



# Q4'17

# FINANCIAL RESULTS PRESS & ANALYST BRIEFING

14 February 2018

**Carlsberg**  
Malaysia

# LEADERSHIP CHANGE



# Appointment of CFO

## Lim Chee Keat

Aged 46, Malaysian, MICPA, MIA

- ✦ Appointed as **Chief Financial Officer (CFO)** and **Company Secretary** on 12 Feb 2018.
- ✦ Responsible for Finance, Legal & Company Secretarial and IT of the Group, including the Finance operations in Carlsberg Singapore.
- ✦ Prior to this appointment, he was the Director and CFO of PT Innovate Mas Indonesia, a telecommunications company in Jakarta, and has held several senior Finance positions in Astro Malaysia Holdings Berhad.
- ✦ Started his career with Arthur Andersen Malaysia before joining PricewaterhouseCoopers Hong Kong.





# Appointment of GM, Carlsberg Singapore



## Olivier Dubost

Aged 44, French, MBA, ESCP Management Business School of Paris

- ✦ Appointed as **General Manager, Carlsberg Singapore Pte. Ltd.** on 6 Feb 2018; Director, 51% owned subsidiary MayBev Pte. Ltd.
- ✦ Part of Management Team of Carlsberg Malaysia Group to deliver greater synergies between Singapore and Malaysia operations.
- ✦ Prior to this appointment, he was Vice President Commercial of Carlsberg Asia (based in Hong Kong) since May 2016; Vice President of Marketing at Brasseries Kronenbourg in France from 2011 to 2016.
- ✦ Held various marketing functions within Henkel France, LVMH Group in London and Colgate Palmolive in France, Spain/Portugal and Europe.

# FINANCIAL PERFORMANCE

# Full Year Net Profit up 7.9%

Revenue up 5.3% to RM1.77b; net profit grew 7.9% to RM221.2m



**Solid performance in MY**



**Trade offer adjustment of RM26.7m in SG, of which RM17.2m related to prior years**



**Business recovery in Sri Lanka**



**Strong cash flow growth of 36.1% to RM305.3m**



# Our Strategy – SAIL'22

- It consists of three levers:
  - Strengthen the Core
  - Position For Growth
  - Deliver Value For Shareholders
- Further cascaded down into seven strategic priorities
- Supported by two enablers:
  - Create a Winning Culture
  - Defend our License to Operate



# Solid Growth Momentum in Q4



2017	
	Revenue    Net Profit
Q4 FY17	1.1% ↓    6.2% ↑
12m FY17	5.3% ↑    7.9% ↑
Earning per share	<b>72.34 sen</b> (vs 67.04 sen y.o.y)

## Highlights

- Higher net profit by 6.2% to RM 50.0 million as a result of recovery of business in LBCP in Sri Lanka, absence of tax adjustments in Q4 2017 (had tax adj in Q4 2016) offset by higher commercial investments during the last quarter of 2017.
- In MY, revenue grew 5.4% to RM 290.9 million whilst profit from operations declined by 12.1% to RM 53.4 million due to higher commercial investments.
- In SG, profit from operations dropped 49.2% to RM 12.6 million on the back of a revenue decline of 12.3% to RM 139.0 million due to trade offer adjustments of RM 13.8 million in 2017, of which RM8.2 million relates to prior years.
- In Sri Lanka, LBCP reported a share of profit of RM 2.7 million vs share of loss of RM 3.2 million due to improved operational performance.

# Strong cash flow growth



## Cash Flow

<b>Cash Flow:</b>	RM'000	RM'000
	<u>31 Dec '17</u>	<u>31 Dec'16</u>
<b>Cash and Cash Equivalents</b>	<b>70,330</b>	<b>32,319</b>
<b>Net cash generated from operating activities</b>	<b>338,073</b>	<b>263,393</b>
<b>Free cash flows</b>	<b>305,273</b>	<b>224,238</b>

## Highlights

- Free cash flow improved significantly by 36.1% to RM305 million contributed by strong underlying performance and better working capital management with lower inventories, lower receivables and higher payables.

# Our Strategy – SAIL'22



## STRENGTHEN THE CORE



Grow in mainstream



Win in store



Fund the journey



## POSITION FOR GROWTH



Go big in premium



Build new revenue streams



## DELIVER VALUE FOR SHAREHOLDERS



Organic growth in operating profit



High and stable dividend yield



CREATE A WINNING CULTURE



DEFEND OUR LICENSE TO OPERATE



JIA2  
SS+  
SAIL  
'22

# Organic growth in mainstream



- Total **Carlsberg brand** volume **+7%** in 2017 vs 2016.
- **Carlsberg Green Label** activated Oktoberfest campaign, celebrated 170 years of anniversary and marked 25<sup>th</sup> partnership with Liverpool FC in 2H'17.
- **Carlsberg Smooth Draught** expanded distribution with the launch of 325ml pint bottle, so – *Now You can get Draught Anywhere!*



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# 24% growth in Premium brands



1664 BLANC  
+44%



SOMERSBY  
+27%



LAUNCH  
SOMERSBY  
SPARKLING  
ROSE



ASAHI  
SUPER DRY  
+14%



CONNOR'S  
+42%

Go big in premium

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# Venturing into Craft with Signature Brooklyn Beers



← Permanent →

← Seasonal in SG →



# OUTLOOK 1H 2018

# Probably The Most Victorious Year



**RM500,000,000**

Funds raised via Probably the Best Fund-Raising Platform – Top Ten Charity Campaign



**>8,000 winners**

Probably the Most Victorious consumer promotion



**>30,000 consumers**

Probably the Most Victorious launch and sponsored events in KL, PNG, KK and Kuching



**+158 winners**

Probably the Best Shopping Experience activation



# Outlook for 1H 2018



- ❖ Growth on Carlsberg brand and premium brands to continue; Fund the Journey to continue.
- ❖ Overall consumer sentiments remain soft: macro-economic is not expected to change.
- ❖ In MY – more effective efforts by the Malaysian authorities to curb contraband beer is showing progress in the strengthening of the legitimate tax-paying beer market.
- ❖ In SG – introduction of the European Free Trade Agreement by mid 2018 will pose a further challenge from cheaper imports.
- ❖ In Sri Lanka – Positive trends and growth in demands.



Carlsberg  
Malaysia

THANK  
YOU