2015 Full Year Result

17 February 2015

Alison Watkins Group Managing Director

Good morning and welcome to our 2015 full year result presentation.

I am pleased to present a 2015 result for the Coca-Cola Amatil Group that's consistent with our plans and the guidance that we provided in 2014, despite challenging conditions in Australia and Indonesia, our two largest markets.

This result is underpinned by a stabilisation in Australian Beverages' earnings, also in line with guidance previously provided, as well as an evolving earnings profile across the Group with increased contributions from our identified growth segments, particularly our Alcohol & Coffee business.

Our profit growth of 4.8% was ahead of EBIT growth of 1.4% largely due to the reduction in the Group's net debt, a result of The Coca-Cola Company's US$500 million equity injection into our Indonesian business.

We are also pleased to report that we are ahead of schedule on the three year $100 million cost savings plan in the Australian Beverages business, with the 2015 results of this program weighted to the second half.

These outcomes combine to set the course to return to sustainable mid-single-digit growth in earnings per share over the next few years. It also delivers shareholders a final dividend declared of 23.5 cents, franked at 75%, which is a payout ratio of 84.4% for the full year.

This outcome is the result of a continued focus on delivering against the strategies we announced in the October 2014 strategic review.

Before I provide more detail on our result, I would like to take a moment to reflect on one aspect of our sustainability framework. Our people and their health and safety.

Our approach to sustainability focuses on accountability and targets across four pillars: Our people, Our environment, Our wellbeing and Our community. Our financial results over the long term will be underpinned by our performance in each of these pillars.

Coca-Cola Amatil is committed to making a distinct, and positive, contribution to the world in which we live. In striving to deliver the best outcomes for our shareholders, we will also ensure that any decisions equally consider our people, our environment, our wellbeing and our communities.

In relation to our people, we are relentless in our commitment to provide a safe, open and inclusive workplace where our people are energised by, and absolutely committed to, their safety and wellbeing at work, and at home.

Committing to a safe workplace requires establishing and embedding a 'safety first' culture together with clearly defined set of requirements, processes and procedures that apply equally, to all employees, and are clearly understood.

I am particularly proud of the progress we are making in this area and I am pleased to say that this approach is delivering good outcomes for our organisation with a 50% reduction in injuries over the last three years. However, we also appreciate that we have significant work ahead of us to achieve our aspirational goal of zero workplace injuries.

We believe that everyone in our business is a safety leader and we will continue to provide education and support to enable our people to work safely every-day to keep themselves and their workmates safe.

As we outlined in the 2014 strategy, our focus for the past 18 months has been building a platform on which Coca-Cola Amatil will once again generate attractive, sustainable returns for our shareholders.

The fundamentals of our Group are compelling and the investment case for our shareholders is a simple one.

We are a Coca-Cola franchisee with leading brands and a route to market of unrivalled scale and reach, with more than 300 million potential consumers across our six markets.

The infrastructure that supports these operations is large scale, modern and low cost.

Our diversity in developed and developing markets, products, and categories, means the steady cash flow and stability of our core Australian and New Zealand franchises are complemented by the growth opportunities and upside potential across our Indonesian, Alcohol & Coffee and SPC businesses.

We believe that steady growth at the core, and accelerated growth in our other businesses, combined with a continuous focus on cost, will drive the EBIT growth and generate attractive, sustainable returns for our shareholders in the future.

Our capital plans are disciplined and tailored to each market, ensuring our developed markets are steady and modest in their investment, while in Indonesia we are positioned well to capture the medium to long term growth as, and when, it occurs.

The outcome will be, we believe, a sustainable level of EPS growth, with strong dividends and a strong balance sheet.

Behind all of this, sit the strategic themes we announced in October 2014:

- Strengthening category leadership,
- Making a step change in our productivity and in-market execution and;
- Better alignment with The Coca-Cola Company and our other brand partners

We have continued to stay the course and deliver against each of these themes, despite challenging conditions and today's result is confirmation that our strategy is working and that our medium to long term plans are on track.

Turning now to the 2015 result in more detail.

This result is backed by a solid performance in each one of our businesses, several of which are facing significant challenges.

In our Australian Beverages business earnings stabilised, despite the conditions.

In New Zealand & Fiji earnings were up 7.0% driven by strong performances across the Sparkling Beverages portfolio and water category.

Indonesia & PNG delivered an earnings increase of 9.9% with Indonesia facing headwinds stemming from a slowing economy which impacted volume and profitability.

Our Alcohol & Coffee business continued its momentum from the first half growing earnings by 31.7%, and earnings in the Corporate, Food & Services segment decreased by $10.9 million.

I will now pass over to the Managing Director for Australian Beverages, Barry O'Connell, who will provide further detail in relation to the Australian Beverages result.

Barry O'Connell, Australian Beverages Managing Director

Thank you Alison & good morning to you all.

Let's begin with the overall Australian Beverages achievement - a result consistent with previous guidance of EBIT equal to 2014.

This result consisted of a volume growth of +0.5%, a reduction in net sales revenue of 0.8%, and an improvement in our cost base where we are tracking ahead of our three year commitment of $100ml in cost out. EBIT margins improved as did ROCE as we continued to invest in product and package innovation, brand health and targeted pricing. In short, we delivered on our guidance whilst also delivering on our key strategic pillars.

Let me now share a few more details behind 2015 together with a look into some of the highlights to look forward to in 2016.

In 2015, our volume in Sparkling grew by +0.9%. Rate declined by -0.3% as we invested in targeted pricing, launched smaller portion sizes and continued to feel the impact of volumes moving to lower margin channels.

Conversely, we experienced increases in some of our core strategic indicators. We saw value and volume share growth for our core brands, including Coca-Cola, Sprite, Fanta and Kirks, increased transactions across our Sparkling portfolio, increased household penetration and improvements in key brand health scores.

Frozen was another very successful innovation and generated incremental servings helping us to increase our overall single serve transactions and consumer franchise by 1.5% or 15 million servings in 2015.

Within Stills, our volume declined by 5.6% with a flat rate as the category was subjected to significant pricing degradation in the water and sports categories driven by unprecedented price promotion – particularly of private label brands. Our response to these challenges was measured and deliberate and we chose to invest in the premium and enhanced water segments which accounted for two thirds of value growth in the total water category in 2015. This resulted in a major brand re-launch of Mount Franklin, new packaging innovation and a pricing strategy that increased our competitiveness.

Innovation, new marketing campaigns and increased media spend played key roles in our core strategy of increasing product and brand relevance. Total media spend was more than 20% higher than 2013, including almost 50% more for core Sparkling and a sizeable increase against water.

2015 saw some significant step changes in marketing support for our Sparkling Beverages – beginning with the colouryoursummer campaign, the contour bottle 100th anniversary, Coca-Cola Life (which I'll discuss further shortly) and new campaigns for our main flavours brands…

...and completing the year with the Coca-Cola Come Alive campaign – once again leveraging large scale packaging innovation.

Taken together these initiatives showed encouraging results in brand equity and notably a significant improvement in Coca-Cola "favourite brand" rating.

This has created a solid spring board for the new global “Taste the Feeling” marketing campaign launched only a few weeks ago. The campaign represents a key strategic shift to supporting all Coca-Cola variants under one common trademark campaign rather than four individual brands. Not only is this more efficient from a media solution perspective, the approach means all Cokes shares exactly the same big, bold positioning and Coca-Cola magic, whether the classic, low or no calorie variant.

Our consumer relevance strategy has also focused on product and pack, with the launch of Coke Life as an obvious highlight in 2015. This launch represented a first step towards a lower kilojoule, full taste Coca-Cola sweetened from natural sources. We also used the launch of Coca-Cola Life as an opportunity to bring new news to the cola category in what was acknowledged as the best Coke Life launch across the global Coke system and in fact, was the largest new beverage product launch in Australia since 2008, Coke Zero, by retail sales value. In line with our projections at the time of launch, the Coke Life range has now settled between 1-2% of total Coke trademark and driven an increase in household penetration for Coca-Cola trademark as a whole.

Whilst all of our top-selling brands already have a low-kilojoule option, we have 9 major active R&D projects targeting a wider range of lower or naturally sweetened sugar products – in both Sparkling and Still Beverages. These innovations will flow into the market over the next 12 months, with the first due in only a few weeks from now.

Building on the formulation changes we have also extended our choice of smaller portion sizes with the launch of the 250ml can and the expansion of 390ml PET.

Despite continued softness in Sparkling Beverages, these and other initiatives have delivered positive results in transactions, volume share, household penetration and brand health scores. Importantly, these initiatives also address the strategic requirements of the Sparkling Beverages category to widen consumer choice to lower KJ products and a greater selection of smaller portion sizes.

Let’s now turn to the rest of the portfolio in which two key categories were buffeted by significant pricing degradation. The most obvious was in the water category where volume growth was driven primarily by private label and value water brands. Conversely, enhanced water contributed almost two thirds of total value growth in the overall water category and now represents 35% of category value in grocery.

This explains our increased focus on enhanced waters where both Mount Franklin Lightly Sparkling and Zico coconut water products performed strongly, with Zico holding 15% market share and competing to be the number two player in the coconut water category.

Meanwhile many mainstream water competitors embarked on a pricing “race to the bottom”. As we had no desire to follow them all the way, in June we commenced a full repositioning of Mount Franklin, comprising new packaging, revised pricing strategies and culminating with the new “The Nation’s Hydration” campaign. These initiatives ignited the brand back into growth with daily sales of Mount Franklin still water up 15% in quarter four. By the end of the year, Mount Franklin Still Water had increased both its volume share +1.5%pts and value share +0.5%pts of branded water market within the grocery channel.

In the back ground, we continued to selectively apply Peats Ridge as our value water where low price is the overriding factor in certain customers. In 2016 we expect this low price segment to grow but at a much slower rate than seen previously.

We’re optimistic about our water portfolio in 2016 with optimised pack/price strategies, more to come in “The Nation’s Hydration” story, and a very strong pipeline of enhanced water.

The sports category also experienced sharp competitive pricing in 2015, driving a share loss for Powerade. However from October we introduced a new “ION4” formulation, a new marketing campaign and increased promotional activity – regaining significant share, restoring momentum to Powerade and overall category growth. As with water, we remain optimistic for 2016 - particularly given our unique ability to leverage the Olympic properties in Powerade's marketing activation.

Barista Bros. continued strong growth with half 2 volume being 22% greater than half 1. This result was driven by distribution momentum, increasing sales velocity and the addition of a new "double espresso" variant midway through the year. As a result, we concluded the year with 6% share of the flavoured milk segment in the important convenience and petrol channel and strong momentum in this exciting new brand.

2015 was another successful year for the energy category, with positive volume share growth in both the grocery and convenience/petrol channels. Looking to 2016, we are in advanced negotiations with Monster Energy Corporation and hope to conclude an agreement in the near future. Needless to say, we are very excited by the prospect of partnering with one of the leading global players in this category, particularly in terms of the substantial innovation pipeline and range of marketing properties that they will bring.

In relation to revenue growth management, you may recall through 2014 and the beginning of 2015 that we made a number of deliberate decisions to increase pricing competitiveness across our portfolio. These, combined with an expansion of transaction-driving smaller packs, frozen beverage acceleration and shifting channel mix all resulted in a decline of NSR – particularly in the first half.

As we have moved through 2015, we created a dedicated revenue growth management team and invested significant resources in analytical tools in order to optimise trade promotional spend. This heightened discipline when combined with our marketing investment, innovation, a focus on higher margin SKUs and enhanced market execution has led to a stabilisation of rate in the second half.

Let's now turn to our route to market progress in the past 12 months.

As I've reported previously, the fragmented trade continues to be impacted by sharper competition from the grocery and fast food trade.

We have responded with optimised routing, increasing tele-sales and online orders, introduced a team of dedicated "new business hunters" and the roll-out of market leading technology solutions for sales management and in-outlet executional tracking. As a result, we've stabilised outlet count, whilst improving the mix towards larger more valuable outlets & increased share of visible inventory and product portfolio ranging. Increases in telesales and customer-initiated online ordering peaked at close to 30% at the end of 2015 which has led to reduced costs to serve with sales indirects as a % of NSR reducing at a faster rate than the overall business average.

We anticipate that this segment will continue to experience competitive challenges but we are confident that the changes we have initiated in 2015 and which we will accelerate in 2016 will lead to a fit for purpose model capable of leveraging an increasingly strong portfolio.

Complementing this progress I'm pleased to also report an excellent working relationship with our main grocery customers, best evidenced by the significant support given to Coke Life and by results of a recent leading industry survey – the Advantage survey - in which we placed second across all major FMCG players.

During the year we made substantial in-roads to rationalise our cost base, such that we're ahead of our cost-out target and on track to meet our commitment of $100 million cost out over three years. This is the result of a concerted effort across our entire organisation and we are confident in our ability to identify further opportunities in 2016 and beyond.

These initial savings have supported sustained marketing and targeted price investments, helped fund supply chain optimisation, back-office automation and sales technology innovations to enable the delivery of our commitments through an improved EBIT margin.

In summary, at our 2014 strategic review we committed to stabilising the Australian Beverages business and I'm pleased to report this is now the case and the business is in materially better shape than 12 months ago. We've made demonstrable progress against each of our key strategies and whilst we expect this turnaround to continue to be gradual and steady, at the same time I'm encouraged by the momentum and the outcomes of 2015. Fuelled by comprehensive category and brand programmes, and a strong innovation pipeline, along with continued focus on revenue growth management, route to market and cost savings, we're well on the way in our journey towards becoming a leaner and more agile organisation fully capable of anticipating and responding to future market opportunities across all categories and all channels.

Thank you….and I'll now hand you back to Alison.

Alison Watkins Group Managing Director

We'll turn now to New Zealand & Fiji….

Our New Zealand & Fiji business delivered a strong result with earnings up 7% driven by good performance across Sparkling Beverages and the water category.

In New Zealand, market innovation across all of our beverage categories and a continued focus on targeted channel, and market activation, delivered a total increase in volume of 4.6%.

Specifically, volumes across our major products within Sparkling Beverages increased by 3% throughout the year and the second half saw good volume growth across all water brands.

Other Still Beverages also made a strong contribution to this outcome. Market share gains in juice during the second half were driven by innovation in the Keri Pulpy range and also our MOST organic juice. The successful launch of the FUZE Tea and Zico Coconut Water ranges, delivered further growth.

Fiji delivered very strong volume and earnings growth driven by a revitalised economy and disciplined market execution.

This position was bolstered further through the increased availability of our core product range across our extensive distribution channels and a successful re-launch of Coke Zero.

The New Zealand & Fiji business will continue to improve on this result building trust in our categories and focusing on the new opportunities within the market. A new 10-year partnership to supply Restaurant Brands New Zealand, which centres on the provision of products to more than 100 KFC and Pizza Hut franchises, commenced in January 2016 and will cement CCA's position as New Zealand's leading quick service restaurant beverage supplier.

New Zealand will also accelerate growth in existing and emerging stills categories, particularly through the investment in our new juice and sports manufacturing plant scheduled to commence operation within the first half of this year.

Looking now at Indonesia and PNG…

Earnings for the Indonesia & PNG business increased 9.9% with both businesses delivering market share gains and volume growth in difficult market conditions.

The headwinds stemming from a slowing economy in Indonesia are significant and continue to impact volume and profitability. Economic growth in Indonesia has slowed to its lowest levels since 2009, exacerbated by commodity price declines and the depreciating rupiah. The combination of these factors has resulted in slower than anticipated growth in volume and an increase in our cost of goods sold, reducing our earnings.

For Indonesia, a continued focus on delivering targeted revenue and cost management initiatives strengthened our market position and with volume share increasing in both Sparkling Beverages and the tea category, despite those adverse economic conditions.

In line with offering a greater range of affordable packs, the commissioning of a second cup line in August 2015 has allowed for the distribution of Frestea, in cups, to the whole of Java. Since 2014 single serve Sparkling Beverage packs increased their reach across Indonesia by 15%, with the affordable 250ml pack gaining traction in the traditional trade and launching into the modern trade.

Transformation of our route to market model, designed to increase availability, improve execution and broaden the customer base in the traditional trade, has progressed well in the Jakarta market with plans to extend these changes now to other parts of Indonesia.

Significant productivity gains have also been delivered through several transformation initiatives in manufacturing, with notable improvements in overall efficiency, as well as supply source rationalisation.

Despite the economic conditions impacting our short term growth in Indonesia, both CCA and our partner, The Coca-Cola Company, remain fully committed to Indonesia as one of the global growth engines that will continue to deliver against our aligned long term vision.

Although we anticipate an increase in volumes in 2016, the continued deterioration in the Indonesian rupiah versus the US dollar will impact profitability and the short term outlook remains challenging. The Coca-Cola Company's US$500 million investment in CCAI last year will ensure 'The System' is able to accelerate expansion in Indonesia, in response to growth in the market, as demand returns.

Going forward we will continue to work with The Coca-Cola Company to build the Sparkling Beverages market, and increase our presence in Still Beverages, through refinement of our products, pricing and investment in marketing. Changes to our route to market will continue, with more exclusive distributors in place extending our reach and matching our service levels with customer value.

Improved product availability, a localised 'Taste the Feeling' marketing campaign, the introduction of the new 390ml PET pack size and a significant investment in juice and dairy, in the next 12 months, will further strengthen our market position and presence, providing a strong platform for future growth.

In PNG our business delivered strong volume and transaction growth as a result of the successful execution of the revised pack-pricing strategy and on the back of the increased volume, as well as effective cost management, we delivered strong earnings growth. Significant productivity and efficiency improvements were also made across manufacturing and logistics.

Turning now to Alcohol & Coffee….

The Alcohol & Coffee business achieved strong earnings growth of more than 30%, with sales benefiting from a revitalised relationship with Beam Suntory as well as an extended agreement encompassing New Zealand and the Suntory range of spirits.

The addition of Suntory brands to Coca-Cola Amatil's existing premium alcohol portfolio, further strengthens our leadership position in spirits, providing Coca-Cola Amatil with one of the strongest premium whiskey portfolios, delivering volume and value growth, alongside the improved performance of our existing spirits portfolio.

In beer and cider, our focus on building our existing portfolio is proving to be successful as we continue to work with our partners to deliver long term success. Yenda has made enormous progress in its first full year of trading, in the under-developed and fast growing Australian craft beer market, particularly in terms of distribution and recognition, winning numerous awards. Paradise Beverages in Fiji generated double digit EBIT growth through a combination of innovation, and a reduction in cost of goods sold, in a category where we already have greater than 80% of the alcohol market.

Coffee earnings were up 20% largely achieved by growing important channels such as cafés as well as increasing our presence in the grocery channel. Our expansion into Grinders capsules in formats compatible with the two leading machines, Nespresso and Caffitaly, helped contribute to CCA being the fastest growing roast & ground coffee manufacturer, in the grocery channel by the end of 2015.

In 2016 we will build on the growth in the Alcohol & Coffee business and reinforce our category leadership position in spirits. We are working closely, with our partners, to develop our brands and take advantage of significant opportunities across categories such as craft beers and cider, where we can leverage our distribution and footprint. Our agreement with Beam Suntory in New Zealand represents a significant growth opportunity with our licensed customers and will complement our range of ciders and craft beers, as well as create further non-alcoholic opportunities for us.

And now Corporate, Food & Services….

For background this segment accounts for around 2% of the Group EBIT and includes a variety of activities, including corporate office costs, ancillary services and our SPC operation. The $10.9 million reduction in earnings was the result of costs associated with a range of projects to support the Group strategy including the Beam Suntory agreements and one-off provisions in our SPC operations, including the closure of the Mooroopna plant.

This closure was part of our ongoing program to transform our SPC operation into a profitable, modern food business through a revitalised brand and product portfolio. In the last year we have introduced innovative, healthy fruit-based snacks, including Provital, with further innovation in the pipeline. We are also modernising the Shepparton production facilities, to establish a lower cost base and greater flexibility.

And I'm now going to pass over to Martyn Roberts, our Group CFO who will take you through some further detail regarding our financial performance.

Martyn Roberts, Group Chief Financial Officer

Thanks Alison and good morning everybody. I'd now like to take you through some more detailed financial information for the year.

Starting with the Income Statement. Group EBIT of $660.6 million represents a 1.4% increase on the prior year in line with our internal plans and guidance provided in 2014.

During the year we implemented a number of specific cost saving programs resulting in overheads being flat versus last year on a constant currency basis – a reduction of 40basis points – excluding last year's significant items. This partially offset a 60basis point reduction in gross profit as a result of price investment in Australian Beverages and challenges in cost increase recovery in Indonesia.

As you would expect, finance costs reduced by $35.7 million, mainly driven by TCCC's US$500 million equity injection in Indonesia. This figure also included some non-recurring FX hedging gains of approximately $6 million at the NOPAT line.

Our effective tax rate returned to a more normal level at 29.8%, after the release of some withholding tax provisions in the prior year.

Non-controlling interests this year includes TCCC's 29.4% shareholding in our Indonesian business.

Importantly, there were no significant items recorded in 2015 resulting in statutory profit after tax increasing by around 45%.

Now moving to capital employed.

Capital employed has been held flat enabling a marginal improvement in ROCE to 18.6% - well above our cost of capital.

As anticipated, the increase in working capital reported in the first half reversed during the second half and on a full year basis was $50.6 million higher than 2014. The primary reasons for the increase were the growth in our Alcohol business and some safety stock in SPC to support the conditioning of our new tomato processing line.

Pleasingly working capital in Australian Beverages reduced from 2014.

Other items to highlight here:

- The sale of two sites in Australia resulted in reduced property, plant and equipment
- The lower Australian dollar, lower commodity prices and interest rates during the year resulted in a $39 million increase in the non-debt derivatives line
- Other Net Liabilities decreased by $30 million due to an increase in prepayments and a decrease in superannuation liabilities following the adoption of the G100 recommended corporate discount rate.

Now onto capex.

Total capex for the year was $256 million, below what we had expected at the start of the year and at the half. The variance was due to the deferral of spend on some projects, rather than the cancellation of projects. This represents 0.95 times group depreciation and amortisation.

Major capital expenditure for the year included:

- In Australian Beverages, the completion of an aseptic production line in Queensland, cold drink cooler investments and some IT solutions to support the cost-out program
- In SPC, we commissioned a new snack line and progressed a new tomato production line which we expect to be commissioned in a few weeks' time
- In Indonesia we installed three new production lines and continue the rollout of cold drink coolers

Previously we've indicated that capex should be around, $300 million per annum during the current business cycle. However, given the deferral of some expenditure in 2015, we expect 2016 to be higher, by approximately the amount of that deferral.

Going on now to cash flow.

The first thing to point out as the cash flow movements year on year were impacted by the significant items reported in 2014. Pleasingly, cash realisation increased to 93.1% and free cash flow was sufficient to cover dividend payments in the year.

The rest of the data on this slide is as you would expect, and as I've already covered on the previous slides but just to confirm:

- Depreciation and amortisation was flat
- There was a net increase in working capital
- We had lower interest costs and
- Tax paid was lower due to the impact of the decline in earnings in 2014 on the tax instalments paid in 2015

Also, as I've covered on the previous slide, capital expenditure was lower than 2014 and lower than we expected due to the deferral of spend which will be incurred in 2016.

Moving onto Net Debt and Interest Cover.

The balance sheet is in a strong position.

Net debt decreased by $725 million to $1.1 billion driven by the receipt of the TCCC's equity injection in Indonesia which equated to $647 million.

At year end, total available debt facilities were $2.5 billion and the average maturity is 3.7 years.

So in summary, profit was in line with guidance, return on capital employed was maintained at 18.6%, cash flow was good and our balance sheet is in a strong position.

Thank you, and I will now hand back to Alison.

Alison Watkins Group Managing Director

Thanks Martyn….

Let me close by coming back to our investment case and our Strategy.

We are well positioned in each of our markets with leading brands, unrivalled route to market and modern, large scale, infrastructure.

Our diverse portfolio provides us with flexibility and a variety of drivers of EBIT growth.

Our plans are clear, they're built around our three strategic pillars of category leadership, productivity and execution, and alignment with The Coca-Cola Company and our other partners.

Today's result reinforces the confidence that we have in our strategy.

In Australia and New Zealand we continue to anticipate and adapt to changing consumer preferences through product innovation, as well as providing consumers with information and choice when they're enjoying our beverages.

In Indonesia we are managing through the tough economic conditions to deliver market share gains and volume improvements today, while further preparing our business for the growth of tomorrow.

In Alcohol & Coffee we are building on impressive momentum to ensure that we continue to capture the growth in these market.

COCA-COLA AMATIL

When we first outlined our strategy in 2014 we were clear that our target was returning Coca-Cola Amatil to mid-single-digit growth in EPS in the next few years.

The pace will depend on the success of revenue initiatives in Australia, and economic factors in Indonesia, and we aim to take another step forward in 2016.

Our capital expenditure, outlined by Martyn, will be disciplined and tailored to each business. We anticipate finance costs to be in line with 2015, due to a full year benefit of The Coca-Cola Company's US$500 million equity injection, offset by non-recurring gains in 2015.

And we expect to generate sufficient free cash flow to allow continued targeting of a medium term dividend payout ratio of over 80%.

We also expect to maintain a conservative balance sheet position which provides us with the flexibility to fund future growth opportunities.

We are pleased with what we have achieved in 2015. We're sticking to our plans and doing what we said we'd do – and that's no mean feat in this environment.

Thank you and Andrew I'll hand back to you for questions.