

FY2016

F&N

9M2016

FINANCIAL

HIGHLIGHTS



4 August 2016



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9M2016 Performance Highlights

43%¹ Profit After Tax Growth

Strong operating performance in the nine-month ended 30 June 2016
("9M2016")

- Impacted by adverse foreign exchange effect
- Food & Beverage EBIT up 31%; margin improved to 10%, from 7%
- Dairies growth momentum continued unabated; EBIT up 66%
- Marketing investments in new product and market launches

9M2016 Group Financial Highlights

Revenue
(millions)

\$1,486.9

▼ 6.8%

Earnings before interest and tax ("EBIT")
(millions)

\$140.8

▲ 26.0%

Profit after tax¹
(millions)

\$127.2

▲ 42.7%

Gearing
(millions)

\$835.0 (net cash)

▼ 3.5%³

Dividend per share (interim)
(cents)

1.5⁴

▼ 25.0%

Earnings per share (basic)^{1,2}
(cents)

5.2

▲ 44.4%

4

Nine-month ended 30 June 2016

¹ Continuing Operations

² Before Exceptional Items

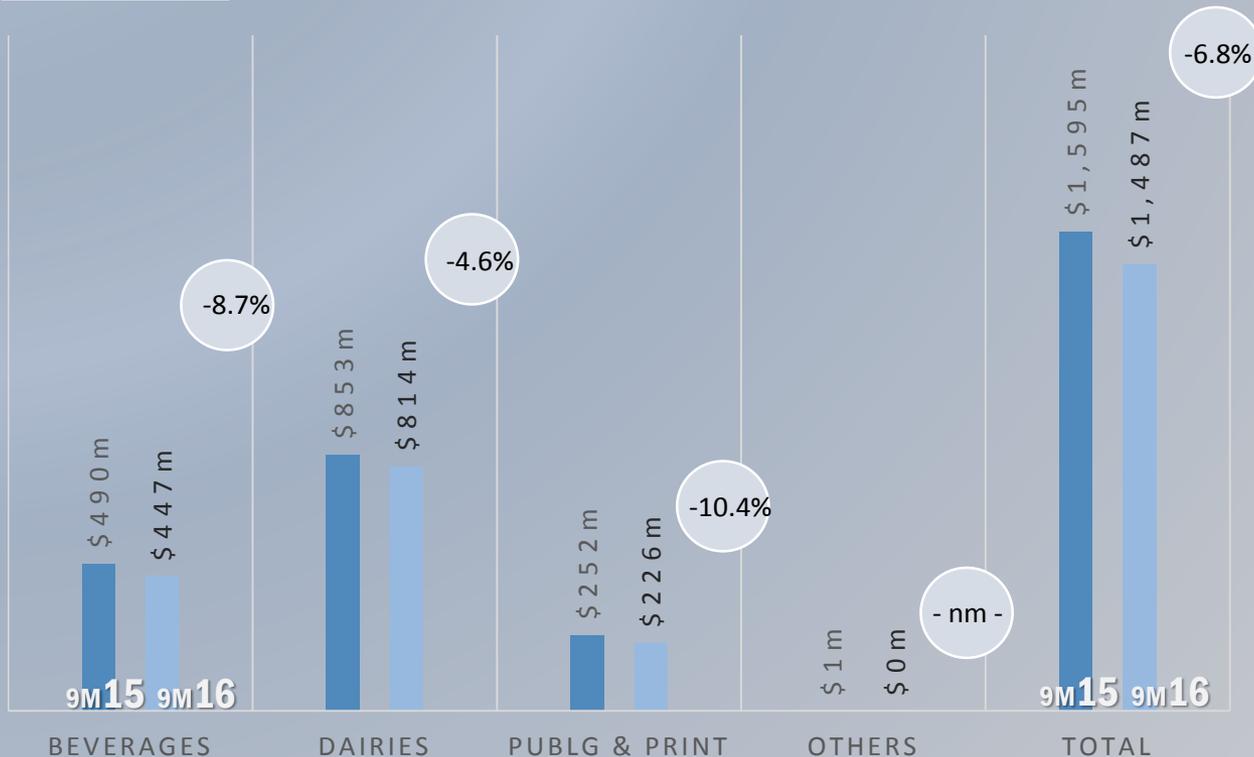
³ As at 30 September 2015

⁴ Interim dividend was declared on 10 May 2016 and paid on 9 June 2016

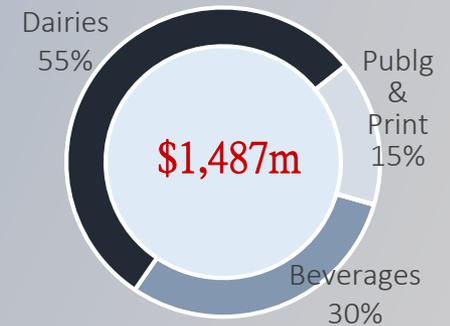
9M2016 Revenue Down 6.8%

due to negative translation effects and competitive pricing, despite volume growth

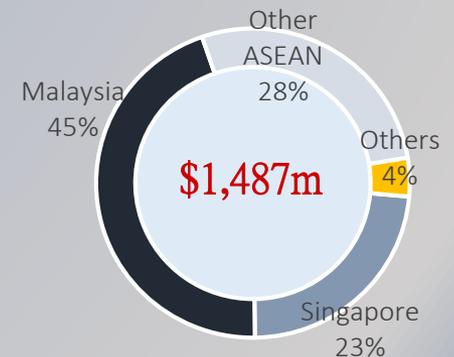
Revenue by Business Segment (\$)



9M2016 Revenue by Business Segment (%)



9M2016 Revenue by Geography (%)



¹ Beverages comprises Soft Drinks and Beer
² Publg & Print denotes Publishing & Printing

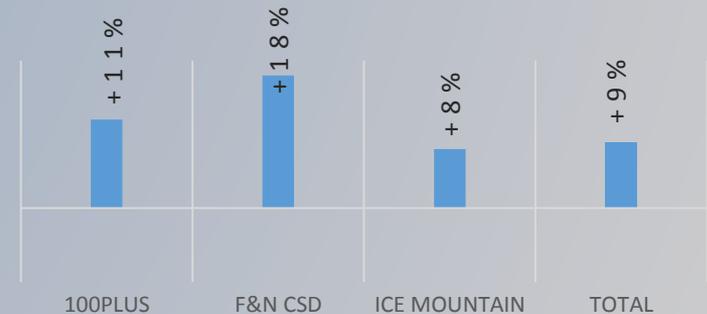
9M2016 Revenue | Beverages

Revenue declined 9% on weaker Ringgit, competitive pricing in Malaysia and loss of *Red Bull* sales

Beverages Malaysia (-15%; -5% in constant currency)

- Volume increased 7%, despite lost sales from *Red Bull*, due to effective execution of consumer and trade marketing programmes centred around the Lunar New Year period
- Revenue impacted by weaker Ringgit, end-consumer related competitive pricing pressures and loss of *Red Bull* sales
- Retained leadership positions in key categories

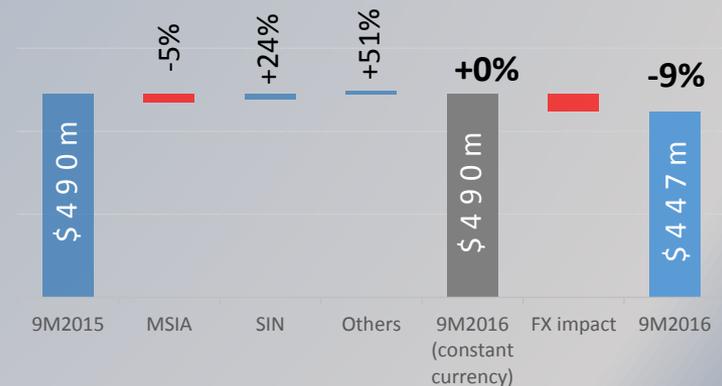
Volume Growth
(Key Brands) (%)



Beverages Singapore and New Markets

- Revenue grew 24%, driven by new products *F&N Ice Mountain Sparkling Water*, *OISHI* and *COCO LIFE* in Singapore, and *100PLUS* and *OISHI* in Indonesia, Myanmar and Vietnam
- Revenue growth also supported by brand building activities and channel penetration

9M2016 Revenue



9M2016 Revenue | Dairies

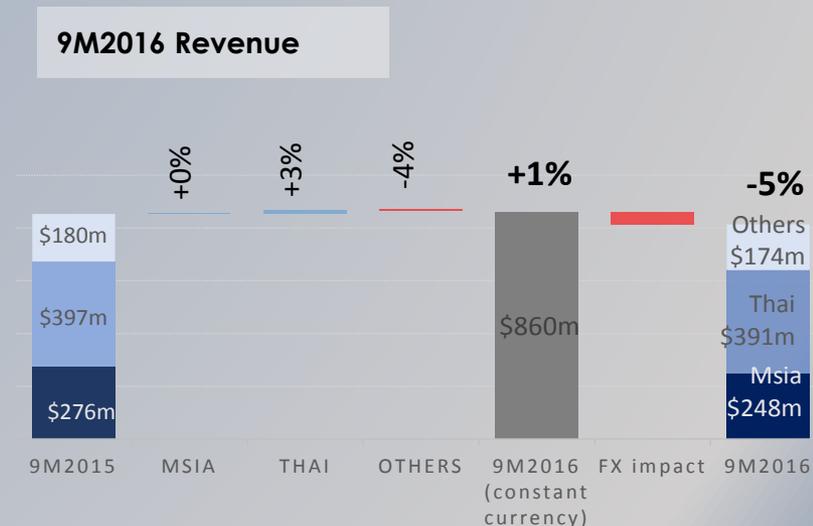
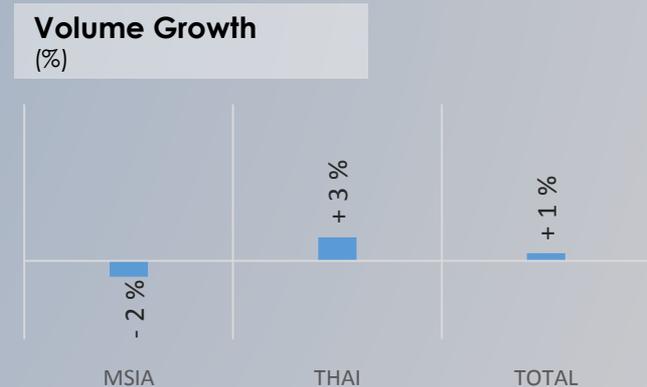
Revenue fell 5%, impacted by negative translation effects and higher tactical discounts

Dairies Malaysia (-10%; flat in constant currency)

- Impacted by weaker Ringgit and higher trade discounts given (in view of lower input costs)
- Consolidated its market leadership positions for sweetened condensed milk and evaporated milk segments
- Higher export sales have offset impact of lower domestic sales from cautious spending

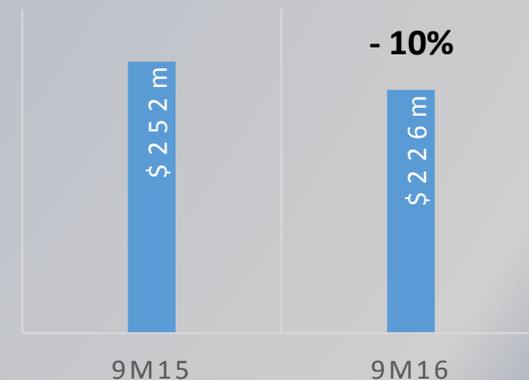
Dairies Thailand (-1%; +3% in constant currency)

- Despite lost sales from *Bear* and *Milo* UHT, revenue grew 3% in constant currency, on 3% volume growth
- Supported by strong demand for its brands, strong network, increased distribution points and effective execution of trade and consumer marketing campaigns



9M2016 Revenue | Publishing & Printing

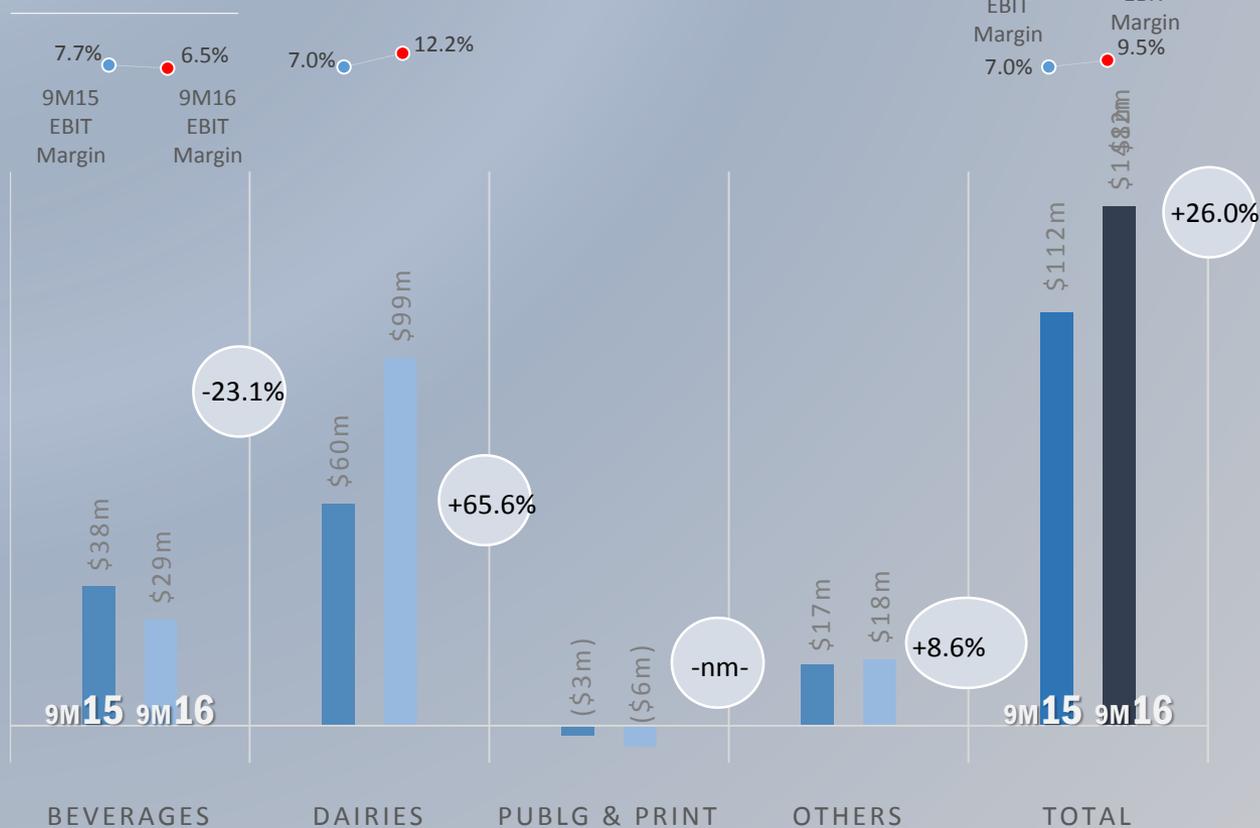
- Retail and Distribution divisions recorded revenue gains
 - Strong sales performance in airport retail and high street stores
 - Higher partwork sales in Hong Kong and Singapore
- Publishing and Printing divisions revenue fell
 - Slow-down in demand in Education Publishing's key markets of Latin America, USA and Singapore
 - Lower domestic and export print volumes



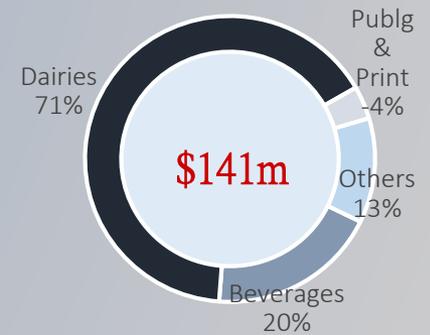
9M2016 EBIT Grew 26.0%

Profit growth supported by Dairies, despite negative translation impact

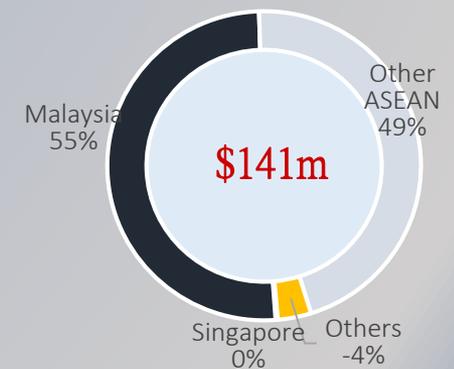
EBIT by Business Segment (\$)



9M2016 EBIT by Business Segment (%)



9M2016 EBIT by Geography (%)



¹ Beverages comprises Soft Drinks and Beer

² Publg & Print denotes Publishing & Printing

9M2016 EBIT | Beverages

Weaker Ringgit, increased pricing pressures and lost contribution from *Red Bull* impacted earnings

Beverages Malaysia (-26%; -18% in constant currency)

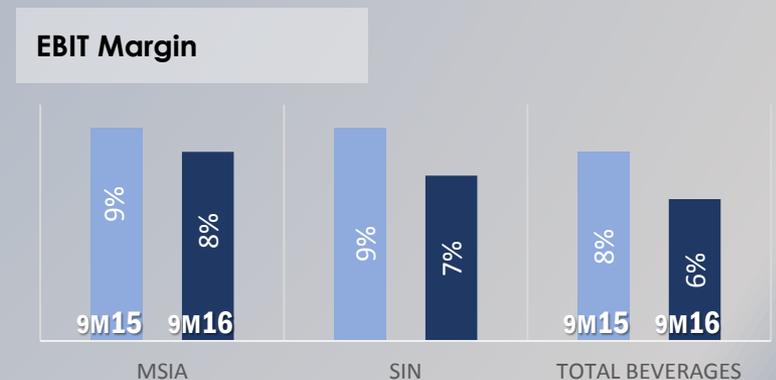
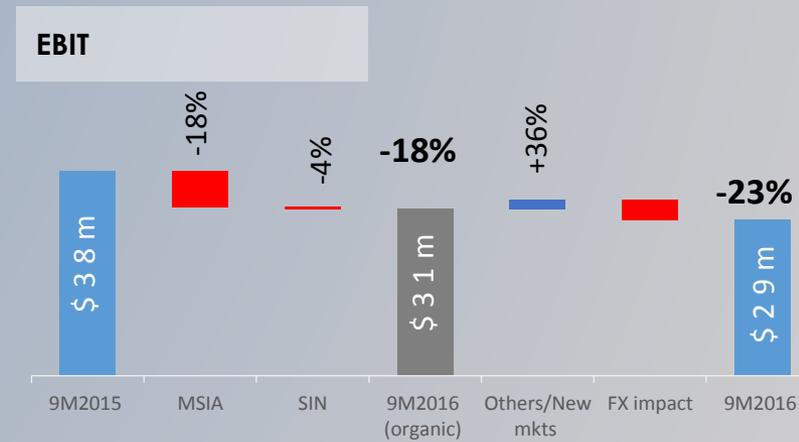
- EBIT dropped from loss of contribution from *Red Bull*, increased pricing pressures and higher marketing spend on new product launches

Beverages Singapore

- EBIT fell 4% due to higher marketing spend on new product launches of *F&N ICE MOUNTAIN Sparkling Water, OISHI, COCO LIFE and CHANG beer*

Others / New Markets

- Strong revenue and EBIT contribution from Indonesia more than offset additional brand investment cost in new markets of Vietnam, Myanmar, Thailand and Indonesia



9M2016 EBIT | Dairies

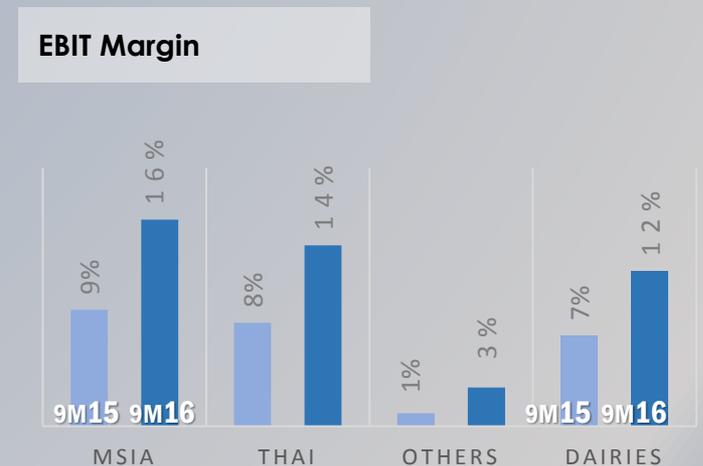
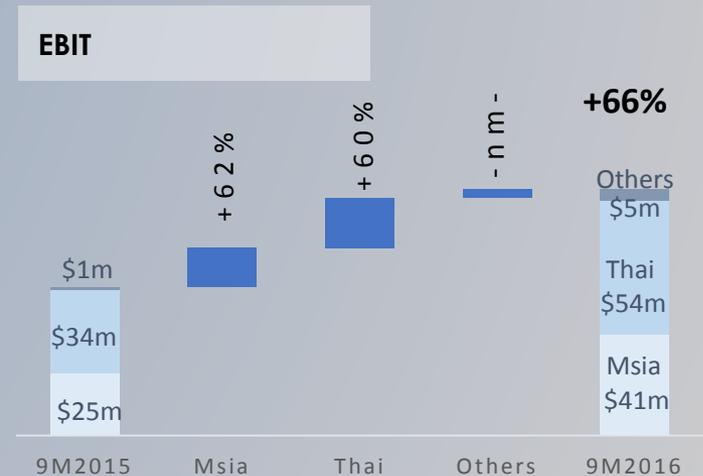
Earnings surged 66%; margin expansion on the back of higher contribution from Malaysia and Thailand

Dairies Malaysia (+62%; +81% in constant currency)

- Driven by lower input costs
- Weaker Ringgit affected extent of earnings growth
- EBIT margin improved to 16%, from 9%

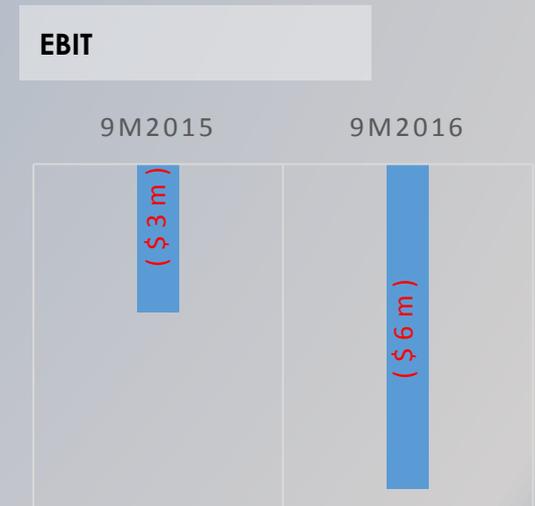
Dairies Thailand (+60%; +67% in constant currency)

- Strong profit growth supported by significant savings from input costs, lower trade discounting, increased manufacturing utilisation and efficiency and one-off cost recovery
- EBIT margin improved to 14%, from 8%



9M2016 EBIT | Publishing & Printing

- Losses before interest and taxation increased to \$5.6m on lower revenue, investments made in an e-commerce project and foreign exchange losses

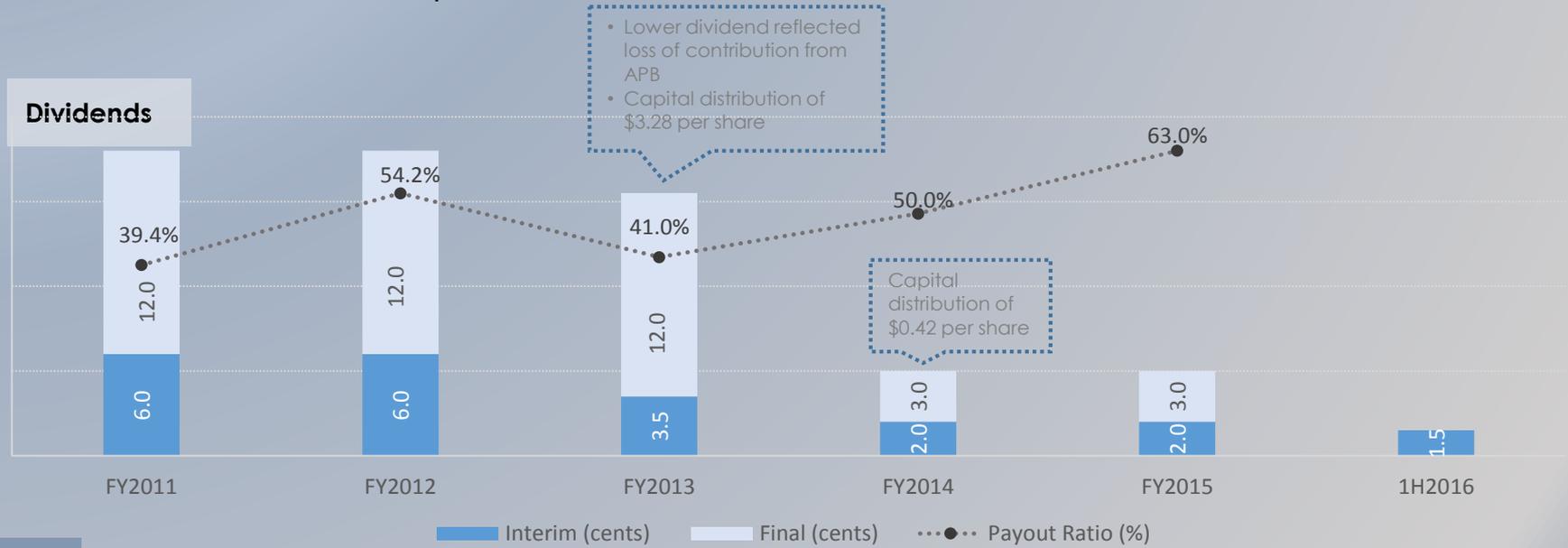


Maintained a strong financial position

Focused on prudent balance sheet management

- Reflects the Group's underlying operational results following sale of brewery in Myanmar
- Takes into account Group's capital position and near-term capital needs
- Dividend policy unchanged; an interim dividend of 1.5 cents per share was declared

Key Financial Ratios	9M2016	FY2015
Total Equity ¹	\$2,879m	\$2,556m
Total Assets	\$3,487m	\$3,143m
Net cash	\$835m	\$865m



A hand is holding a clear plastic bottle of 100 Plus electrolyte drink. The bottle is tilted, and the label is clearly visible. The label features the number '100' in large white digits with a colorful background of red, blue, and green stripes. Below the number, the word 'PLUS' is written in bold blue letters, and 'ELECTROLYTE DRINK' is written in smaller blue letters below that. The bottle is filled with a clear liquid and has condensation on its surface. The background is a solid dark blue color.

KEY
DEVELOPMENTS:
Investing for
Growth

Investing for our future

RM
180
MILLION

NEW ASEPTIC COLD-FILLING PET BOTTLE LINE

Offers new formulations and packaging formats
Reduces PET resin packaging material by 40%
Produces 6.5 million cases per year

STATE-OF-THE-ART FACILITY, Shah Alam

Offers a four-fold increase in storage capacity
Achieves cost efficiencies

OPERATIONAL BY 2017



RM
30
MILLION

NEW UHT LINE, Kuching

Produces 3.4 million cases per year

OPERATIONAL BY END-2016



11 May, 2017



Analyst and media contact:

Jennifer Yu

Head, Investor Relations

T: (65) 6318 9231

E: jenniferyu@fngroup.com.sg

Fraser and Neave, Limited

