



Fraser & Neave Holdings Bhd

**FY2015 Full Year
Financial Results Briefing**

4 November 2015

FINANCIAL HIGHLIGHTS

- F&N surpassed RM4 billion in revenue for FY2014/2015
- Revenue up 6.3 per cent to RM4.06 billion driven by dairies business
- Group's profit before tax up by 5.8 per cent to RM333.8 million

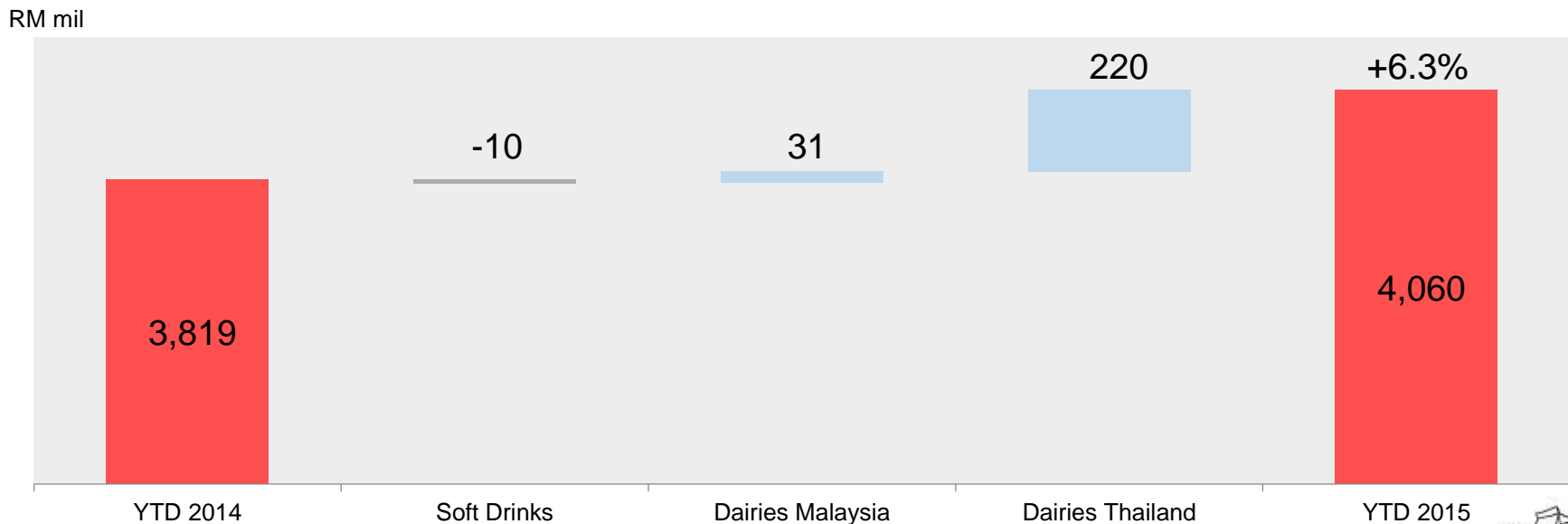
(RM mil)	FY2015	FY2014	Change vs. Last Year
Revenue	4,060.2	3,818.8	+6.3%
Operating profit	332.0	314.2	+5.7%
Profit before tax	333.8	315.5	+5.8%
Profit after tax	280.1	259.4	+8.0%
Basic EPS	76.5	71.0	+7.7%



REVENUE

Key drivers of the 6.3% revenue growth are:

- Strong revenue growth from both dairies operations
- Dairies Malaysia and Dairies Thailand recorded revenue growth of 3.0% and 17.7% respectively
- Revenue was flat for Soft Drinks
- All core products further maintain their market positions



Revenue

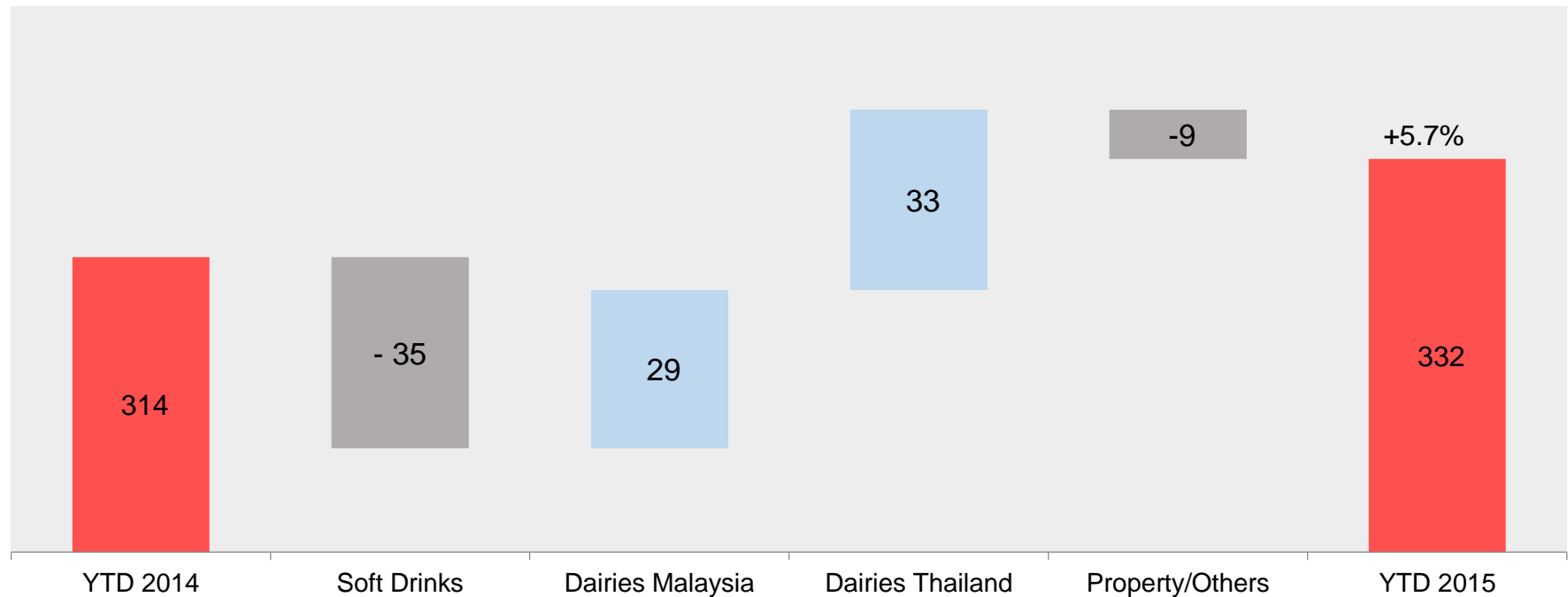


OPERATING PROFIT

Key drivers of the 5.7% operating profit growth:

- Higher revenue contribution from both Dairies Malaysia and Dairies Thailand
- Aided by lower milk-based commodity cost

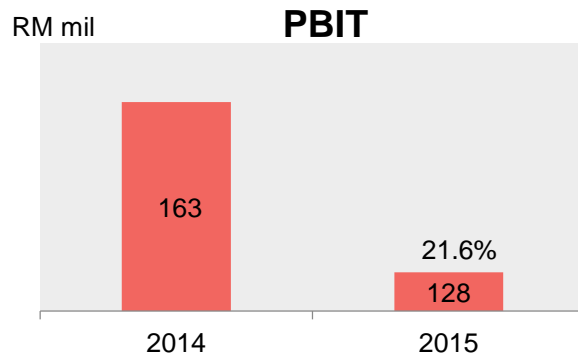
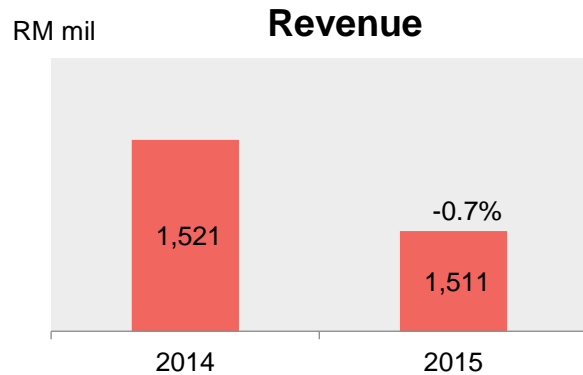
RM mil



Operating profit



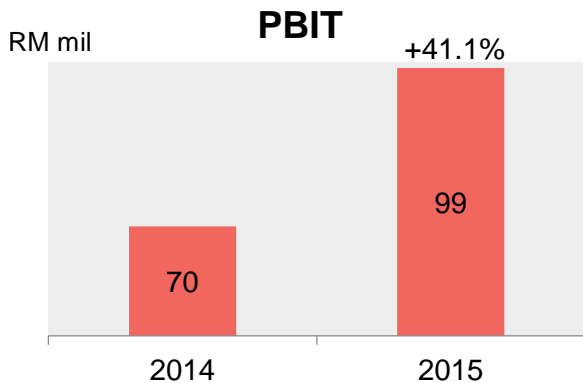
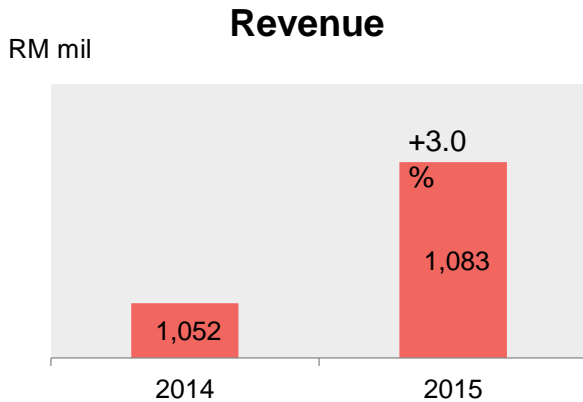
SOFT DRINKS



- Revenue was flat, impacted by:
 - the East Coast floods in the first quarter,
 - lower consumer sentiment post-GST,
 - increasing competition; and
 - partial Red Bull revenue loss.
- With higher trade discounts and increased advertising and promotions expenditure, operating profit was correspondingly lower.
- New product introductions/innovations – Est Cola, Coco Life, Ranger Energy Drink, OISHI 300ml can and 100PLUS Berry
- Introduction of new sleek cans for its 100PLUS and F&N Fun Flavours range



DAIRIES MALAYSIA

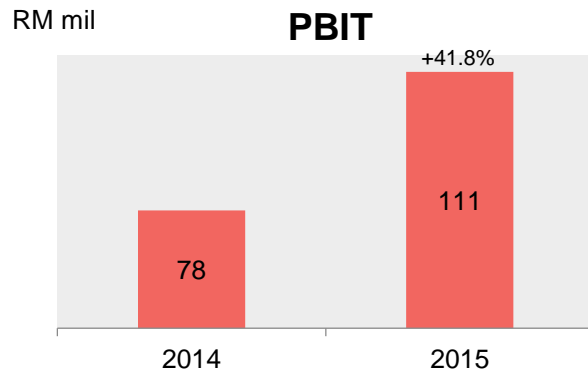
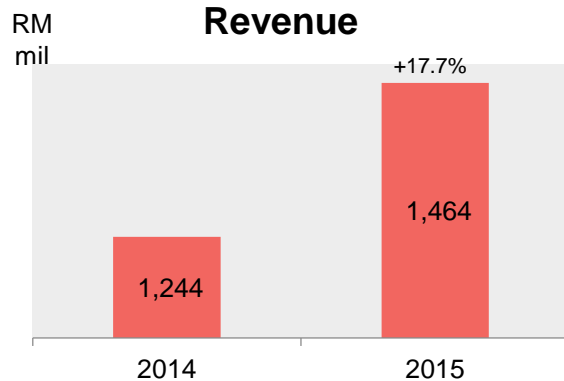


- Registered a 3.0% revenue growth to RM1,082.7 million on continued growth of its core products.
- Operating profit soared 41.1% to RM98.7 million, aided by lower milk-based commodity cost.
- Further capitalised on its No. 1 position in the condensed milk and evaporated milk market segments.
- Increased presence in the 'on-premise' channel and successful campaign in applications of canned milk for food and beverages.
- Farmhouse UHT Milk was introduced in Malaysia

Dairies Malaysia



DAIRIES THAILAND



- 17.7% gain in revenue :
 - higher off-take from increased outlet penetration and coverage.
 - effective promotional and trade management activities.
- A significant 41.8% improvement in operating profit on higher revenue, lower milk-based commodity costs and favourable foreign exchange translation.
- A new benchmark: Dairies Thailand surpassed the Thai Baht 1 billion contribution in profits
- Nestlé's Licensing Agreement extended for an additional 22 years to 2037
- Our first functional UHT Milk - Magnolia Gingko Plus was launched to great reception.



Dairies Thailand



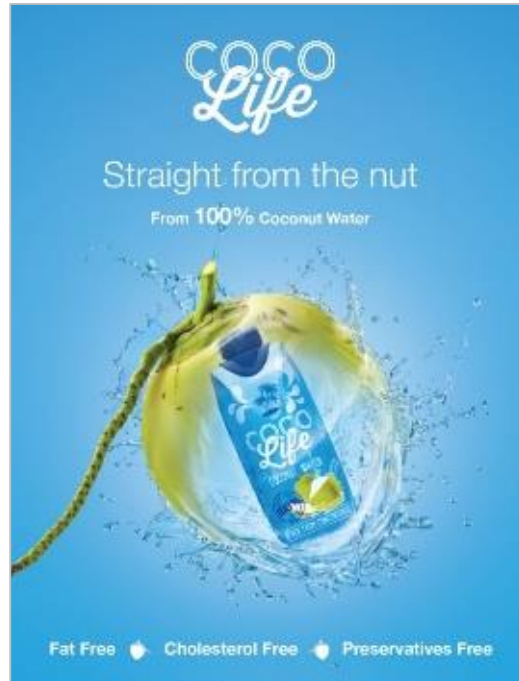


FY2015 2nd Half Highlights

NEW PRODUCTS



EST COLA



COCO LIFE



MAGNOLIA GINKGO PLUS



RANGER ENERGY DRINK



New Products



NEW INTRODUCTIONS



NEW SLEEK CANS FOR F&N FUN FLAVOURS AND 100PLUS



OISHI IN CANS



100PLUS BERRY



FRUIT TREE FRESH YUZU



FARMHOUSE UHT MILK



MAGNOLIA LOW FAT HI-CAL MILK



New Introductions

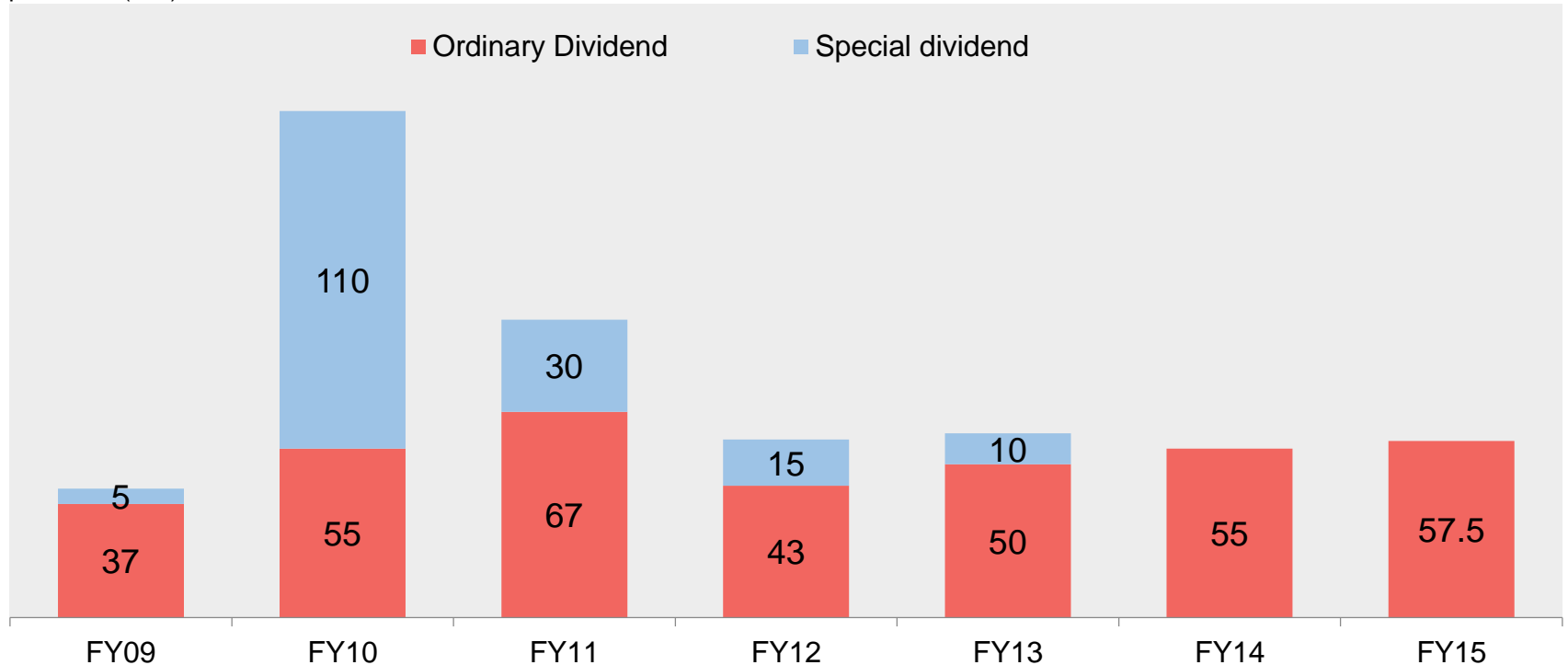


DIVIDENDS

Propose final ordinary dividend of 35.5 sen per share

- Entitlement date - 27 Jan 2016
- Payment date - 4 Feb 2016

Dividend per Share (sen)



Dividends



ORGANISATION REALIGNMENT



We have embarked on a realignment exercise to align the Group's operations and management structure in Malaysia with our growth strategies.

Our main objective is to bring together the combined strengths of our heritage, people and brands into one integrated organisation.

Our goal is to be the undisputed No. 1 Total Beverage Company in Malaysia, in line with ThaiBev's Vision 2020 to become a truly stable and sustainable leader in ASEAN by 2020



Key Development



NEW MANAGEMENT STRUCTURE

F&N Board of Directors

Chief Executive Officer
Lim Yew Hoe

SHARED SERVICES

CFO
Soon Wing Chong

IT
June Ng

Human Capital
David Hoong

Communications &
Corporate Affairs
Karen Tan

Risk Management
Kelleigh Foo

Co Sec
Mayeen Wong

Legal
Timothy Ooi

Business Capability
& Strategy
Lee Lay Yean

Property
Cheah Hong Chong

SUPPLY CHAIN & BUSINESS DEVELOPMENT

Tan Hock Beng

DOMESTIC COMMERCIAL OPERATIONS

Lai Ming Kong

EXPORT

Soh Swee Hock

MANUFACTURING

Waradej Patpitak

DAIRIES THAILAND

Karn Chitaravimol



Management



BUSINESS OUTLOOK

- Challenging trading conditions in Malaysia and Thailand against a backdrop of softer consumer sentiment and volatile currency exchange rates
- Remain focused on:
 - Expanding our brands' reach and further extend market leadership positions across categories and in Malaysia and Thailand
 - Extracting synergies especially with a combined Malaysian organisation
 - Timely capital expenditure to further extend superior economies of scale
 - Growing export business to further support scale
 - Growing talents to bring F&N to the next level



The background features a collection of beverage products rendered in a light gray, sketch-like style. On the left is a can of 100 Plus. In the center is a can of Carnation with a coffee cup illustration. On the right is a carton of F&N Milk. In the foreground, there are several long, thin objects, possibly sticks of candy or fruit, with the F&N logo visible on one of them. The text "Question and Answer" is centered over this background.

Question and Answer

Thank you

