



The squares represent the exciting framework of ideas that is already in place for the company. They are the nucleus that will help push F&N to further increase its presence in its core businesses as well as to seize opportunities that come its way and expand into other fields.

It is the regular translation of good ideas into practice that has helped keep the company successful and relevant to the consumers. By being innovative and open to change, F&N's past achievements will be a platform to build for greater success.

Segiempat di muka depan merupai kerangkaan ida-ida bernas yang dipraktikkan oleh Kumpulan. Mereka adalah pencetus bagi menonjolkan kewujudan F&N di teras perniagaan sementara mengambil peluang yang jatuh ke tangannya untuk mengembang ke bidang-bidang lain.

Mempraktikkan ida-ida bernas telah membawa kejayaan kepada syarikat dan menjadi daya penarik bagi pelanggan. Kejayaan F&N pada masa silam akan menjadi pendorong untuk mencapai lebih kejayaan pada masa depan dengan bersikap inovatif dan sedia menghadapi cabaran keadaan yang saling bertukar.

financial calendar

kalender kewangan

Financial Results Announcements / Pengumuman Keputusan Kewangan

First quarter / Suku pertama	10 February / Februari 2004
Second quarter / Suku kedua	11 May / Mei 2004
Third quarter / Suku ketiga	10 August / Ogos 2004
Fourth quarter / Suku keempat	8 November / November 2004

Dividend / Dividen

Interim / Interim

■ announcement / pengumuman	26 May / Mei 2004
■ entitlement / kelayakan	15 June / Jun 2004
■ payment / pembayaran	25 June / Jun 2004

Proposed Final / Cadangan Akhir

■ announcement / pengumuman	23 December / Disember 2004
■ entitlement / kelayakan	26 January / Januari 2005
■ payment / pembayaran	15 February / Februari 2005

Press Conference & Analysts Briefings Held / Sidang Akhbar & Taklimat Penganalisis

First quarter / Suku pertama	12 February / Februari 2004
Second quarter / Suku kedua	13 May / Mei 2004
Third quarter / Suku ketiga	11 August / Ogos 2004
Fourth quarter / Suku keempat	10 November / November 2004

General Meeting / Mesyuarat Agung

Annual / Tahunan	20 January / Januari 2005
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Fraser and Neave Limited is the trademark owner of the **F&N** brands.

The Coca-Cola Company is the trademark owner of the **Coca-Cola** brands.

Sunkist Growers Inc is the trademark owner of the **Sunkist** brands.

SODIMA International S. A. is the trademark owner of the **Yoplait** brands.

***Fraser and Neave Limited** adalah pemilik cap perdagangan jenama **F&N**.*

***The Coca-Cola Company** adalah pemilik cap perdagangan jenama **Coca-Cola**.*

***Sunkist Growers Inc** adalah pemilik cap perdagangan jenama **Sunkist**.*

***SODIMA International S. A.** adalah pemilik cap perdagangan jenama **Yoplait**.*

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kandungan

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Borang Proksi

five-year group performance

prestasi kumpulan lima tahun

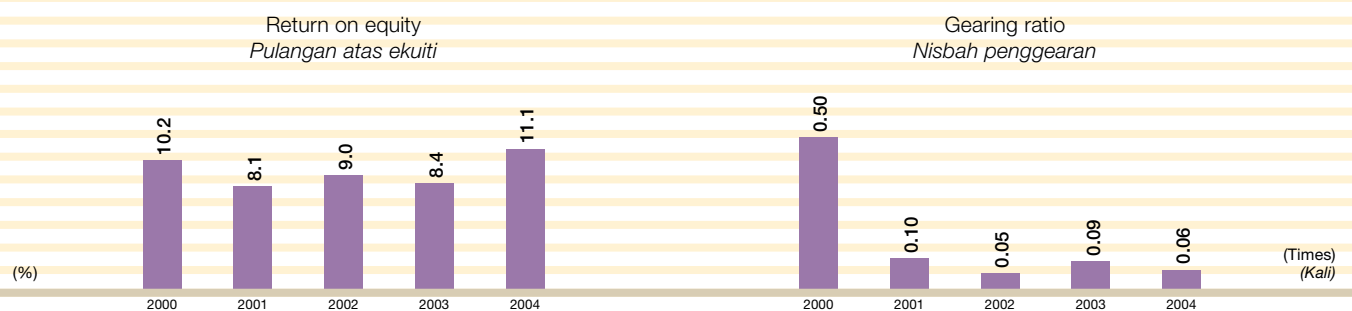
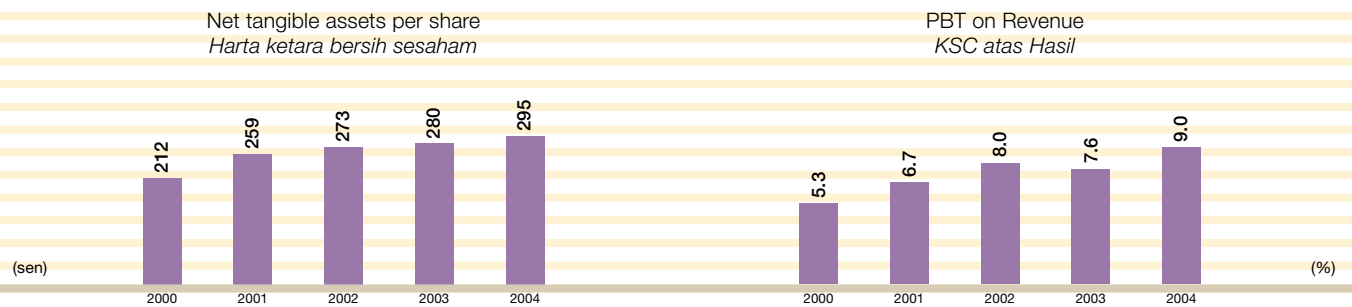
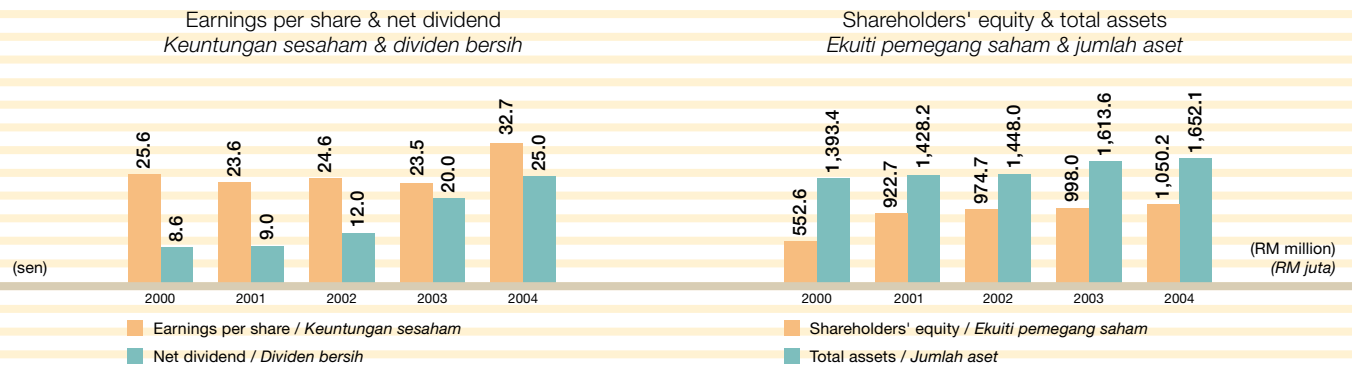
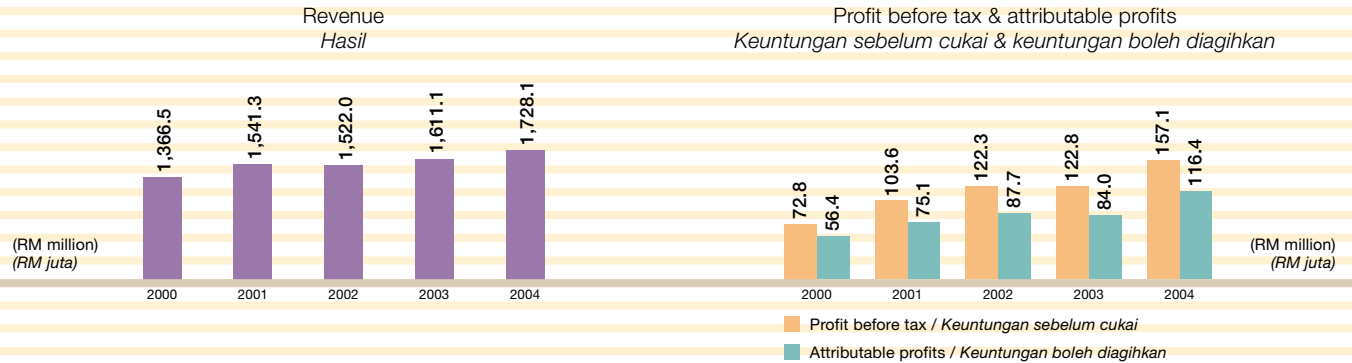
Year ended / Tahun berakhir
30 September

	2004	2003	2002	2001	2000
Results / Keputusan (RM million / juta)					
Revenue / Hasil	1,728.1	1,611.1	1,522.0	1,541.3	1,366.5
Profit before taxation (PBT) / Keuntungan sebelum cukai (KSC)	157.1	122.8	122.3	103.6	72.8
Attributable profits / Keuntungan boleh diagihkan	116.4	84.0	87.7	75.1	56.4
Dividend / Dividen					
Per share / Sesaham					
– Earnings / Pendapatan (sen)	32.7	23.5	24.6	23.6 [^]	25.6 [^]
– Dividend – net / Dividen – bersih (sen)	25.0*	20.0	12.0	9.0	8.6
– Dividend cover / Liputan dividen (times / kali)	1.3	1.2	2.1	2.3	2.1
Balance Sheet / Lembaran Imbangan (RM million / juta)					
Share capital / Modal saham	356.5	356.5	356.5	356.5	260.7
Shareholders' equity / Ekuiti pemegang saham	1,050.2	998.0	974.7	922.7	552.6
Total assets / Jumlah aset	1,652.1	1,613.6	1,448.0	1,428.2	1,393.4
Long term borrowings / Pinjaman jangka panjang	32.1	51.1	47.9	–	–
Net tangible assets per share / Harta ketara bersih sesaham (sen)	295	280	273	259	212
Ratio / Nisbah					
PBT on Revenue / KSC atas hasil (%)	9.0	7.6	8.0	6.7	5.3
Return on equity / Pulangan atas ekuiti (%)	11.1	8.4	9.0	8.1	10.2
Gearing ratio / Nisbah penggearan (times / kali)	0.06	0.09	0.05	0.10	0.50

[^] Weighted earnings / Pendapatan wajaran* Include proposed dividend of 17 sen, which will only be recognised in the financial statements upon shareholders' approval /
Termasuk cadangan dividen sebanyak 17 sen, yang hanya akan diiktiraf dalam penyata kewangan apabila mendapat kelulusan pemegang-pemegang saham

five-year group performance charts

carta prestasi kumpulan lima tahun



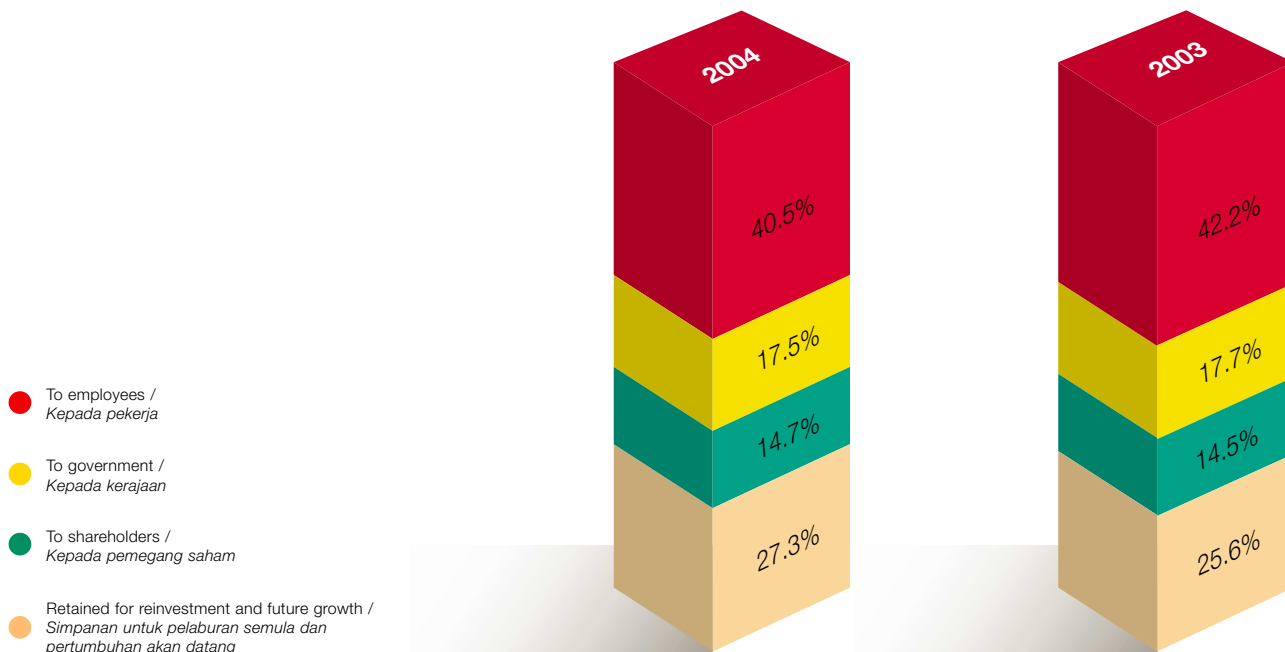
statement of value added

penyata nilai tambah

	2004 RM'000	2003 RM'000
Revenue / Hasil	1,728,054	1,611,119
Purchase of goods and services / Pembelian barangan dan perkhidmatan	(1,240,453)	(1,130,510)
Value added available for distribution / Nilai tambah sedia untuk pengagihan	487,601	480,609
Distribution / Pengagihan		
To employees / Kepada pekerja	197,250	202,542
To government as taxation / Kepada kerajaan untuk cukai	85,421	84,897
To shareholders / Kepada pemegang saham	71,756	69,653
Retained for reinvestment and future growth / Simpanan untuk pelaburan semula dan pertumbuhan akan datang	133,174	123,517
	487,601	480,609

distribution of value added

pengagihan nilai tambah



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corporate review

TINJAUAN KORPORAT