

PERFORMANCE FY2018



FY18 Net Profit up 25.3% to RM 277.2mil

Revenue up 14.6% to RM 1.98bil; Free cash flow up 7.4% to RM 328.0mil





Outstanding performance from MY



Higher operating profit from SG

partly due to one-off RM 17.2mil trade offer adjustments in FY17



Share of Profits of RM 21mil from LBCP

Lion Brewery (Ceylon) PLC
(vs RM 0.2mil share
of loss in FY17)

Dividend at 100.0sen*, 110.3% payout ratio of FY18 net profit

*The proposed FINAL and SPECIAL dividends are subject to the shareholders' approval at 49th AGM.



Our Strategy - SAIL'22







STRENGTHEN THE CORE



POSITION FOR GROWTH



DELIVER VALUE FOR SHAREHOLDERS



Grow in Mainstream



Go Big in Premium



Growth in Net Profit



Win in Store



Build New Revenue Streams



High and Stable Dividend Yield



Fund the Journey



CREATE A WINNING CULTURE





Strong Growth in Q4FY18 and FY18

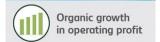


2018		
Results	Q4FY18 (RM million)	FY18 (RM million)
Revenue (2017 adjusted for MFRS15)	525.7 +25.6%	1,982.3 +14.6%
Net Profit	67.4 +34.9%	277.2 +25.3%
Earnings per share (EPS)	22.06 +34.9%	90.65 +25.3%

Highlights

- The Group in FY18: Net profit growth of 25.3% to RM 277.2mil and revenue increased by 14.6% to RM 1.98bil.
- The Group in Q4FY18: Net profit up 34.9% to RM 67.4mil and revenue grew 25.6% to RM 527.7 mil.
- MY in Q4FY18: Revenue improved by 30.4% to RM 378.2mil and profit from operations up 3.1% to RM 55.0mil. The organic revenue growth was 23%, if excluding the impact from SST.
- SG in Q4FY18: Revenue grew 14.9% to RM 147.5mil and operating profits up 130.2% to RM 29.0mil. The significant improvement in profit from operations was partly due to the one-off negative trade offer adjustments of RM 13.8mil in Q4FY17. Profits from operations was a solid growth of 9.9% in Singapore, if excluding the mentioned adjustments.





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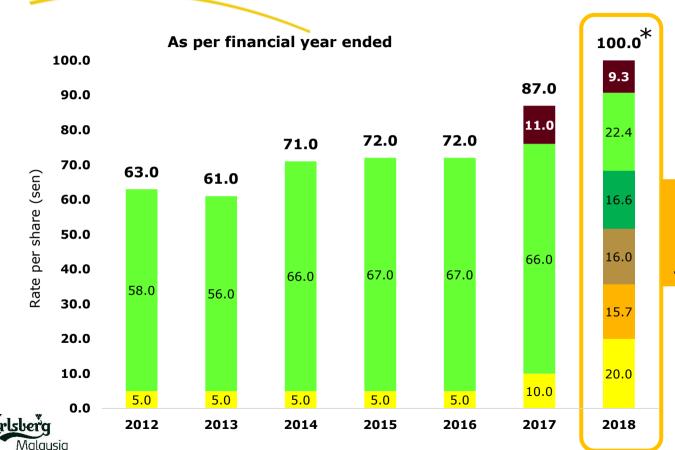
CREATE A WINNING CULTURE





Dividends from 2012 to 2018*





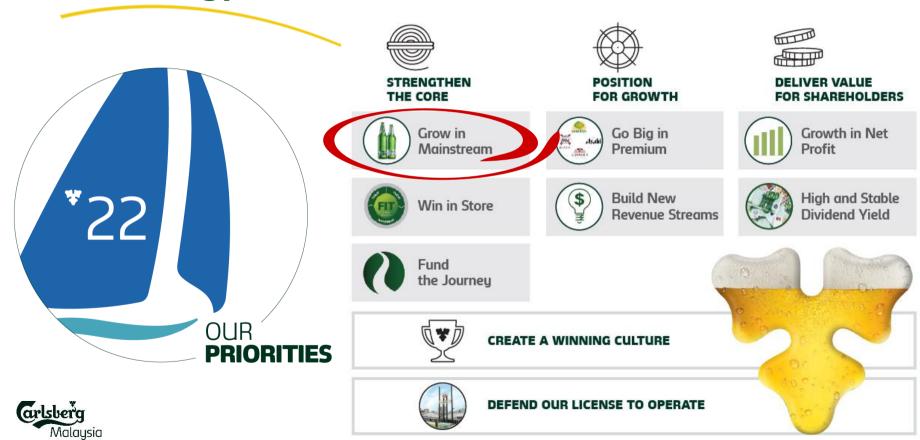
- Special Dividend (Single Tier)
- Final Dividend (Single Tier)
- Fourth Interim Dividend (Single Tier)
- ■Third Interim Dividend (Single Tier)
- Second Interim Dividend (Single Tier)
- First Interim Dividend (Single Tier)

*The proposed FINAL and SPECIAL dividends are subject to the shareholders' approval at the forthcoming 49th Annual General Meeting.





Our Strategy - SAIL'22



12% Growth in Mainstream in FY18





CARLSBERG GREEN LABEL

+8%

- In MY, Carlsberg activated Probably The Best Golf Tournament in 2H18, Probably The Best Oktoberfest promotion in Q3 and Probably The Best Party activation in Q4 to drive engagement and consumption.
- **Carlsberg Smooth Draught** continued its rapid growth across both MY and SG.

CARLSBERG SMOOTH DRAUGHT

+58%



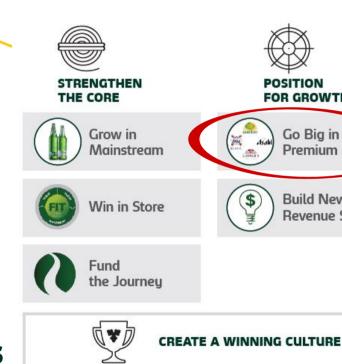
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Malaysia













20% Growth in Premium in FY18

 All premium brands, except Asahi Super Dry, grew by double digit in FY18.

 In MY, Somersby Elderflower Lime launched in Q4, whilst Connor's Stout Challenge continued to recruit drinkers in 2H18.

 1664 Blanc saw strong growth and consumer preference in wheat beer segment.

 Asahi Super Dry showed a solid growth, especially in Singapore.

SOMERSBY +24%

CONNOR'S

1664 BLANC +40%

ASAHI SUPER DRY





APPLE CIDER





Asahi



















POSITION

FOR GROWTH

Go Big in

Premium



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Growth in Net Profit

FOR SHAREHOLDERS

DELIVER VALUE



High and Stable Dividend Yield



CREATE A WINNING CULTURE





178% Growth in Brooklyn Brewery in FY18





Launch of Brooklyn Flagship Bar in SkyAvenue, Genting Highlands in MY

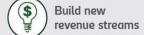
First in Southeast Asia...with more outlets offering Brooklyn craft beer in draught soon.



Seasonal variants introduced in SG







HIGHLIGHTS 1H 2019



2019 started with a bigger and better CNY campaign





Integrated PR reached consumers online & on-ground



4 dynamic colours and auspicious words on packaging were eye-catching



All employee 'go-tomarket' during peak sales period





Rewarding Promotions & Activations







100 activation nationwide rewarded consumers with "You Shop, Carlsberg Pays' contest



Campaign period: 24 Dec 2018 to 17 Feb 2019

Outlook for 1H19





- * Continue our focus and execution on the 3rd year of SAIL'22 strategy in both MY and SG.
- Rising prices for raw and packaging materials will have a negative impact on our production costs.
- * Continue to invest in great innovations, excellent product quality and relevant consumer activations.



In MY, on-going cooperation with the authorities for greater enforcement against contraband.

