

# 1H2021 FINANCIAL HIGHLIGHTS (Unaudited)



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1 Unless specifically stated otherwise, all figures in this presentation are quoted in Singapore Dollars

2 Due to rounding, numbers in charts may not always add up to 100% or totals

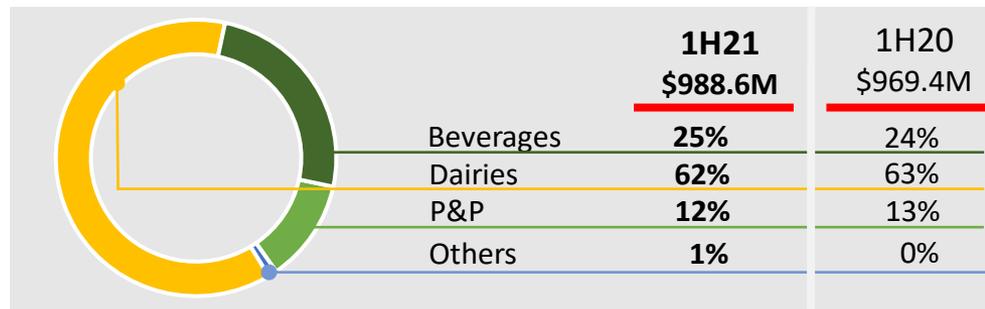
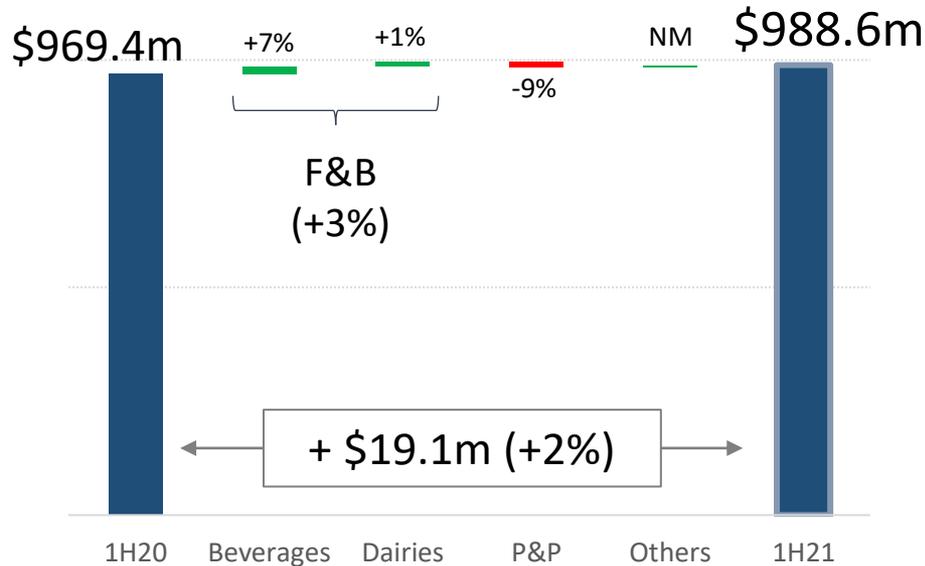
# FINANCIAL HIGHLIGHTS

## 1H2021 Financial Report

<p><b>\$988.6M</b> </p> <p><b>+ 2.0%</b></p> <p> REVENUE</p>	<p><b>\$153.3M</b> </p> <p><b>+ 8.0%</b></p> <p> PBIT</p>	<p><b>15.5%</b> </p> <p><b>+ 87BPS</b></p> <p> PBIT MARGIN</p>
<p><b>\$117.7M</b> </p> <p><b>+ 11.5%</b></p> <p> PAT</p>	<p><b>\$83.4M</b> </p> <p><b>+ 16.1%</b></p> <p> ATTRIBUTABLE PROFIT<sup>1</sup></p>	<p><b>5.8 CTS</b> </p> <p><b>+ 16.0%</b></p> <p> EARNINGS PER SHARE<sup>1</sup> (CENTS)</p>

# FINANCIAL ANALYSIS : Revenue

1H2021 Revenue | BY BUSINESS

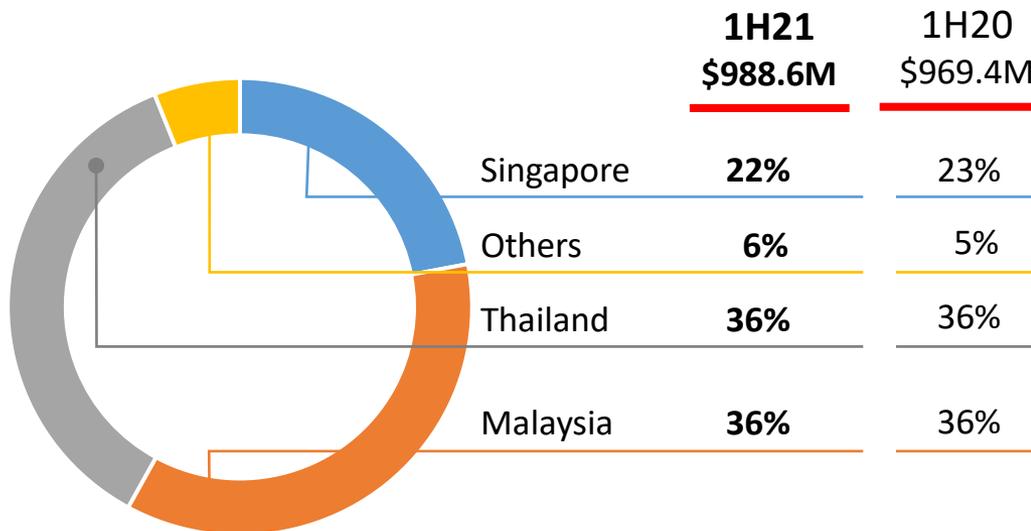


## KEY TAKEAWAYS

- F&B fueled Group 1H21 revenue growth; Dairies remained the largest revenue contributor
- Beverages growth was lifted by higher Soft Drinks and Beer volumes
  - Beer revenue doubled on strong beer volumes
  - Soft Drinks growth was led by distribution of functional products and improvement in vending operations in Singapore
- Dairies grew 1.4% on higher canned milk sales and strong export to Middle East and Africa, despite subdued on-premise channel demand
- Cancellation or deferment of print orders, border closures and dampened consumer sentiments continued to impact P&P sales

# FINANCIAL ANALYSIS : Revenue

1H2021 Revenue | BY GEOGRAPHY

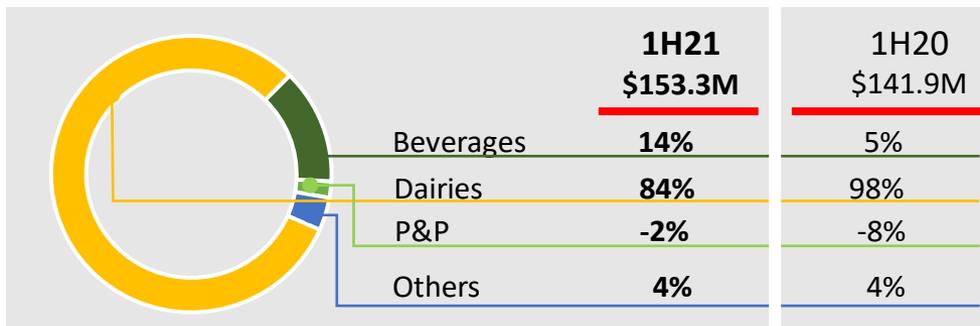
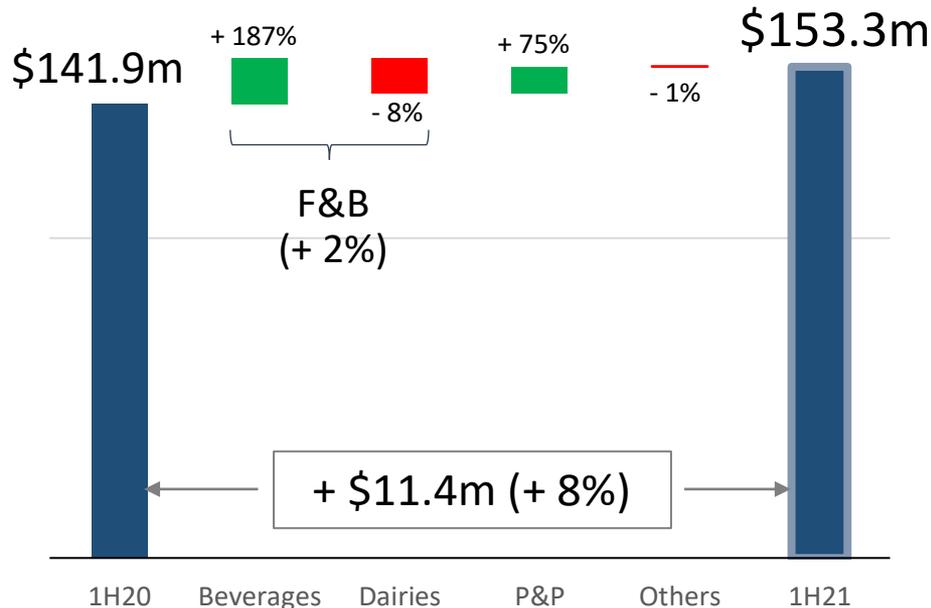


## KEY TAKEAWAYS

- Core markets of Malaysia and Thailand recorded growth
- In Malaysia, strong domestic and export of canned milk volumes lifted revenue, offset by weaker Soft Drinks volumes due to subdued trade sentiment
- Recovery of domestic canned milk sales and strong export volumes supported Dairies Thailand's growth
- Lower general trade and food services' sales as a result of reduced footfall and outlet closures impacted Dairies Singapore

# FINANCIAL ANALYSIS : PBIT

1H2021 PBIT | BY BUSINESS

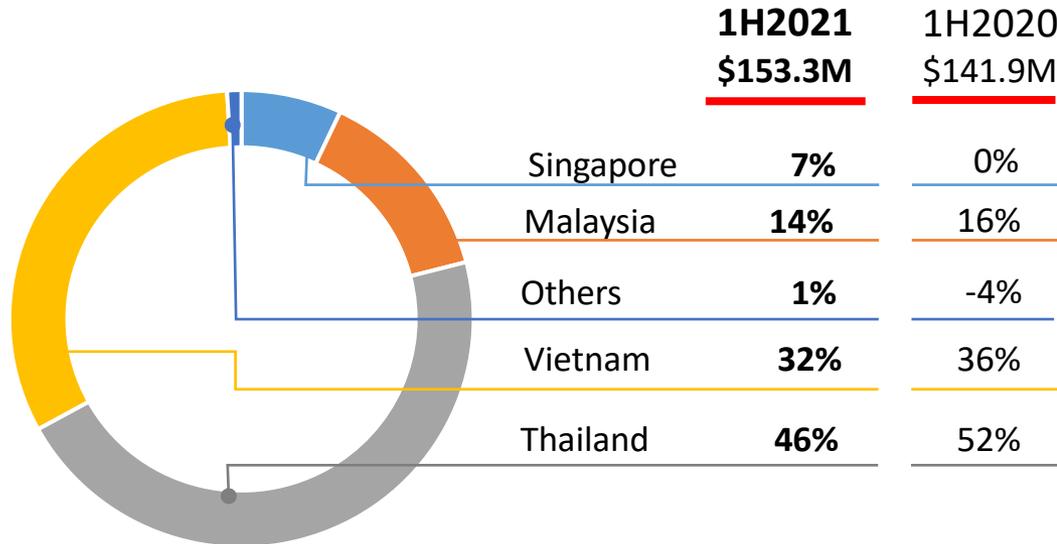


## KEY TAKEAWAYS

- Beverages earnings increased over twofold, driven by maiden profit contribution from Emerald Brewery, favourable sales mix, savings from cost cutting measures and lower A&P
- Dairies earnings were largely impacted by Dairies Malaysia where profit was down due to higher freight and input costs
- Dairies Thailand's earnings grew 2.0%, fueled by higher sales and lower A&P, despite higher input costs
- P&P's earnings improved on savings generated from cost cutting measures

# FINANCIAL ANALYSIS : PBIT

1H2021 PBIT | BY GEOGRAPHY

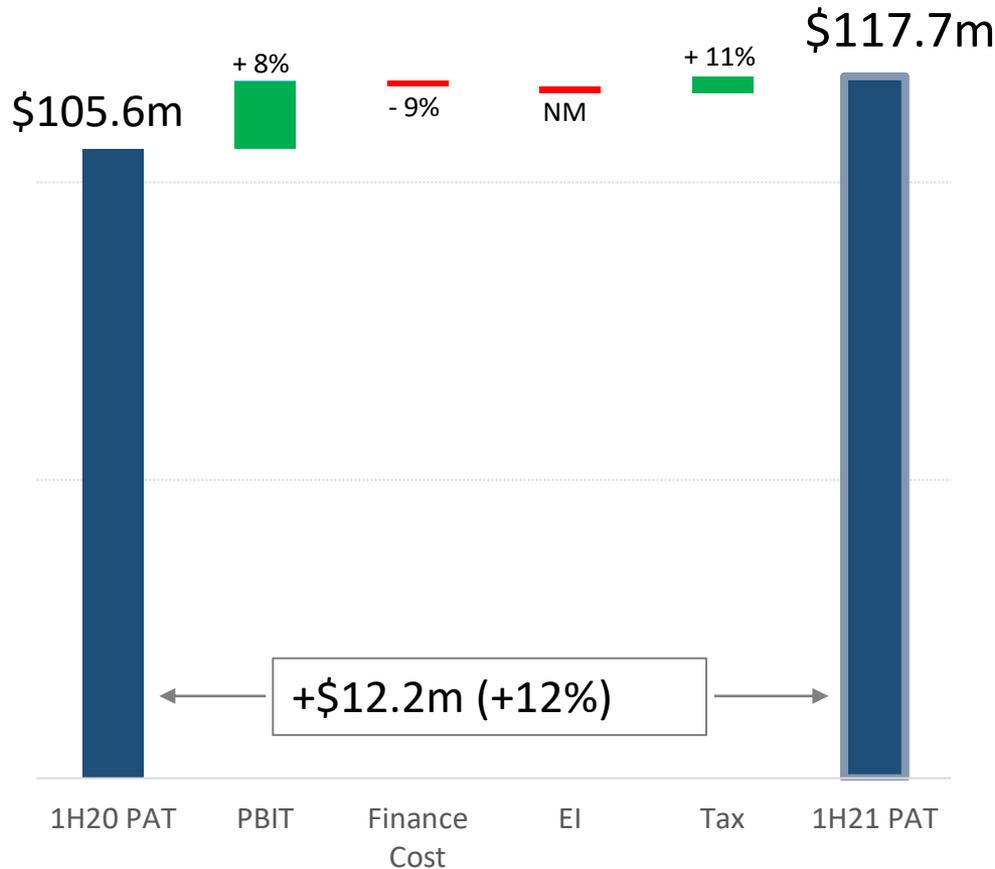


## KEY TAKEAWAYS

- Thailand and Vietnam remained top profit contributors
- Contribution from Vinamilk decreased to \$48.9m due to lower sales and unfavourable currency translation
- Malaysia's contribution fell, as earnings were impacted by lower soft drinks volume and higher input prices, despite boosts from lower A&P spending and savings from cost cutting measures

# FINANCIAL ANALYSIS : Profit After Tax

## 1H2021 PROFIT AFTER TAX



### KEY TAKEAWAYS

- Higher finance cost arose from borrowings to finance investments in Starbucks Thailand and Vinamilk
- The lower tax was mainly due to lower effective tax rate (“**ETR**”) of 16.3% in 1H21, from 19.6% in 1H20. The lower ETR was primarily due to higher tax-exempt profits granted by Thailand BOI and write-back of prior years’ tax liabilities

# FINANCIAL HIGHLIGHTS : Balance Sheet

## 1H2021 BALANCE SHEET

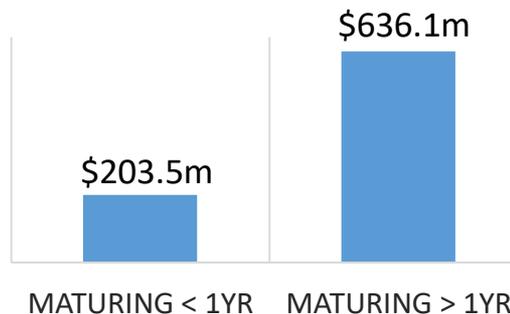
		<u>TOTAL LIABILITIES</u>	<u>\$1,403.1M</u>
		Borrowings	\$839.6M
		Other Current Liabilities	\$463.7M
		Other Non-Current Liabilities	\$ 99.7M
<u>TOTAL ASSETS</u>	<u>\$4,797.0M</u>	<u>TOTAL EQUITY</u>	<u>\$3,394.0M</u>
Cash and Bank Balances	\$354.4M	Share Capital	\$858.8M
Other Current Assets	\$633.7M	Reserves	\$2,096.7M
Non-Current Assets	\$3,809.0M	Non-Controlling Interests	\$438.4M

# STRONG CAPITAL STRUCTURE

## Maturity Profile of Group Debt

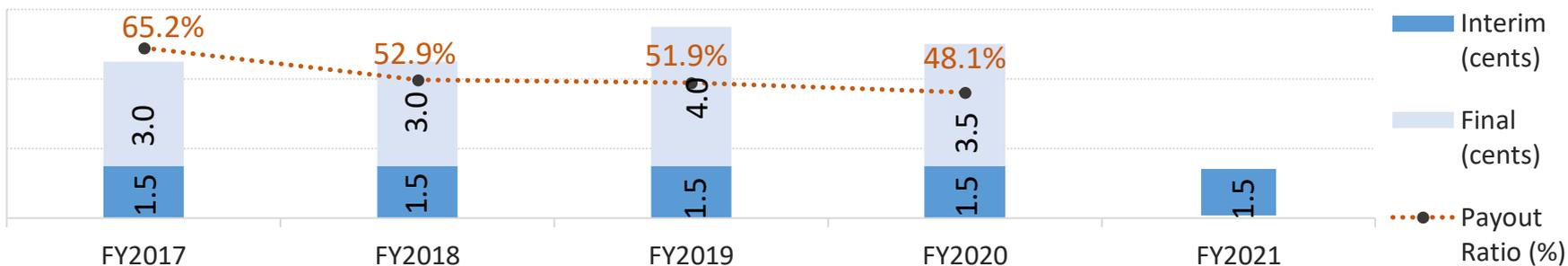
Generous debt headroom for acquisitions

	1H2021	FY2020
Cash	<b>354.4M</b>	285.5M
Borrowings	<b>839.6M</b>	838.6M
Gearing <sup>1</sup>	<b>14.3%</b>	16.3%



## Dividend

In line with dividend policy





Corporate  
Development

1H2021

# Strengthening Halal Position

- Acquired Sri Nona Group of Companies — Sri Nona Food Industries Sdn Bhd, Sri Nona Industries Sdn Bhd and Lee Shun Hing Sauce Industries Sdn Bhd — for cash consideration of up to RM60 million (\$19 million)
- Complements F&N's current product offering to consumers, as well as builds a new growth pillar
- Combined distribution network and strong R&D capabilities enhance the Group's position in the halal food & beverage industry

**55.5%**<sup>1</sup>  
EFFECTIVE  
INTEREST  
@ Jan 2021

**RM60.0**  
MILLION  
purchase consideration





## About Sri Nona Group

Sri Nona Group, based in Malaysia, manufactures, distributes and sells rice cakes (ketupat), condiments (oyster sauce and paste), beverages (ginger tea powder), desserts (pudding and jelly powder), and jams and spreads. It is best known for its flagship product, the NONA Ketupat (rice cakes) range, which is the No. 1 ketupat brand in Malaysia, and its range of oyster sauce, which is among the top three in its category.

Sri Nona exports its products globally, including Singapore, Indonesia, Australia, USA and the UK

# New Products

## F&N SPARKLING



APPLE BARLEY



HONEY LEMON



ESPRESSO

Healthier Choice  
Logo (Apple Barley  
and Espresso)



Available in Malaysia



PET 350ml



# New Products



EST  
Cola Brown Sugar



F&N  
Ice Mountain Water  
(Recyclable Cans)



F&N Zero Sugar

New Flavour

New Packaging

Healthier Choice  
Logo

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# Thank You



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# 1H2021 Group Financial Highlights (Unaudited)

Half-Year Ended 31 March 2021 (\$ million)	1H2021	1H2020	Change (%)
Revenue	988.6	969.4	▲ 2.0
Gross Profit	319.4	319.1	▲ 0.1
Profit before interest and tax	153.3	141.9	▲ 8.0
<i>PBIT margin (%)</i>	<i>15.5%</i>	<i>14.6%</i>	▲ 87bps
Profit after tax	117.7	105.6	▲ 11.5
Profit attributable to Shareholders <sup>1</sup>	83.4	71.8	▲ 16.1
Earnings per share (cents) <sup>1</sup>	5.8	5.0	▲ 16.0