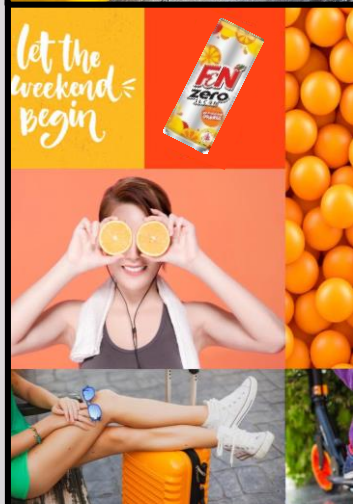


FY2018

F&N 1Q2018 Financial Highlights



Important notice

Certain statements in this Presentation constitute “forward-looking statements”, including forward-looking financial information. Such forward-looking statements and financial information involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of F&NL, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements and financial information. Such forward-looking statements and financial information are based on numerous assumptions regarding F&NL’s present and future business strategies and the environment in which F&NL will operate in the future. Because these statements and financial information reflect F&NL’s current views concerning future events, these statements and financial information necessarily involve risks, uncertainties and assumptions. Actual future performance could differ materially from these forward-looking statements and financial information.

F&NL expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement or financial information contained in this Presentation to reflect any change in F&NL’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement or information is based, subject to compliance with all applicable laws and regulations and/or the rules of the SGX-ST and/or any other regulatory or supervisory body or agency.

This Presentation includes market and industry data and forecast that have been obtained from internal survey, reports and studies, where appropriate, as well as market research, publicly available information and industry publications. Industry publications, surveys and forecasts generally state that the information they contain has been obtained from sources believed to be reliable, but there can be no assurance as to the accuracy or completeness of such included information. While F&NL has taken reasonable steps to ensure that the information is extracted accurately and in its proper context, F&NL has not independently verified any of the data from third party sources or ascertained the underlying economic assumptions relied upon therein.

1Q2018 Performance Highlights

Attributable profit rose 16% to \$26 million

Earnings for the first quarter ended 31 December 2017 (“**1Q2018**”) impacted by higher input costs and lower soft drinks sales

- Revenue declined 2% to \$487 million
- EBIT increased 9% to \$50 million
 - Dairies earnings, supported by earnings from associate company, grew 28% despite rising input costs
 - Beverages earnings impacted by lower soft drink sales, higher input costs and brand investments
- Profit after taxation grew 2% to \$41 million



1Q2018 Group Financial Highlights

Revenue
(million)

\$487.1

▼ 1.6%

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

\$50.5

▲ 8.8%

Profit after tax
(million)

\$41.1

▲ 1.6%

EBIT margin
(%)

10.4%

▲ 100bps

Gearing¹
(%)

8.0%

▲ from 5.3% in FY2017²

Earnings per share (basic)³
(cents)

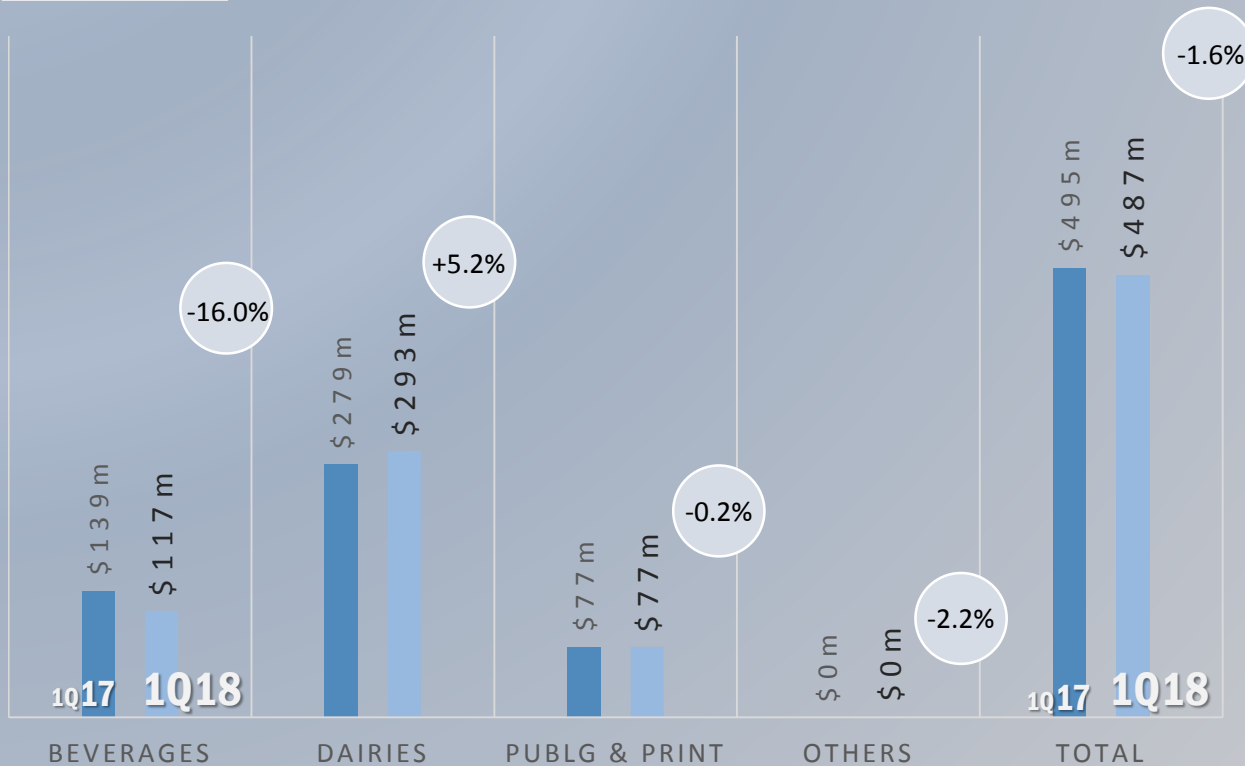
1.8

▲ 12.5%

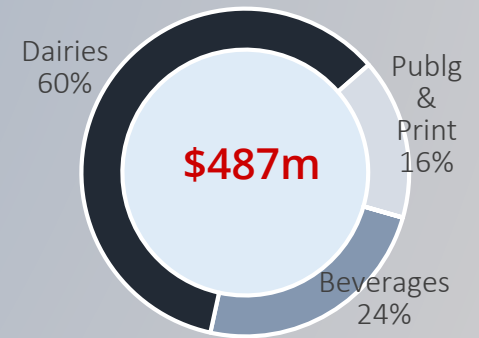
1Q2018 Revenue down 2%

Later Chinese New Year and increasing competitive environment in Malaysia impacted sales

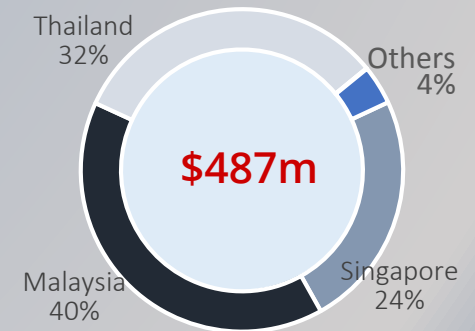
Revenue by Business Segment (\$)



1Q2018 Revenue by Business Segment (%)



1Q2018 Revenue by Geography (%)



¹ Beverages comprises Soft Drinks and Beer

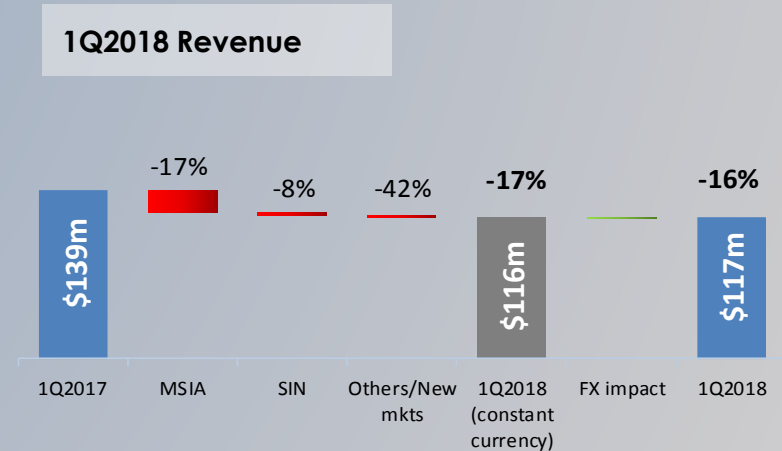
² Publg & Print denotes Publishing & Printing

1Q2018 Revenue | Beverages

Revenue declined 16% on a later 2018 Chinese New Year festive season, competitive environment and intensifying price discounting in Malaysia

Beverages Malaysia (-17%; -17% in constant currency)

- Revenue impacted by the 2-week shift in sell-in window for 2018 Chinese New Year festive season, and competitive pricing pressures
- Floods in the northern, eastern and southern parts of Malaysia have also affected sales



Beverages Singapore and New Markets¹

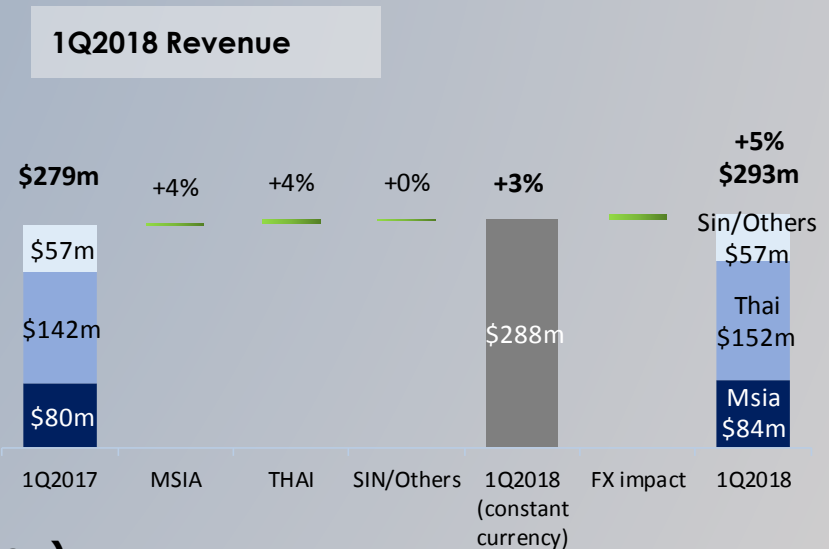
- Beverages revenue adversely affected by a later Chinese New Year in 2018 and the government's campaign against diabetes in Singapore
- Revenue growth in New Markets¹ impacted by higher sell-in to the trade during last financial year in Myanmar and weaker Indonesian Rupiah

1Q2018 Revenue | Dairies

Revenue increased 5% vs LY; overall increase in sales across all regions

Dairies Malaysia (+5%; +4% in constant currency)

- Double-digit growth in Export helped to mitigate fall in domestic sales
- Domestic market impacted by subdued consumer confidence, cushioned by price increases
- Maintained market leadership positions for sweetened condensed milk and evaporated milk segments

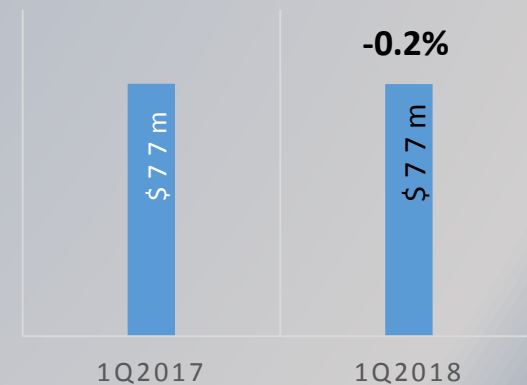


Dairies Thailand (+7%; +4% in constant currency)

- Revenue lifted by stronger Thai Baht
- Exports grew by double digit with increasing distribution in Indochina markets
- Continued innovations in new products and packaging formats, supported by effective branding and consumer trade campaigns helped bolster the impact of challenging domestic market conditions in a soft economy

FY2017 Revenue | Publishing & Printing

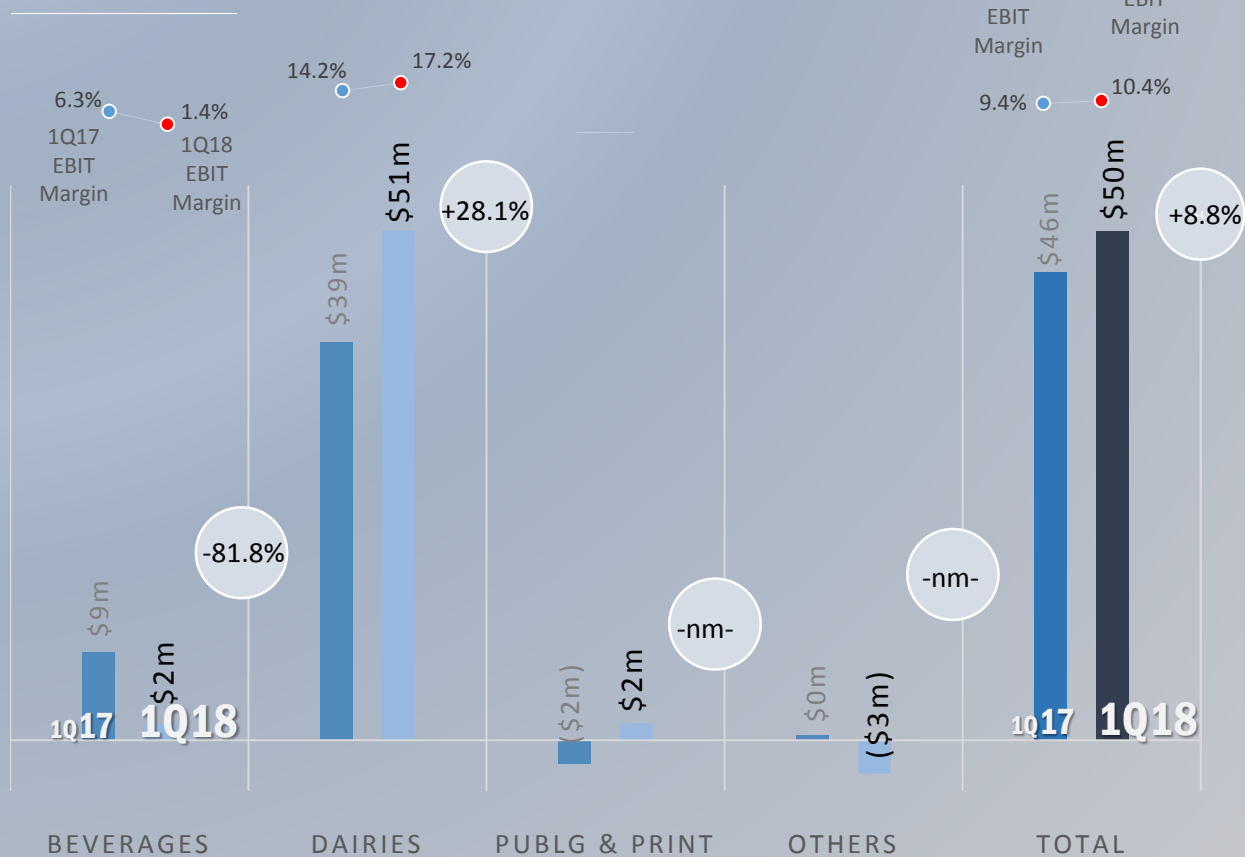
- Revenue remained flat at \$77m; supported by contributions from the newly-acquired distribution businesses in Singapore and Malaysia, despite lower print volume and timing differences in textbook sales



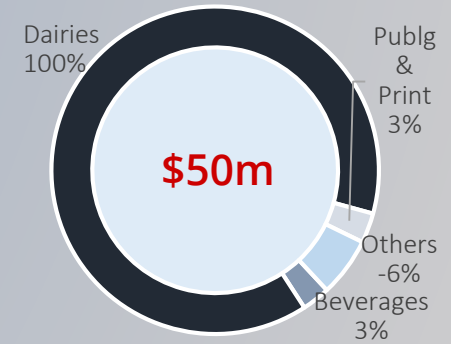
1Q2018 EBIT grew 9%

Contributions from associated company, Vinamilk mitigated weaker performances in Beverages

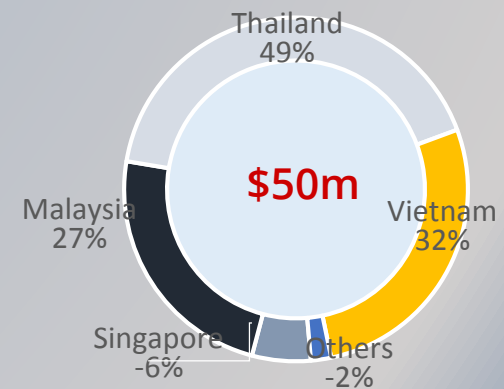
EBIT by Business Segment (\$)



1Q2018 EBIT by Business Segment (%)



1Q2018 EBIT by Geography (%)



¹ Beverages comprises Soft Drinks and Beer

² Publg & Print denotes Publishing & Printing

1Q2018 EBIT | Beverages

Earnings fell mainly on lower soft drinks sales in Malaysia, higher input costs, and new market expenses

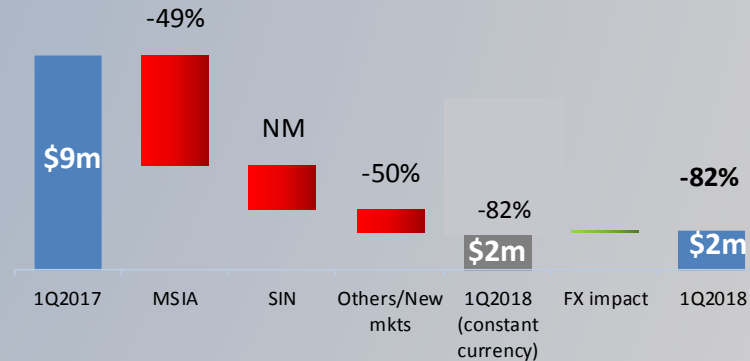
Beverages Malaysia (-48%; -49% in constant currency)

- EBIT impacted by lower revenue and higher input costs

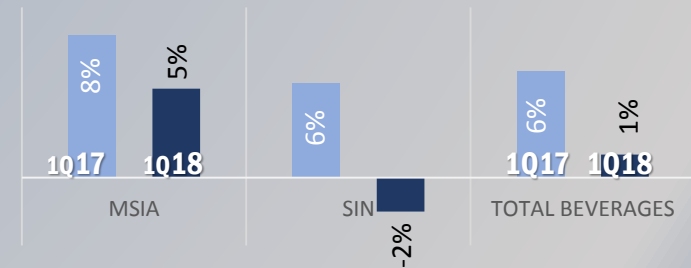
Beverages Singapore and New Markets¹

- Beverages Singapore EBIT impacted by lower selling prices and higher advertising & promotional spend
- Continued targeted spend on brand building activities, trade promotions and widening of distribution channels in New Markets of Indonesia, Myanmar and Vietnam

EBIT: Beverages



EBIT Margin: Beverages



1Q2018 EBIT | Dairies

Earnings jumped 28% on maiden profit contribution from associated company, Vinamilk

Vinamilk

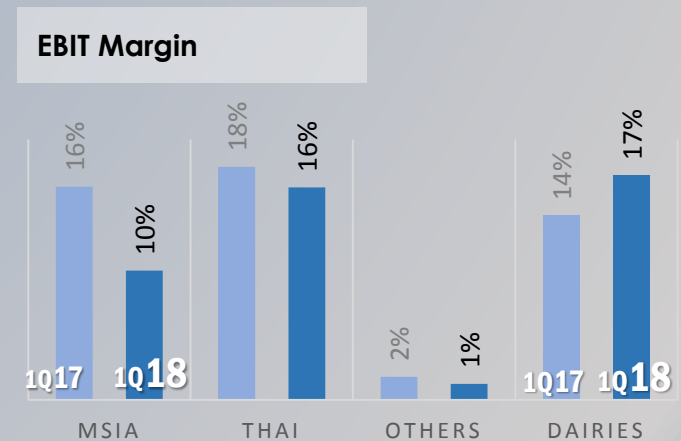
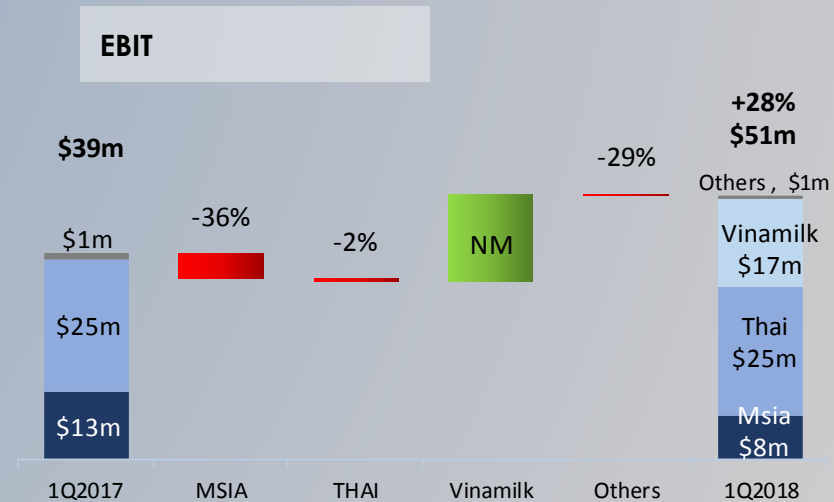
- Group's share of Vinamilk's profit under equity accounting method effective mid-April 2017

Dairies Malaysia (-36%; -37% in constant currency)

- Despite higher sales, EBIT dropped 36% on higher input costs

Dairies Thailand (-2%; -5% in constant currency)

- EBIT contracted by 2% mainly due to higher input costs, despite higher revenue, lower advertising & promotional spend and stronger Thai Baht

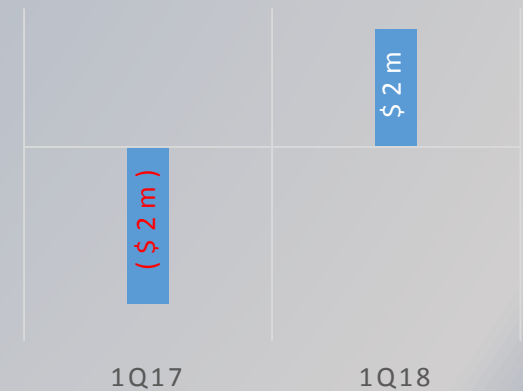


1Q2018 EBIT |

Publishing & Printing

- Profit of \$1.7m, up from a loss of \$2.3m in the last corresponding period owing to improving operational efficiencies and productivity as a result of prior years' cost rationalization efforts

EBIT: Publishing & Printing





WELCOME THE NEW YEAR WITH
100PLUS LIMITED EDITION CANS



Analyst and media contact:
Jennifer Yu
Head, Investor Relations
T: (65) 6318 9231
E: jenniferyu@fnngroup.com.sg

Fraser and Neave, Limited

