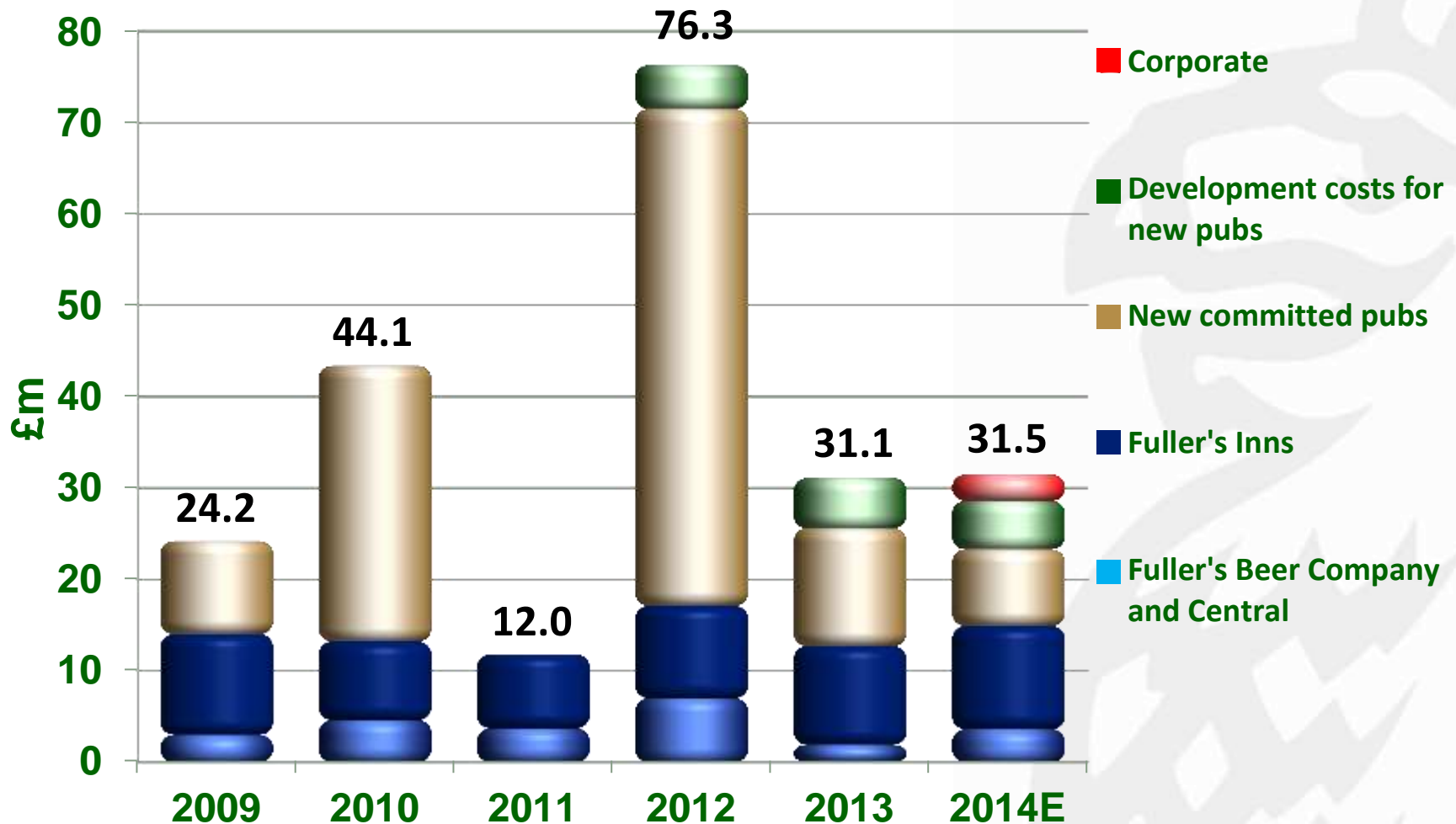
* Net debt / EBITDA is on a pro forma 12 months basis for pubs acquired and disposed of in the year

Generation and Use of Cash

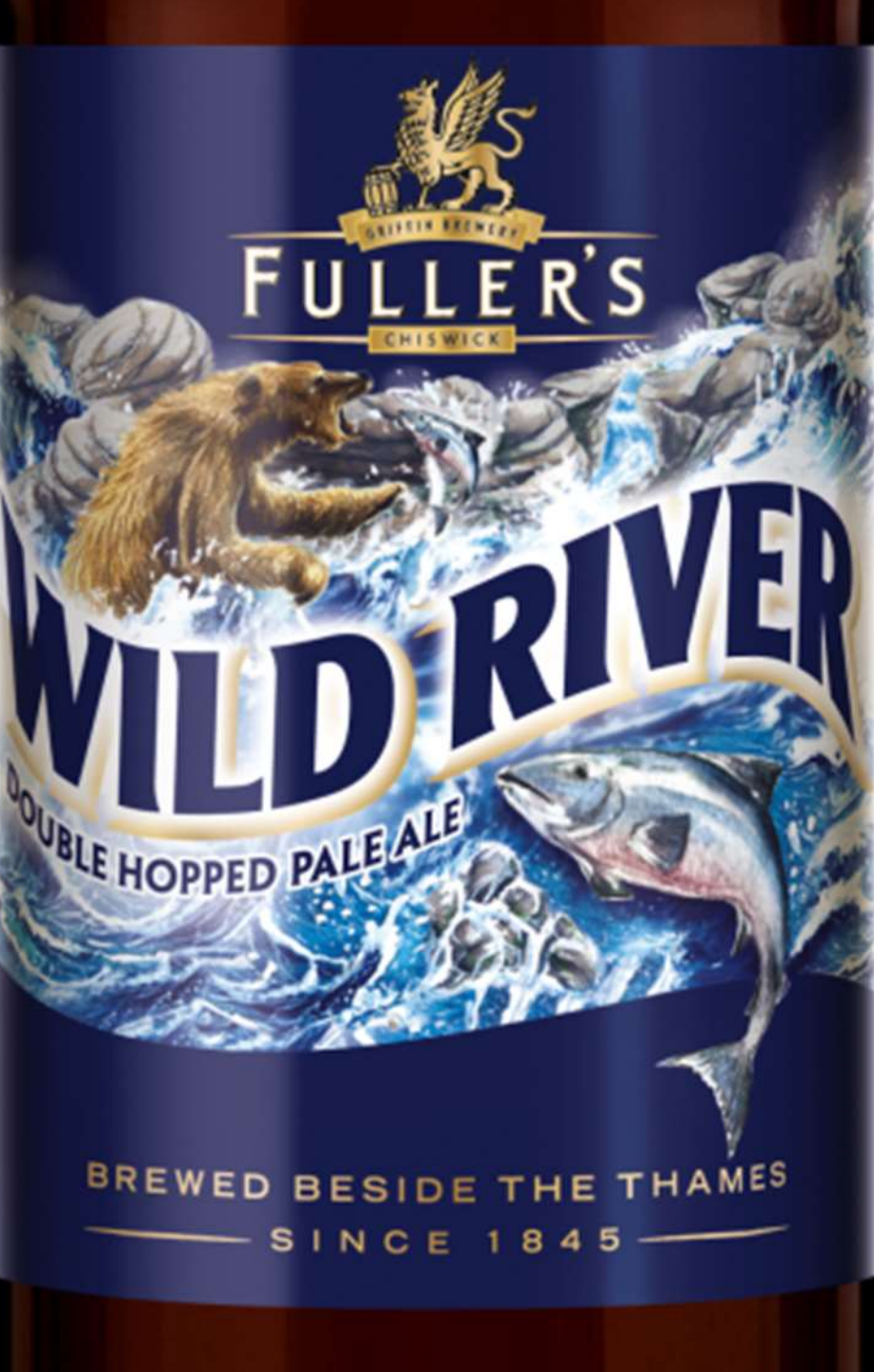
	2013 £m	2012 £m
EBITDA	51.2	47.8
Working capital / other adjustments	(2.4)	4.9
Interest and refinancing costs	(5.4)	(4.5)
Tax	(8.1)	(8.7)
Cash available for discretionary spend	35.3	39.5
Capex on existing estate and brewery	(12.7)	(17.1)
Pub acquisitions – business purchases	(11.4)	(52.8)
Pub acquisitions – development capex	(5.5)	(4.8)
Acquisition costs paid in period	(1.5)	(2.0)
Property disposals	9.5	1.9
Dividends and share buy backs	(10.6)	(14.3)
Cash flow	3.1	(49.6)
Non cash movement	(0.5)	(0.1)
Net debt movement	2.6	(49.7)



Annual Capital Expenditure



Capital Expenditure for all years includes pub acquisition costs paid in the period which from 2012 onwards we have treated as exceptional expenses in the accounts. 2014E represents the current estimate of capital expenditure for the 52 weeks to 29 March 2014 and committed pub acquisitions. Further pub acquisitions would be in addition to this.



Simon Emeny

Group Managing

Director



The Fuller's Vision

“We will create and operate the most stylish pubs and hotels whilst brewing Britain’s most coveted premium brands for discerning customers both at home and abroad.”



Drivers for Growth

Distinctive Pub & Hotel Experience



Targeted Acquisition & Development



Premium Brand Portfolio



Distinctive Pub & Hotel Experience

Targeted
Acquisition &
Development

Premium Brand
Portfolio

“Only at Fuller’s”



**Aspirational
premium brands**



**Unique dishes,
fresh ingredients**



Engaging service



Inspiring design



**Connecting with
customers**



“Only at Fuller’s”



Food

Bespoke and unique menus characterised by fresh food

Core dishes

- Only high quality sourcing
- Consistent approach

“Only at Fuller’s”

- Unique beer and food collaborations

Local produce

- Flexible supply chain allows creative chefs to deliver blackboard specials with local, seasonal ingredients



Fuller's Executive Chef team on a farm visit



Connecting with Customers



Online bookings

- Online table bookings doubled in less than a year
- 23% of online room bookings made through Fuller's website

Web

- Unique visitors up 42% and average dwell time up 24% since launch in May 2012
- One third of visits accessed via mobile devices
- Virtual tours of 82 pubs via Google Streetview

Functions

- Dedicated sales team driving bookings

Distinctive Pub & Hotel Experience

Targeted Acquisition & Development

Premium Brand Portfolio

Acquisition

Development



Transport Hubs



Heart of the Market Town



Iconic London Pubs



Refurbishment & Repositioning

Transport Hubs



The Parcel Yard, Kings Cross



London's Pride, Heathrow Terminal 2

The Parcel Yard, Kings Cross

- Trading ahead of expectations
- Largest retailer of cask ale in the estate

London's Pride, Terminal 2

- £1.7m development spend
- Prominent location with 5,500 square feet, the only airside pub in the new Terminal 2
- 200 covers, fresh food to eat in or take a plane picnic
- Showcase the story of Fuller's heritage to 20 million travellers

New Development Sites



Cam's Mill, Fareham

Cam's Mill (Fareham) & One Over The Ait (Kew Bridge)

- Outstanding freehold assets
- Combined spend of £3.4m
- Bespoke design and construction
- High turnover potential
- Food focussed sales mix



One Over The Ait, Kew Bridge



Refurbishment & Repositioning Strategy

Objectives

Attract target demographic

- Young professionals
- Affluent families

Increase food sales

- More covers
- Improved dining experience

Maximise trading space

- Restructure underexploited areas

Drive operational efficiency

- Reduce energy costs
- Optimise staff time

Actions

Eye catching branding

- Update signage for contemporary look
- Launch branded products (e.g. Brewer Street)

Remodel kitchen

- Efficient layout for faster service times
- Support redesigned menu

Improve zoning

- Dedicated dining areas
- Relaxed casual areas
- Tailored function rooms

Enhance outside space

- Revitalise layout and design
- Expand dining area

Energy efficient equipment

- Kitchen appliances
- Lighting



Refurbishment & Repositioning



Tenanted Inns

Supporting Our Tenants

- Service Agreement (Target: 100, Signed up: 123)
- Extranet designed through Tenant forums and launched April 2013
- Free Wi-Fi offered to all Tenants (80% signed up within 4 days of offer)
- Record level of investment in Tenant training



Tom Gavaghan
The Andover Arms, Hammersmith

Tenanted Inns



Sam Malham and Paschal Comiskey
The Forresters, Ealing

Sharing The Rewards

- Fuller's LFL profits up 1%, businesses healthy
- All pubs open and trading
- Average tenure six and a half years
- Increase in Tenants on substantive agreements
- Very high standard of applicant

Distinctive Pub & Hotel Experience

Targeted Acquisition & Development

Premium Brand Portfolio



Well Invested Brands



Broaden Portfolio



Leverage Expertise Internationally

Made of London

BREWED BESIDE THE THAMES



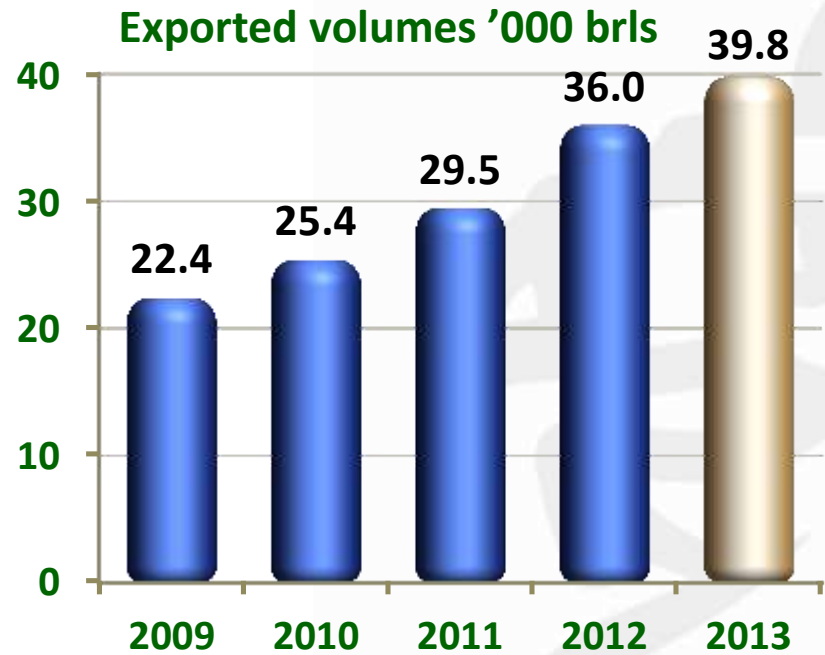
New Bottle Design

- Elegant and distinctive new shape
- Striking new label designs with a modern feel
- Launched in the Off Trade in May 2013 and Export in June 2013



Exports

- 1 in 5 barrels exported
- 97% volume growth over five years
- Exported to 68 countries
- Focus on growing core markets
- Explore new opportunities
- Leveraging investment in brands



New Wave Craft Lager

Hand-crafted over 42 days, Frontier brings together the best of old world craftsmanship and new world ingredients to deliver a flavourful new wave craft lager



- Targets lager drinkers looking for more authenticity and flavour
- Fully integrated campaign to support the brand
- Seeded into 50 pubs with plans in place to increase this over the coming months
- A craft lager that the consumer will seek out



Specialist Beers

Veltins

- Pilsner lager from a family owned brewery in Germany
- Brewed to German purity laws from 1516

Chimay

- Authentic Trappist beer, brewed by Trappist monks in Belgium for over 150 years
- Chimay Gold Draught - unfiltered, unpasteurised 4.8% keg beer, available outside the Chimay Abbey for the first time
- Exclusive importers of Chimay Gold Draught in the UK



Cornish Orchards Acquisition

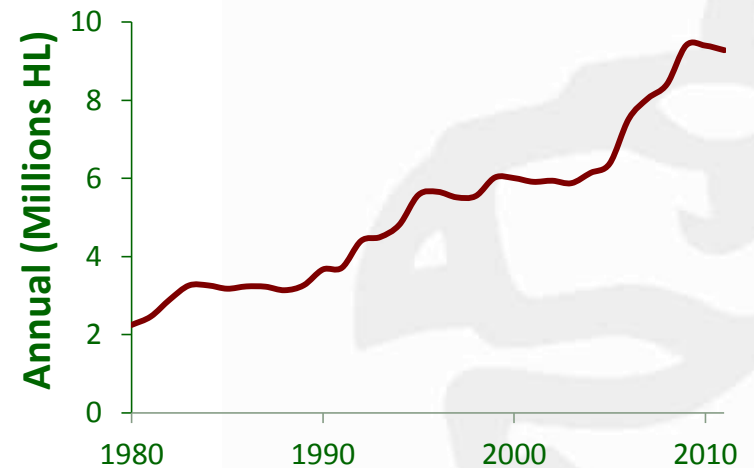
- Acquisition completed 4th June
- Cornish Gold, refreshing lightly sparkling cider made with freshly pressed apple juice
- Award winning portfolio of quality ciders, apple juice and other soft drinks
- £1.4m turnover, £0.4m EBITDA year ended 31st August 2012
- Purchased for £3.8m
- Located in Duloe, Cornwall, established in 1999



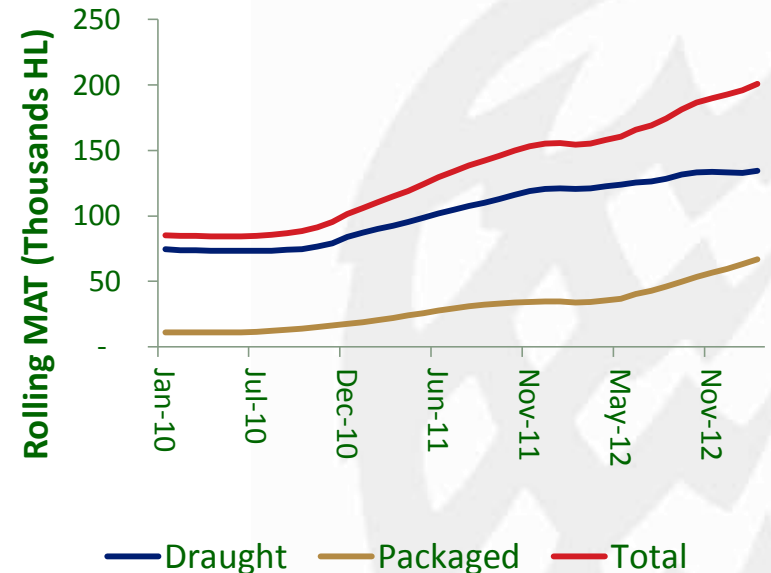
Strategic Rationale

- Diversification opportunity and a good fit for existing business
- Attractive drinks segment with consistent growth, low cost of production and favourable duty treatment
- Quality craft cider with genuine local provenance
- Opportunity to drive significant incremental sales through existing sales channels
- Good modern production facilities

UK Cider Sales



UK Premium Cider Sales





Summary

- A strong year, with good returns from acquisitions and developments
- Adjusted PBT up 5% to £31.7m
- Adjusted EPS up 8% to 43.07p
- Managed Pubs and Hotels operating profits* up 6%
- Tenanted Inns operating profits* up 18%
- Beer Company operating profits down 3%
- New Beer Company strategy in execution

**Operating profit before exceptional items*

Trading Update

- Managed LFL sales up 7.0% for 9 weeks
- Tenanted LFL profits down 1% for 9 weeks
- Total beer volumes down 5% for 9 weeks



Prospects

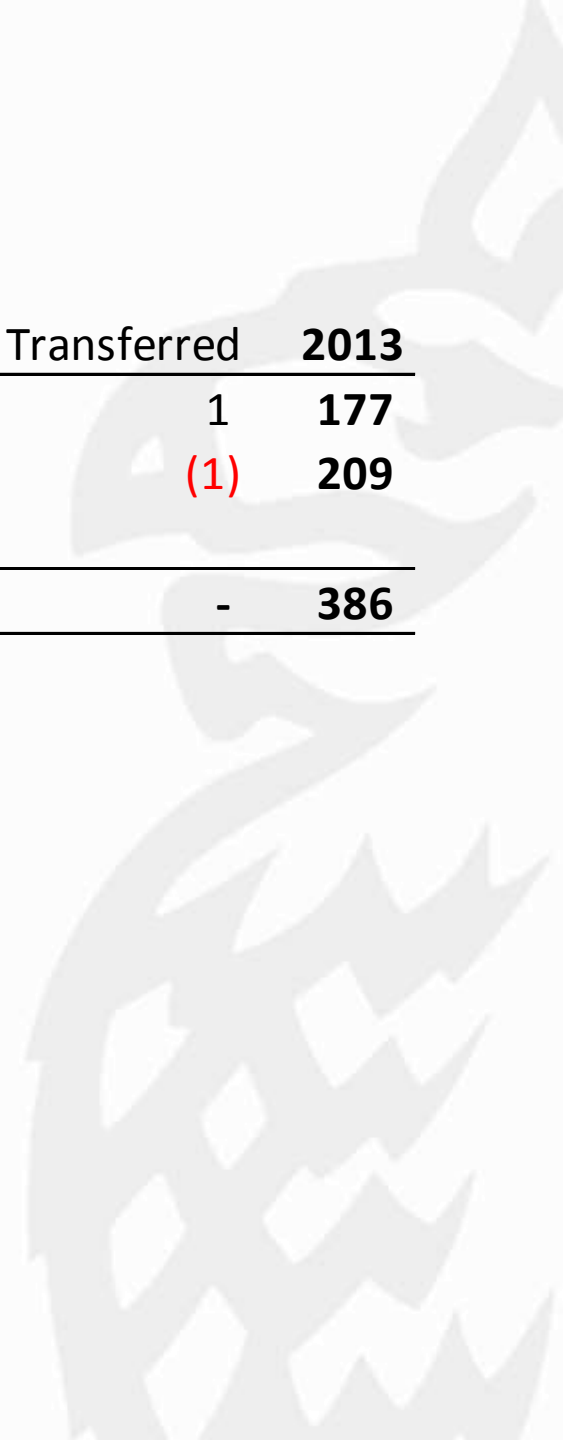
- Simon Emeny appointed as Chief Executive from 1 July
- Pipeline of acquisitions and development sites
- “Made of London” campaign live
- Redesigned 500ml bottle
- Frontier, new wave craft lager launched
- Acquisition of Cornish Orchards completed



Appendix - Fuller's Inns Estate



	2012	Acquired	Sold	Transferred	2013
Managed Pubs and Hotels	174	2	-	1	177
Tenanted Inns	209	2	(1)	(1)	209
TOTAL	383	4	(1)	-	386



Made of London

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