

***1st Quarter 2018
Financial Results
(unaudited)***

7 May 2018



Important Note on Forward-Looking Statements

The presentation herein may contain forward looking statements by the management of Delfi Limited (“Delfi”) that pertain to expectations for financial performance of future periods vs past periods.

Forward-looking statements involve certain risks and uncertainties because they relate to future events. Actual results may vary materially from those targeted, expected or projected due to several factors. Such factors are, among others, general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures as well as changes in tax regimes and regulatory developments. Such statements are not and should not be construed as management’s representation on the future performance of Delfi. Therefore, the actual performance of Delfi may differ significantly from expressions provided herein.

This Results Presentation should be read in conjunction with the full text of the “Unaudited Financial Statements and Dividend Announcement for the 1st Quarter ended 31 March 2018”.

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- We started the year on a strong note with growth achieved as follows:

	USD Terms	Local Currency Terms
Revenue	▲ 15.1%	▲ 14.2%
EBITDA	▲ 18.6%	▲ 19.3%
PATMI	▲ 33.1%	▲ 33.9%

- Key drivers of the Growth: (i) Higher Own Brands sales, especially in Indonesia generated higher Gross Profit; and (ii) Higher margins achieved
 - GP Margin improved by 1.4% point to 34.5% reflecting increased sales of our higher margin premium products
 - 1Q 2018 PATMI growth also reflected a lower effective tax rate

1Q 2018 Highlights

■ 1Q 2018 Revenue of US\$107.3 million

(▲15.1% in US\$ terms : ▲14.2% in constant currency terms)

■ Own Brands Performance - Sales US\$65.4 million

(▲20.9% in US\$ terms; ▲22.4% in constant currency terms)

Own Brands sales growth in Indonesia of 25.3% Y-o-Y (in constant currency terms) reflected: (i) sales deferred from December 2017; (ii) benefits from our initiative of direct shipments to our retail customers; and (iii) deliveries to capture consumer purchases in the run up to the Muslim Lebaran festivities

■ Gross Profit Margin of 34.5% (vs 33.1%)

■ EBITDA US\$14.4 million ▲18.6% in US\$ terms (▲19.3% constant currency terms)

Performance reflects the higher sales and improved GP Margin overall

■ PATMI US\$7.6 million ▲33.1% in US\$ terms (▲33.9% constant currency terms)

■ Group ROE of 14.4% ▲4.1% point in US\$ terms vs FY2017

1Q 2018 Performance in greater detail

(In US\$ Million)	1Q 2018	1Q 2017	Y-o-Y change	Constant Currency Terms (Y-o-Y change)
Revenue	107.3	93.3	▲ 15.1%	▲ 14.2%
Indonesia	76.2	64.9	▲ 17.5%	▲ 19.1%
Regional Markets	31.1	28.4	▲ 9.6%	▲ 3.0%
Gross Profit (GP)	37.1	30.9	▲ 20.0%	▲ 19.2%
GP Margin	34.5%	33.1%	▲ 1.4% pt	▲ 1.4% pt
EBITDA	14.4	12.1	▲ 18.6%	▲ 19.3%
EBITDA Margin	13.4%	13.0%	▲ 0.4% pt	▲ 0.6% pt
PATMI	7.6	5.7	▲ 33.1%	▲ 33.9%

- **The strategic restructuring of our organization, product rationalization, and a revision of our routes-to-market strategy over the last two years are starting to yield the desired results. In order to grow our business sustainably over the long term, we are fully committed to the broad strategy of consolidating core strengths, containing operational costs and investing in our Core Brands and key markets**



Exclusive and Perpetual License
Purchased for US\$13.0 million

Territorial Rights that Delfi acquired

- **We purchased from Hershey for US\$13.0 million the perpetual and exclusive license to the Van Houten brand name for chocolate and cocoa products for consumers in key Asia Pacific markets (i.e. South East Asia, East Asia and Australasia) - In total, the rights for 42 countries acquired**
- **More significantly, we have the rights to three out of four largest chocolate markets in the Region - Indonesia, China and Australia**
- **Hershey will retain rights for Korea, India and the Middle East**

Strategic Rationale for the Acquisition

- **The acquisition fits our growth strategy of acquiring brands that will strengthen our portfolio in existing markets as well as open up opportunities for us in new Regional Markets. Our focus will be on innovations and revitalizing Van Houten into a premium brand**

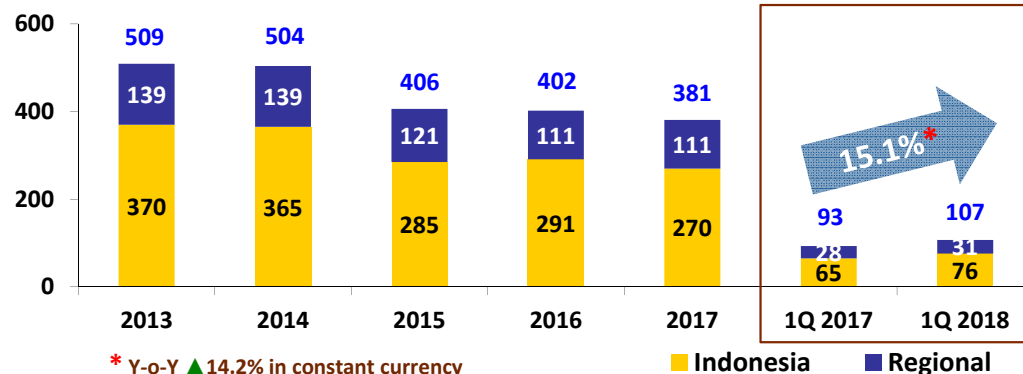
Appendices

Group Financial Highlights

Effective 1 January 2018, the Group adopted the Singapore IFRS-identical Financial Reporting Standards (“SFRS(I)”)

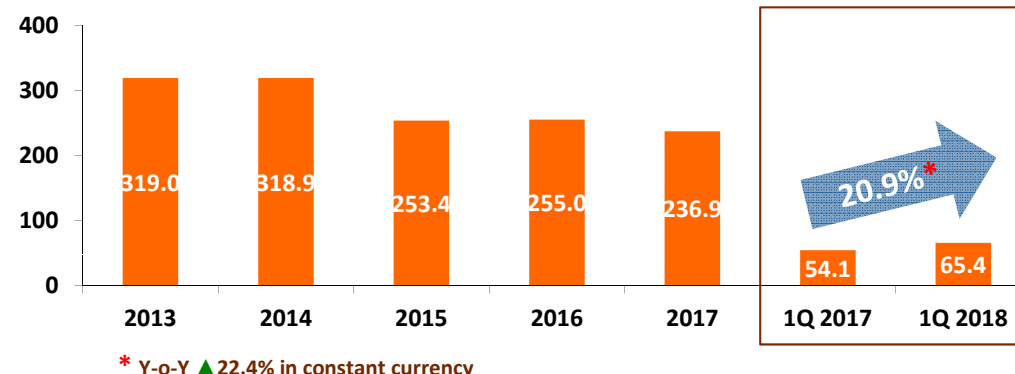
Group Financial Highlights (cont'd)

Group Revenue (In US\$ Million) #



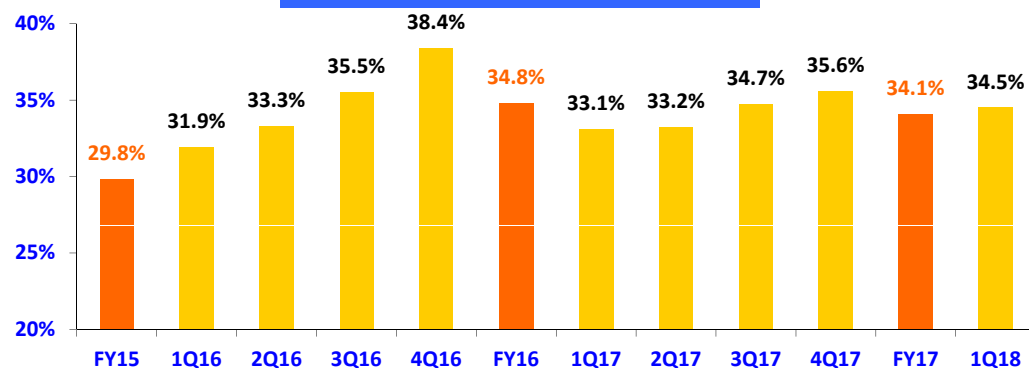
- Strong position in Indonesia complemented by a growing regional footprint
- In constant currency, CAGR of 4.0% per annum achieved over the 2012-2016 period

Own Brands Revenue (In US\$ Million) #



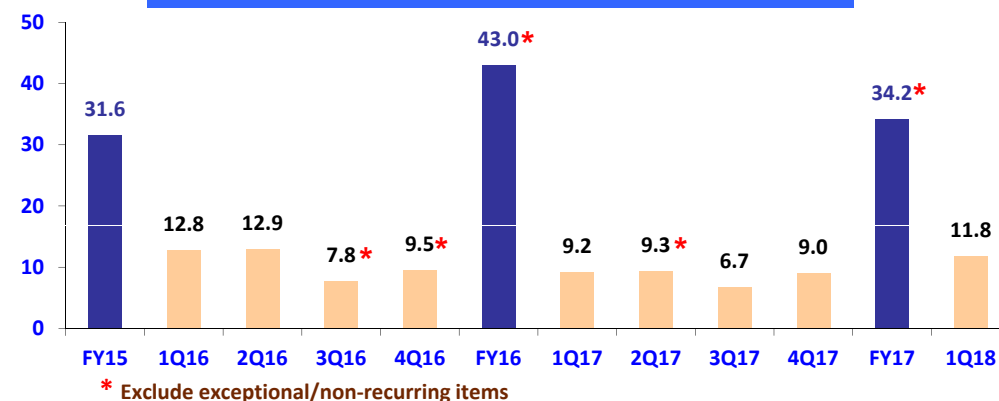
- Our leading brands are in growth categories. We have a strong innovation culture and efficient routes-to-market structure
- 1Q 2018 growth Y-o-Y driven by higher Own Brands sales in Indonesia

Gross Profit Margin Trends #



- 2016, 2017 and 1Q 2018 margin are the highest we have achieved over the last 5 years
- Reflecting higher sales of Own Brands premium products and cost containment initiatives

Operating Profit Performance (In US\$ Million) #



- Profit performance reflects continued investments in brand building and routes-to-market capabilities to capture long term growth
- 1Q 2018 performance reflects higher sales and improvement in GP margin

Balance Sheet & Cash Flow Analysis

Balance Sheet Analysis (Figures are at period end)

(In US\$ Million)	31 Mar 2018	31 Dec 2017	Comments
Cash and Cash Equivalents	66.4	67.4	
Trade Receivables	75.0	59.8	
Inventories	71.6	65.1	Higher inventories and trade receivables reflect our conscious decision to undertake direct deliveries to minimarkets; and stocks carried for the run-up to the Muslim Lebaran festivities.
Other Assets	27.8	26.6	
Fixed Assets, Intangible Assets & Investments	131.5	135.5	
Total Assets	372.3	354.4	
Trade Payables	36.7	30.6	To fund higher inventories carried.
Other Liabilities	69.6	63.0	Higher accrual of A&P expenses incurred in the Modern Trade segment.
Total Borrowings	52.6	52.2	
Working Capital Facilities/Trade Finance	24.7	27.4	
Term Loan	27.5	24.3	
Lease Liabilities	0.4	0.5	
Total Equity	213.4	208.6	
Key Ratios			
Current Ratio	1.66	1.69	
Return on Equity			
- Include Non-Recurring Items	14.4%	10.3%	
- Exclude Non-Recurring Items	14.4%	8.2% *	
Inventory Days	89	87	More stock carried to improve service level to Modern Trade customers
Receivables Days	57	58	
Payable Days	44	47	

* Exclude US\$4.4 million gain, net of tax on disposal of CMI.

Cash Flow Applications

(In US\$ Million)	1Q 2018
EBITDA	14.5
Changes in Operating Cash Flow	
Increase in Working Capital	(11.4)
Tax Expense Paid	(3.8)
Interest Expense Paid	(0.7)
Operating Cash Flow	(1.4)
Interest Income Received	0.2
Capex, Patents & Trademarks, Net of Proceeds	(0.9)
Free Cash Flow	(2.1)
Proceeds from Borrowings, Net of Repayment	3.4
Repayment of Working Capital Financing	(2.3)
Net Cash Movement	(1.0)

Thank You
