



famous | brands

you're in good company

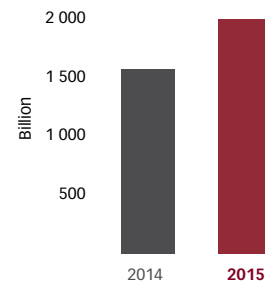
Unaudited condensed consolidated
interim financial results
for the six months ended **31 August 2015**

Financial highlights

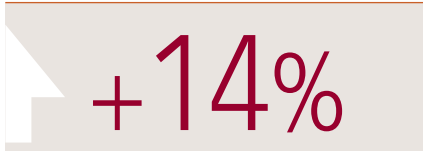
Revenue up to R1.998 billion



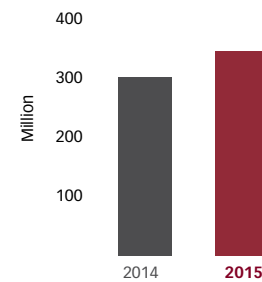
Revenue



Operating profit up to R347 million



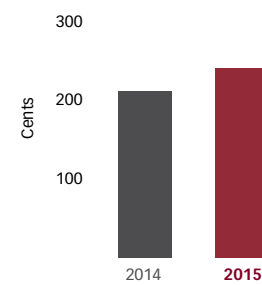
Operating profit



Headline earnings per share
up to 241 cents



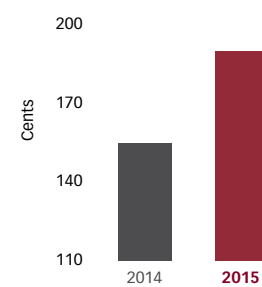
Headline earnings per share



Dividends up to 190 cents per share



Dividends per share



GROUP PERFORMANCE OVERVIEW

The reporting period presented a number of challenges – both external and internal – for Famous Brands. Generally subdued economic conditions and constrained consumer spend were experienced in most of the Group's trading markets. In addition the business undertook a range of ambitious projects to integrate new high-volume low-margin business into its Manufacturing and Logistics operations, which proved more onerous than anticipated.

Notwithstanding these challenges, the Group reported a strong increase in revenue. However, this pleasing top-line turnover growth failed to translate into corresponding growth in operating profit, largely due to the sub-optimal integration of the new Supply Chain projects into the business. In addition, the final phase of the Group's Fit-4-Purpose initiative, a programme aimed at bringing the business closer to its customers (franchisees) and consumers, incurred further costs. This investment has now been concluded and the resulting structure will play a significant role in building capacity and capability for the Group's ongoing growth.

FINANCIAL RESULTS

Group revenue grew by 27% to R1.998 billion (2014: R1.572 billion), while operating profit increased 14% to R347 million (2014: R303 million). The operating margin declined to 17.4% (2014: 19.3%) primarily as a function of margin erosion in the Logistics business.

Basic earnings per share (EPS) increased by 14% to 242 cents per share, while headline earnings per share (HEPS) rose 14% to 241 cents. Diluted EPS improved 13% to 240 cents per share, while diluted HEPS grew by 14% to 240 cents per share.

Cash generated by operations before changes in working capital improved by 21% to R385 million (2014: R318 million). Working capital increases totalled R108 million, resulting in a net cash flow from operating activities of R149 million (2014: R162 million).

Net cash outflow from investing activities of R117 million (2014: R60 million) was incurred primarily on acquiring controlling stakes in Retail Group (Pty) Ltd and Cater Chain Food Services (Cater Chain).

No borrowings were raised during the period. The Group's net borrowings of R45 million (2014: R25 million) represent a low net debt equity of 3% (2014: 2%).

OPERATIONAL REVIEWS

FRANCHISING

The Group's Franchise division comprises three regions, namely: South Africa, Rest of Africa and International (United Kingdom and the Middle East). As at 31 August 2015 the Group's global footprint comprised 2 565 restaurants.

Combined revenue recorded by this division increased 7% to R321 million (2014: R299 million), while operating profit improved 4% to R181 million. System-wide sales across the total franchise network grew 10.3%, while like-on-like sales increased 4.9%. Significantly, the Group's mainstream brands grew system-wide sales by an average 10% and like-on-like sales by 5.2%. The Group's emerging brands also delivered a satisfying performance.

These solid results are testament to the Group's deliberate strategy of building a portfolio of brands which appeal to consumers across a wide range of dining occasions and income groups.

The Group opened 75 restaurants across its brand portfolio during the period. A further 139 new restaurants are scheduled for opening during the remainder of the current fiscal year.

South Africa

Despite sustained economic and household financial pressure, the food services industry registered above-inflation value growth during the reporting period, reflecting that eating out has become part of the fabric of the social lives of the majority of middle-income and high-income consumers in South Africa.

In the six months under review, good growth was reported across almost all of the Group's brands. System-wide sales, including new restaurants, grew 9.1% and same store sales increased 5.2%.

OPERATIONAL REVIEWS continued

FRANCHISING South Africa continued

Sixty four (2014: 96) new restaurants were opened across the South African network during the period. The Group plans to open a further 116 restaurants in its home market in the forthcoming six months.

Mugg & Bean delivered a standout performance during the period, recording robust double digit growth. This brand continues to demonstrate extreme resilience as well as strong long-term growth potential, not only in South Africa but across the Rest of Africa as well. Management is confident that Mugg & Bean, together with the Group's other bouquet of niche coffee-related brands, will withstand competition from new global entrants.

Once again, Debonairs Pizza turned in a stellar performance, reporting both organic and numeric growth. As predicted by management, the much-publicised arrival of new participants in the pizza category has done nothing to slow down the performance of this brand, and in contrast, has served to grow the category, a development which Debonairs Pizza continues to benefit from.

A range of revamps were undertaken across the Group's brand portfolio, including significant work on the Steers brand's creative platform, menu and promotional offering; in the period since this intervention was implemented, strong growth has been reported.

The Group's stated strategy is to ensure its brands are represented at all major consumer hubs across the country and are therefore well positioned to capture any available spend. In this regard, new tenders were awarded to Steers and Debonairs Pizza at OR Tambo Airport, while Debonairs Pizza was awarded a site at Cape Town International Airport.

Rest of Africa

The Group trades in 16 countries in this region. System-wide sales reported by the division grew by 22.6% in line with management expectations. This territory now contributes 9.5% (2014: 8.6%) of total franchise system-wide sales.

Eleven restaurants were opened during the period, and a further 21 are planned for the balance of the year.

Sustained growth of the pizza category in the Rest of Africa region and strong demand for Debonairs Pizza's offering continues to drive expansion of this brand, which recorded double digit system-wide sales. The Debonairs Pizza-Shoprite Master Licence arrangement in Angola has bedded down well and will gain traction in the second half of the year with the opening of a further five restaurants.

Steers also reported a strong performance in the region, delivering a 20% increase in system-wide sales. New restaurants were opened in Zimbabwe, Malawi and Botswana.

INTERNATIONAL

United Kingdom (UK)

The Group's UK operation delivered satisfactory results. While revenue in Sterling declined, revenue in Rand terms remained in line with the prior comparative period at R53 million. Operating profit grew by 12% to R9.8 million (2014: R8.8 million) and the operating profit margin rose to 18.4% (2014: 16.4%).

During the period the UK management team was restructured to position the business for future growth. Two new restaurants, one Wimpy and one Steers, will be opened in the balance of the current fiscal year.

The Steers brand continued to gain momentum during the six months under review. The Rugby World Cup will provide a platform to showcase the brand, which should have a positive impact on performance.

INTERNATIONAL continued**Middle East**

While this region offers good growth potential for the Group, political instability has frustrated interest from prospective franchisees. In this context, Debonairs Pizza and Steers reported solid results, but will benefit from increasing their trading footprint in due course.

tashas' Dubai restaurant delivered another strong performance, continuing to exceed management's expectations.

ACQUISITION OF CONTROLLING STAKE IN RETAIL GROUP (PTY) LTD

On 1 August 2015 the Group acquired a 51% controlling stake in Retail Group (Pty) Ltd, Botswana, Famous Brands' Master Licence partner in Botswana, marking the commencement of a new strategic thrust in the Group's growth programme. The rationale for this strategy is twofold: firstly, to acquire outright or take a controlling stake in existing Master Licence territories in neighbouring countries whereby the Group can exercise complete influence over its brands, and secondly, to test the Group's mettle in company-owned stores in advance of a potential broader foray into that arena.

The purchase consideration fell below the threshold of a categorised transaction in terms of the Listings Requirements of the JSE Limited and was settled from cash reserves. All due diligence and regulatory conditions have been met.

The benefits of this acquisition will begin to accrue in the second half of the current fiscal year.

SUPPLY CHAIN

Famous Brands' integrated Supply Chain comprises its Logistics and Manufacturing businesses, which are managed and measured separately. In the review period consolidated revenue increased by 33% to R1.58 billion; in line with this, operating profit rose 33% to R144 million. The operating margin was 9.1% (2014: 9.1%).

LOGISTICS

This division reported revenue of R1.35 billion (2014: R1.04 billion), an increase of 29%, while operating profit rose by 12% to R43 million. This disparity is largely due to the initial set-up costs of commissioning the Group's new Crown Mines Distribution Centre, designed to take on the Gauteng region's previously outsourced frozen and chilled product basket. The facility was commissioned in May 2015, and it is anticipated that costs will stabilise in this high-volume low-margin business once the operation builds momentum. The operating margin declined to 3.2% (2014: 3.7%).

During the period, capital expenditure of R15 million was incurred on fleet expansion and facility upgrades.

MANUFACTURING

This division recorded an increase in revenue of 42% to R848 million including the first-time contribution of the high-volume Cater Chain meat-product operation acquired in April 2015. Operating profit improved 45% to R101 million, while the operating margin rose very slightly to 11.9% (2014: 11.7%), contained by the impact of the low-margin Cater Chain business and the delayed integration of the previously outsourced pork and Halaal products business due to unforeseen Competition Commission conditions. The initial take-on of these products finally commenced on 1 October 2015, six months later than anticipated.

Margins were also forfeited in the deliberate strategy to support franchisees' price competitive offering to cost-conscious consumers.

Capital expenditure of R20 million was incurred, primarily on enhancing the Coega Cheese operation to expand its production capacity and capability.

DIRECTORATE: APPOINTMENT OF A NON-EXECUTIVE DIRECTOR

Mr Moses Kgosana was appointed as an Independent non-executive director to the Board with effect from 22 May 2015.

Moses, a Chartered Accountant (SA), was formerly Chief Executive of KPMG Southern Africa as well as Chairman of KPMG Africa. He also served as a member of the KPMG International Board as lead director. Moses has 33 years of accounting, auditing and advisory experience within the public and private sectors.

The Board welcomes Moses and looks forward to his contribution.

PROSPECTS

Management is resolute in its pursuit of growth strategies outlined at the start of the year, and despite the current challenges, remains focused on capitalising on the opportunities presented, including:

Franchising

This division's performance will be enhanced with the opening of 139 additional restaurants in new markets across the Group's network; continued investment across the Group's existing brand portfolio aimed at driving same-store growth; and the benefits accruing from the integration of the franchise operation in Botswana.

In addition, given the good results delivered by the Group's table service evening-dining restaurants, and in line with management's stated intent, further opportunities to expand in this market segment will be pursued.

Logistics

Management is optimistic that as the Crown Mines Distribution Centre facility is bedded down, opportunities exist to enhance efficiencies and extract economies of scale across the Gauteng region. In this light, the Logistics division's margins should normalise and improve.

Manufacturing

In the forthcoming period a range of capacity building projects will be implemented in this division:

- Thirty per cent of the Group's pork basket requirement was integrated into the Cater Chain business from 1 October 2015. The balance of the basket will be phased-in over the next two and a half years, in line with Competition Commission conditions. Once completed this development is expected to transform the Cater Chain business.
- A cream cheese manufacturing facility within the Coega Cheese plant was commissioned in September 2015 and is expected to be at full production capacity by the end of October 2015. This advancement will provide an additional income stream to the business.
- The Group's new serviette manufacturing plant has been commissioned and commenced production in September 2015. The full benefits of this new facility for the business will be manifested in the forthcoming period.
- Previously outsourced bakery volumes in the Eastern Cape and Gauteng will be introduced into the Group's Bakery plants, providing opportunity to grow turnover and margin in this division.

In conclusion, management is satisfied that this range of interventions across the component parts of the business, Franchising, Logistics and Manufacturing, will enhance the Group's performance over the next six months.

On behalf of the Board

SL Botha

Independent Chairman

KA Hedderwick

Group Chief Executive

Midrand

22 October 2015

DIVIDEND ANNOUNCEMENT

The dividend has been declared from income reserves, which are in excess of operational requirements. The dividend cover of 1.3 times is considered sustainable in light of Famous Brands' strong cash-generating ability.

Notice of interim dividend declaration number 42 and salient features

Notice is hereby given that an interim gross dividend of 190 cents (2014: 155 cents) per ordinary share, payable out of income, has been declared in respect of the six months ended 31 August 2015. The salient dates for the payment of the interim dividend are detailed below:

Last day to trade cum-dividend	Friday, 27 November 2015
Shares commence trading ex-dividend	Monday, 30 November 2015
Record date	Friday, 4 December 2015
Payment of dividend	Monday, 7 December 2015

Share certificates may not be dematerialised or re-materialised between Monday, 30 November 2015 and Friday, 4 December 2015, both dates inclusive.

In terms of Dividends Tax legislation, the following additional information is disclosed:

- The local Dividend Tax rate is 15%.
- The net local dividend amount is 161.50 cents per share for shareholders liable to pay the Dividends Tax (2014: 131.75 cents) and 190 cents per share for shareholders exempt from paying the Dividends Tax (2014: 155 cents).
- The issued share capital of Famous Brands is 99 812 435 ordinary shares.
- Famous Brands' tax reference number is 9208085846.

By order of the Board

K Ntsha

Company Secretary

Midrand

22 October 2015

Condensed consolidated statement of financial position

at 31 August 2015

	Unaudited 31 August 2015 R000	Unaudited 31 August 2014 R000	Audited 28 February 2015 R000
ASSETS			
Non-current assets	1 340 727	1 176 611	1 196 839
Property, plant and equipment	251 816	202 250	208 951
Intangible assets	1 022 226	910 936	922 576
Investments in associates	58 106	54 240	57 568
Deferred tax	8 579	9 185	7 744
Current assets	754 204	568 622	655 421
Inventories	287 740	214 729	186 513
Current tax assets	55 635	6 165	26 404
Trade and other receivables	410 829	339 751	316 276
Cash and cash equivalents	–	7 977	126 228
Total assets	2 094 931	1 745 233	1 852 260
EQUITY AND LIABILITIES			
Equity attributable to owners of Famous Brands Limited	1 463 046	1 281 891	1 389 388
Non-controlling interests	46 024	20 434	27 766
Total equity	1 509 070	1 302 325	1 417 154
Non-current liabilities	69 312	50 370	58 702
Lease liabilities	7 703	–	2 937
Deferred tax	61 609	50 370	55 765
Current liabilities	516 549	392 538	376 404
Trade and other payables	428 748	316 587	331 256
Non-controlling shareholder loans	23 458	30 142	24 449
Short-term portion of interest-bearing borrowings	–	32 513	–
Current tax liabilities	19 643	13 296	20 699
Bank overdrafts	44 700	–	–
Total liabilities	585 861	442 908	435 106
Total equity and liabilities	2 094 931	1 745 233	1 852 260

Condensed consolidated statement of profit or loss and other comprehensive income

for the six months ended 31 August 2015

	Unaudited six months ended 31 August 2015 R000	Unaudited six months ended 31 August 2014 R000	%	Audited year ended 28 February 2015 R000
			change	
Revenue	1 997 831	1 571 682	27	3 283 342
Cost of sales	(1 165 248)	(886 467)		(1 832 522)
Gross profit	832 583	685 215	22	1 450 820
Selling and administrative expenses	(485 872)	(382 199)	27	(778 796)
Operating profit	346 711	303 016	14	672 024
Net interest income/(expense)	1 085	(323)		(269)
Share of profit of associates	1 938	3 056		7 608
Profit before tax	349 734	305 749	14	679 363
Tax	(96 625)	(85 623)		(194 651)
Profit after tax for the period	253 109	220 126		484 712
Exchange differences on translating foreign operations*	38 248	(4 810)		(2 957)
Total comprehensive income for the period	291 357	215 316		481 755
Profit after tax attributable to:				
Owners of Famous Brands Limited	241 291	210 513		465 756
Non-controlling interests	11 818	9 613		18 956
	253 109	220 126		484 712
Total comprehensive income attributable to:				
Owners of Famous Brands Limited	279 539	205 703		462 799
Non-controlling interests	11 818	9 613		18 956
	291 357	215 316		481 755
Earnings per share				
Basic earnings per share (cents)	242	212	14	468
Diluted earnings per share (cents)	240	212	13	468

* This item may be reclassified subsequently to profit or loss.

Condensed consolidated statement of changes in equity

for the six months ended 31 August 2015

	Unaudited six months ended 31 August 2015 R000	Unaudited six months ended 31 August 2014 R000	Audited year ended 28 February 2015 R000
Balance at the beginning of the period	1 417 154	1 234 948	1 234 948
Total comprehensive income for the period	291 357	215 316	481 755
Dividends to shareholders	(204 552)	(170 506)	(327 389)
Share-based payments	1 593	929	1 992
Share premium	23	19 983	24 106
Changes in ownership	(9 032)	–	–
Disposal of non-controlling interest	580	–	–
Non-controlling interests arising on business combinations	11 947	1 655	1 742
Balance at the end of the period	1 509 070	1 302 325	1 417 154

Condensed consolidated statement of cash flows

for the six months ended 31 August 2015

	Unaudited six months ended 31 August 2015 R000	Unaudited six months ended 31 August 2014 R000	Audited year ended 28 February 2015 R000
Cash generated before changes in working capital	384 814	318 026	716 902
Increase in inventories	(71 667)	(33 258)	(5 066)
Increase in receivables	(74 567)	(59 205)	(36 694)
Increase in payables	38 396	21 321	38 093
Cash generated from operations	276 976	246 884	713 235
Net interest received/(paid)	1 085	(323)	(269)
Tax paid	(128 569)	(84 460)	(201 524)
Cash available from operating activities	149 492	162 101	511 442
Dividends paid	(204 552)	(169 090)	(326 969)
Net cash (outflow)/inflow from operating activities	(55 060)	(6 989)	184 473
Cash flow from investing activities			
Additions to property, plant and equipment	(34 789)	(14 881)	(46 124)
Intangible assets acquired	(1 477)	(1 644)	(9 382)
Proceeds from disposal of property, plant and equipment	2 033	1 483	3 098
Proceeds from disposal of intangible assets	–	375	375
Net cash outflow on investments in subsidiaries	(83 894)	(47 033)	(47 334)
Net cash inflow on investment in associates	–	1 750	–
Dividends received from associates	1 400	–	2 975
Net cash outflow from investing activities	(116 727)	(59 950)	(96 392)
Cash flow from financing activities			
Borrowings repaid	–	(32 487)	(65 000)
Acquired from non-controlling interest in subsidiary	(9 612)	–	–
Proceeds from issue of equity instruments of Famous Brands Limited	23	19 983	24 106
Cash (repaid to)/contributed by non-controlling shareholders	(991)	799	(4 895)
Net cash outflow from financing activities	(10 580)	(11 705)	(45 789)
Net (decrease)/increase in cash and cash equivalents	(182 367)	(78 644)	42 292
Foreign currency effect	11 439	(4 078)	(6 763)
Cash and cash equivalents at the beginning of the period	126 228	90 699	90 699
Cash and cash equivalents at the end of the period	(44 700)	7 977	126 228

Primary (business units) and secondary (geographical) segment report

for the six months ended 31 August 2015

	Unaudited six months ended 31 August 2015 R000	Unaudited six months ended 31 August 2014 R000	%	Audited year ended 28 February 2015 R000
			change	
Revenue				
Franchising and Development	321 374	298 976	7	615 038
Supply Chain	1 581 594	1 190 146	33	2 506 610
Manufacturing	848 102	596 631	42	1 257 691
Logistics	1 346 252	1 044 827	29	2 223 196
Eliminations	(612 760)	(451 312)	36	(974 277)
Corporate	1 287	719		1 740
South Africa	1 904 255	1 489 841	28	3 123 388
International (Rest of Africa and UK)	93 576	81 841	14	159 954
UK	53 457	53 432	–	102 470
Rest of Africa	40 119	28 409	41	57 484
Total	1 997 831	1 571 682		3 283 342
Operating profit				
Franchising and Development	180 697	173 908	4	365 353
Supply Chain	143 908	108 159	33	261 725
Manufacturing	101 046	69 889	45	172 538
Logistics	42 862	38 270	12	89 187
Corporate	(389)	1 457		1 349
South Africa	324 216	283 524	14	628 427
International (Rest of Africa and UK)	22 495	19 492	15	43 597
UK	9 830	8 767	12	20 584
Rest of Africa	12 665	10 725	18	23 013
Total	346 711	303 016		672 024

Statistics and ratios

for the six months ended 31 August 2015

	Unaudited six months ended 31 August 2015	Unaudited six months ended 31 August 2014	%	Audited year ended 28 February 2015
			change	
Earnings per share (cents)				
Basic earnings per share	242	212	14	468
Diluted earnings per share	240	212	13	468
Headline earnings per share	241	212	14	467
Diluted headline earnings per share	240	211	14	467
Dividends per share (cents)				355
Interim	190	155	23	155
Final				200
Ordinary shares (000)				
In issue	99 812	99 712		99 807
Weighted average	99 809	99 440		99 581
Diluted weighted average	100 464	99 605		100 236
Operating profit margin (%)	17.4	19.3		20.5
Net debt/equity (%)	3.0	1.9		(8.9)
Net asset value per share (cents)	1 512	1 306		1 420
Dividend cover on headline earnings (times)	1.3	1.4		1.3

Notes to the condensed consolidated interim financial statements

for the six months ended 31 August 2015

Famous Brands Limited ("the company") is a South African registered company. The condensed consolidated interim financial statements of the company comprise the company and its subsidiaries (together referred to as "the Group") and the Group's interest in associates.

1. Statement of compliance

These condensed consolidated interim financial statements have been prepared in accordance with the recognition and measurement criteria of International Financial Reporting Standards ("IFRS"), the presentation as well as disclosure requirements of IAS 34 *Interim Financial Reporting*, the SAICA Financial Reporting Pronouncements issued by the Financial Reporting Standards Council, the JSE Listings Requirements, and the Companies Act of South Africa.

2. Basis of preparation

The accounting policies applied in the presentation of the condensed consolidated interim financial statements are consistent with those applied for the year ended 28 February 2015, except for new standards that became effective for the Group's financial period beginning 1 March 2015, refer to note 3.

The condensed consolidated interim financial statements were prepared on the historical cost basis, under the supervision of Norman Richards, Group Financial Director.

3. Changes in accounting policies

The Group has adopted the following new standards and amendments to standards, including any consequential amendments to other standards, with a date of initial application of 1 March 2015:

- Amendments to IFRS 10, IFRS 12 and IAS 27; and
- IAS 32 *Financial Instruments: Presentation*.

The adoption of the new standards listed above did not have a significant impact on the Group's condensed consolidated interim financial statements.

	Unaudited six months ended 31 August 2015 R000	Unaudited six months ended 31 August 2014 R000	Audited year ended 28 February 2015 R000
4. Earnings per share			
4.1 Reconciliation between earnings and diluted earnings			
Profit attributable to equity holders of Famous Brands Limited	241 291	210 513	465 756
Adjustment for:			
After tax interest receivable on future share placements	–	240	3 348
Diluted earnings	241 291	210 753	469 104
Earnings per share (cents)			
Basic	242	212	468
Diluted	240	212	468
4.2 Reconciliation between headline earnings and diluted headline earnings			
Profit attributable to equity holders of Famous Brands Limited	241 291	210 513	465 756
After tax profit on disposal of property, plant and equipment	(464)	(193)	(526)
After tax remeasurements included in equity-accounted earnings of associates	–	–	(29)
Headline earnings	240 827	210 320	465 201
Adjustment for:			
After tax interest receivable on future share placements	–	240	3 348
Diluted headline earnings	240 827	210 560	468 549
Headline earnings per share (cents)			
Basic	241	212	467
Diluted	240	211	467

Notes to the condensed consolidated interim financial statements continued

for the six months ended 31 August 2015

	Unaudited six months ended 31 August 2015 R000	Unaudited six months ended 31 August 2014 R000	Audited year ended 28 February 2015 R000
5. Financial instruments			
The following table summarises the carrying amount of financial assets and liabilities recorded at 31 August 2015:			
Financial assets			
Loans and receivables:			
Trade and other receivables	402 403	332 540	302 136
Cash and cash equivalents	–	7 977	126 228
	402 403	340 517	428 364
Financial liabilities			
Measured at amortised cost:			
Borrowings	–	32 513	–
Trade and other payables	420 969	302 803	331 256
Bank overdrafts	44 700	–	–
Fair value through profit or loss:			
Non-controlling shareholder loan	23 458	30 142	24 449
	489 127	365 458	355 705

For financial instruments measured at fair value through profit or loss, in terms of the hierarchy, these are classified as level 3 as the valuation techniques used are not based on observable market data. For these financial instruments the carrying amount is equal to its fair value as these loans are interest-free and have no fixed terms of repayment.

6. Related party transactions

The Group entered into various sale and purchase transactions with related parties, in the ordinary course of business, on an arm's length basis. The nature of related party transactions is consistent with those reported previously.

7. Business combinations

The Group acquired controlling stakes in Cater Chain Food Services (Pty) Ltd and Retail Group (Pty) Ltd (Botswana) effective 1 April 2015 and 1 August 2015 respectively. The initial accounting for these acquisitions is in the process of being finalised.

Directors and administration

Famous Brands Limited

Incorporated in the Republic of South Africa
Registration number: 1969/004875/06
JSE share code: FBR
ISIN code: ZAE000053328

Directors

NJ Adami, SL Botha (Independent Chairman), CH Boulle, P Halamandaris, P Halamandaris (Jnr), T Halamandaris, JL Halamandres, RM Kgosana, KA Hedderwick (Group Chief Executive)*, DP Hele (Chief Executive Officer – Food Services)*, NS Richards (Group Financial Director)* and BL Sibiya

**Executive*

Company Secretary

K Ntlha

Registered office

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Email: investorrelations@famousbrands.co.za
Website address: www.famousbrands.co.za

Transfer secretaries

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PO Box 4844, Johannesburg, 2000

Sponsor

The Standard Bank of South Africa Limited
Registration number: 1969/017128/06
30 Baker Street, Rosebank, 2196

Auditors

Deloitte & Touche

Bankers

Absa Bank Limited
Bidvest Bank Limited
FirstRand Bank Limited
Investec Bank Limited
Nedbank Limited
Standard Bank Limited



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