



DELFI LIMITED
(Incorporated in Singapore. Registration Number: 198403096C)
AND ITS SUBSIDIARIES

CONDENSED INTERIM FINANCIAL STATEMENTS
For the six months and full year ended 31 December 2021



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CONDENSED INTERIM CONSOLIDATED INCOME STATEMENT

		The Group			The Group			
		6 months ended 31 December			12 months ended 31 December			
		2021	2020	Change	2021	2020	Change	
Notes		<u>US\$'000</u>	<u>US\$'000</u>	%	<u>US\$'000</u>	<u>US\$'000</u>	%	
	Revenue	5	194,638	187,990	3.5	405,128	385,120	5.2
	Cost of Sales		<u>(135,940)</u>	<u>(137,410)</u>	(1.1)	<u>(285,421)</u>	<u>(275,007)</u>	3.8
	Gross Profit		58,698	50,580	16.1	119,707	110,113	8.7
	Other operating income		1,158	1,331	(13.0)	2,664	2,280	16.8
	<u>Expenses</u>							
	Selling and distribution costs		(22,619)	(27,337)	(17.3)	(52,834)	(55,406)	(4.6)
	Administrative expenses	6	(11,105)	(12,728)	(12.8)	(23,120)	(24,596)	(6.0)
	Finance costs		(293)	(1,363)	(78.5)	(1,057)	(3,153)	(66.5)
	Other operating expenses		(653)	(347)	88.2	(1,106)	(1,200)	(7.8)
	Share of results of associated companies and joint ventures		<u>(113)</u>	20	NM	<u>(193)</u>	<u>(391)</u>	(50.6)
	Profit before income tax		25,073	10,156	146.9	44,061	27,647	59.4
	Income tax expense	7	<u>(8,094)</u>	<u>(3,498)</u>	131.4	<u>(14,786)</u>	<u>(10,170)</u>	45.4
	Total profit	8	<u>16,979</u>	6,658	155.0	<u>29,275</u>	17,477	67.5
	Profit attributable to:							
	Equity holders of the Company		16,979	6,658	155.0	29,275	17,477	67.5
	Non-controlling interest		<u>-</u>	<u>-</u>	NM	<u>-</u>	<u>-</u>	NM
			<u>16,979</u>	6,658	155.0	<u>29,275</u>	17,477	67.5
	EBITDA		31,633	18,316	72.7	58,129	43,888	32.4
	Earnings per ordinary share (US cents) - Basic and Diluted ⁽¹⁾	9	2.78	1.09	155.0	4.79	2.86	67.5
	Return on equity					12.6%	7.7%	4.9% pt

Note:

⁽¹⁾ Diluted earnings per share for 6 months and 12 months ended 31 December 2021 and 2020 are the same as basic earnings per share as there were no potentially dilutive ordinary shares.

NM Not meaningful.

CONDENSED INTERIM CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	The Group		The Group	
	6 months ended 31 December		12 months ended 31 December	
	2021	2020	2021	2020
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Profit for the period	16,979	6,658	29,275	17,477
Other comprehensive income/(loss):				
Items that may be reclassified to profit or loss:				
Foreign currency translation reserve				
- Currency translation differences arising from consolidation	1,874	3,534	(2,935)	(3,858)
Items that will not be reclassified subsequently to profit or loss:				
Defined pension benefits obligation				
- Remeasurements of defined pension benefits obligation	1,776	(1,257)	1,776	(1,257)
- Tax on remeasurements	(272)	296	(272)	296
	1,504	(961)	1,504	(961)
Other comprehensive income/(loss), net of tax	3,378	2,573	(1,431)	(4,819)
Total comprehensive income for the period	20,357	9,231	27,844	12,658
Total comprehensive income/(loss) attributable to:				
Equity holders of the Company	20,357	9,225	27,963	12,656
Non-controlling interest	-	6	(119)	2
	20,357	9,231	27,844	12,658

CONDENSED INTERIM BALANCE SHEETS

	Notes	The Group		The Company	
		31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
		US\$'000	US\$'000	US\$'000	US\$'000
ASSETS					
Current assets					
Cash and cash equivalents		86,238	65,522	55,700	52,063
Trade receivables	10	68,961	81,690	1,185	1,274
Loans to joint ventures		60	60	60	60
Inventories	10	64,837	76,847	-	9
Rights to returned goods		2,129	2,815	-	-
Income tax recoverable		6,030	6,888	-	-
Other current assets	11	10,388	11,030	512	540
		238,643	244,852	57,457	53,946
Non-current assets					
Investments in subsidiaries		-	-	40,919	41,097
Investments in associated companies and joint venture		2,872	2,425	4,560	3,900
Loans to associated company and joint venture		915	967	-	-
Property, plant and equipment	12	96,004	107,180	565	2,358
Intangibles assets	13	19,544	20,916	17,863	18,017
Deferred income tax assets		3,077	3,174	-	-
Income tax recoverable		1,835	1,939	-	-
Other non-current assets		1,006	1,035	-	-
		125,253	137,636	63,907	65,372
Total Assets		363,896	382,488	121,364	119,318
LIABILITIES					
Current liabilities					
Trade payables		38,013	29,900	1,175	1,295
Refund liabilities		6,444	7,854	-	-
Other payables	14	53,634	52,171	3,441	3,934
Current income tax liabilities		2,852	1,014	-	-
Derivative liabilities		23	30	-	-
Borrowings	15	10,064	48,748	-	-
		111,030	139,717	4,616	5,229
Non-current liabilities					
Other Payables (Non-Current)		898	540	22	358
Deferred income tax liabilities		2,037	246	-	-
Provisions for other liabilities and charges		10,627	16,236	-	-
		13,562	17,022	22	358
Total liabilities		124,592	156,739	4,638	5,587
NET ASSETS		239,304	225,749	116,726	113,731
Capital and reserves attributable to the Company's equity holders					
Share capital		95,936	95,936	95,936	95,936
Foreign currency translation reserve	17	(10,229)	(7,413)	-	-
Other reserves		2,498	994	-	-
Retained earnings		151,099	136,113	20,790	17,795
		239,304	225,630	116,726	113,731
Non controlling interest		-	119	-	-
Total equity		239,304	225,749	116,726	113,731

CONDENSED INTERIM CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	<u>Attributable to equity holders of the Company</u>							
	<u>Share capital</u>	<u>Foreign currency translation reserve</u>	<u>General reserve</u>	<u>Defined pension benefits obligation</u>	<u>Retained earnings</u>	<u>Total</u>	<u>Non-controlling interest</u>	<u>Total equity</u>
	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000	US\$'000
<u>The Group</u>								
Balance at 1 January 2021	95,936	(7,413)	2,505	(1,511)	136,113	225,630	119	225,749
Profit for the year	-	-	-	-	29,275	29,275	-	29,275
Other comprehensive (loss)/income for the year	-	(2,816)	-	1,504	-	(1,312)	(119)	(1,431)
Total comprehensive (loss)/income for the year	-	(2,816)	-	1,504	29,275	27,963	(119)	27,844
Final dividend relating to 2020	-	-	-	-	(6,600)	(6,600)	-	(6,600)
Interim dividend relating to 2021	-	-	-	-	(7,689)	(7,689)	-	(7,689)
Total transactions with owners, recognised directly in equity	-	-	-	-	(14,289)	(14,289)	-	(14,289)
Balance at 31 December 2021	95,936	(10,229)	2,505	(7)	151,099	239,304	-	239,304
Balance at 1 January 2020	95,936	(3,553)	2,437	(550)	133,213	227,483	117	227,600
Profit for the year	-	-	-	-	17,477	17,477	-	17,477
Other comprehensive (loss)/income for the year	-	(3,860)	-	(961)	-	(4,821)	2	(4,819)
Total comprehensive (loss)/income for the year	-	(3,860)	-	(961)	17,477	12,656	2	12,658
Transfer to general reserve	-	-	68	-	(68)	-	-	-
Final dividend relating to 2019	-	-	-	-	(6,600)	(6,600)	-	(6,600)
Interim dividend relating to 2020	-	-	-	-	(7,909)	(7,909)	-	(7,909)
Total transactions with owners, recognised directly in equity	-	-	68	-	(14,577)	(14,509)	-	(14,509)
Balance at 31 December 2020	95,936	(7,413)	2,505	(1,511)	136,113	225,630	119	225,749

Attributable to equity holders of the Company

	<u>Share capital</u>	<u>Retained earnings</u>	<u>Total equity</u>
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
<u>The Company</u>			
Balance as at 1 January 2021	95,936	17,795	113,731
Profit for the year	-	17,284	17,284
Final dividend relating to 2020	-	(6,600)	(6,600)
Interim dividend relating to 2021	-	(7,689)	(7,689)
Balance at 31 December 2021	95,936	20,790	116,726
Balance as at 1 January 2020	95,936	10,439	106,375
Profit for the year	-	21,865	21,865
Final dividend relating to 2019	-	(6,600)	(6,600)
Final dividend relating to 2020	-	(7,909)	(7,909)
Balance at 31 December 2020	95,936	17,795	113,731

CONDENSED INTERIM CONSOLIDATED STATEMENT OF CASH FLOWS

		12 months ended 31 December	
		2021	2020
	Notes	<u>US\$'000</u>	<u>US\$'000</u>
Cash flows from operating activities			
Total profit		29,275	17,477
Adjustments:			
Income tax expense		14,786	10,170
Depreciation and amortisation		13,587	13,771
Gain on disposal of property, plant and equipment		(632)	(52)
Interest income		(576)	(683)
Interest expense		1,057	3,153
Fair value gain on derivatives		(7)	(23)
Share of results of associated companies and joint ventures		193	391
Operating cash flow before working capital changes		<u>57,683</u>	<u>44,204</u>
Changes in working capital			
Inventories		12,010	10,554
Trade and other receivables		13,916	10,448
Rights to returned goods		686	354
Trade and other payables		4,488	(11,417)
Refund liabilities		(1,410)	3,016
Cash generated from operations		<u>87,373</u>	<u>57,159</u>
Interest received		576	683
Income tax paid, net of tax refund received		(10,732)	(15,437)
Net cash provided by operating activities		<u>77,217</u>	<u>42,405</u>
Cash flows from investing activities			
Purchases of property, plant and equipment	1	(2,766)	(3,706)
Advances for purchase of property, plant and equipment		(413)	(776)
Purchases of intangible assets		(239)	(439)
Proceeds from disposal of property, plant and equipment		3,178	79
Net cash used in investing activities		<u>(240)</u>	<u>(4,842)</u>
Cash flows from financing activities			
Repayment of trade finance		(5,410)	(931)
Repayment of bank loans		(31,853)	(7,431)
Repayment of lease liabilities		(1,998)	(2,184)
Payment to minority shareholder		(119)	-
Interest paid		(1,057)	(3,153)
Dividends paid to equity holders of company		(14,289)	(14,509)
Net cash used in financing activities		<u>(54,726)</u>	<u>(28,208)</u>
Net increase in cash and cash equivalents		22,251	9,355
Cash and cash equivalents			
Beginning of financial year		64,790	55,689
Effects of currency translation on cash and cash equivalents		(803)	(254)
End of financial year		<u>86,238</u>	<u>64,790</u>

Note:

1 The amount excludes addition of property, plant and equipment of US\$2.3 million (2020: US\$0.3 million) that were financed by lease liabilities.

For the purpose of presenting the consolidated statement of cash flows, the consolidated cash and cash equivalents comprise the following:

	The Group	
	12 months ended 31 December	
	2021	2020
	<u>US\$'000</u>	<u>US\$'000</u>
Cash and bank balances	35,461	20,385
Short term deposits	50,777	45,137
<u>Less:</u> Bank overdrafts	-	(732)
Total	<u>86,238</u>	<u>64,790</u>

Reconciliation of liabilities arising from financing activities

	Non-cash changes					
	<u>31-Dec-20</u>	<u>Principal and interest payment</u>	<u>Additions</u>	<u>Interest expense</u>	<u>Foreign exchange movement</u>	<u>31-Dec-21</u>
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Bank loans	36,481	(32,538)	-	685	(689)	3,939
Trade finance	11,535	(5,633)	-	223	-	6,125
Lease liabilities	2,012	(2,148)	2,349	149	(80)	2,282

	Non-cash changes					
	<u>31-Dec-19</u>	<u>Principal and interest payment</u>	<u>Additions</u>	<u>Interest expense</u>	<u>Foreign exchange movement</u>	<u>31-Dec-20</u>
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Bank loans	43,980	(10,082)	-	2,651	(68)	36,481
Trade finance	12,466	(1,286)	-	355	-	11,535
Lease liabilities	3,774	(2,331)	333	147	89	2,012

NOTES TO THE CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS

1. Corporate information

Delfi Limited is listed on the Singapore Exchange and incorporated and domiciled in Singapore. The address of its registered office is 111 Somerset Road, #16-12 TripleOne Somerset, Singapore 238164.

The principal activities of the Company are the marketing and distribution of chocolate, chocolate confectionery and investment holding.

2. Basis of preparation

The condensed interim consolidated financial statements as at and for the six months and full year ended 31 December 2021 have been prepared in accordance with SFRS(I) 1-34 *Interim Financial Reporting* issued by the Accounting Standards Council Singapore. The condensed interim consolidated financial statements do not include all the information required for a complete set of financial statements. However, selected explanatory notes are included to explain events and transactions that are significant to an understanding of the changes in the Group's and the Company's financial position and performance of the Group since the last interim financial statements for the period ended 30 June 2021.

The accounting policies adopted are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s, except for the adoption of new and amended standards as set out in Note 2.1.

The condensed interim financial statements are presented in United States Dollar which is the Company's functional currency.

2.1. New and amended Standards adopted by the Group

The following are the new or amended SFRS(I)s, SFRS(I) Interpretations and amendments to SFRS(I)s, that are relevant to the Group effective as of 1 January 2021:

- Amendments to SFRS(I) 9, SFRS(I) 1-39, SFRS(I) 7, SFRS(I) 4, and SFRS(I) 16: *Interest Rate Benchmark Reform - Phase 2*
- Amendment to SFRS(I) 16 *Leases - Covid-19-Related Rent Concessions beyond 30 June 2021*

Change in accounting policy

Period over which the benefit for defined benefit plan is attributed

In May 2021, the International Financial Reporting Standards Interpretations Committee, which works with the International Accounting Standards Board in supporting the application of IFRS Standards, issued an agenda decision determining the period over which an entity should attribute the benefit for a defined benefit plan with the following key features:

- Employees are entitled to a lump sum benefit payment when they reach a particular pension age, provided that they are employed by the entity when they reach that pension age; and
- The amount of the pension benefit to which an employee is entitled depends on the length of employee service before the pension age and is capped at a specified number of consecutive years of service.

As the financial reporting framework applied by the Group is equivalent to International Financial Reporting Standards, the agenda decision was reviewed and found to be relevant to the accounting for the Group's defined benefits plan in Indonesia. The local labour law incorporates the above-mentioned features with a pension age of 56 and benefit that is capped at 24 consecutive years of service. As such, the Group should only attribute the estimated pension benefit only to each year in which an employee renders service from the age of 32 to 56 (or, if employment commences on or after the age of 32, from the date the employee first renders service to the age of 56). Previously, the Group starts to recognise pension benefits liability from the date an employee commences employment regardless of the employee's age.

The adoption of the above new or amended SFRS(I)s, SFRS(I) Interpretations and amendments to SFRS(I)s, and the change in accounting policy did not have any significant impact on the condensed consolidated interim financial statements of the Group.

Other than the above, the accounting policies adopted by the Group in the preparation of the condensed consolidated interim financial statements are consistent with those followed in the preparation of the Group's Annual Report for the financial year ended 31 December 2020.

2.2 Use of judgments and estimates

In preparing the condensed interim financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

The significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the consolidated financial statements as at and for the year ended 31 December 2020.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next interim period are included in the following notes:

Note 18 - Claims associated with the disposal of Delfi Cacau Brasil Ltda.

3. Seasonal Operation

The Group's businesses are not significantly affected by seasonal or cyclical factors during the financial period.

4. Segment information

The Group engages in the manufacture and marketing of chocolate confectionery products under a variety of brands and distribution of a wide range of food and other consumer products, including agency brands.

Management has determined the operating segments based on the reports reviewed by the Executive Committee that are used to make strategic decisions. The Executive Committee comprises the Executive Directors. The Executive Committee manages and monitors the business based on its two geographical segments, namely Indonesia and Regional Markets (which comprise the Philippines, Malaysia and Singapore).

The segment information provided to the Executive Committee for the reportable segments for the 6 months ended 31 December 2021 is as follows:

	Indonesia	Regional Markets	Group
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Sales:			
- Total segment sales	131,810	68,457	200,267
- Inter-segment sales	(5,629)	-	(5,629)
Sales to external parties	<u>126,181</u>	<u>68,457</u>	<u>194,638</u>
 EBITDA	 31,296	 337	 31,633
 Interest income			 446
Finance costs			(293)
Share of results of associated companies and joint ventures			(113)
Income tax expense			(8,094)
Other segment information			
Depreciation and amortisation	(5,218)	(1,495)	(6,713)
Capital expenditure on property, plant and equipment	1,530	130	1,660
 Sales are analysed as:			
- Own Brands	87,115	24,832	111,947
- Agency Brands	39,066	43,625	82,691
Total	<u>126,181</u>	<u>68,457</u>	<u>194,638</u>

4. Segment information (continued)

The segment information provided to the Executive Committee for the reportable segments for the 6 months ended 31 December 2020 is as follows:

	Indonesia	Regional Markets	Total
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Sales:			
- Total segment sales	127,491	66,089	193,580
- Inter-segment sales	(5,567)	(23)	(5,590)
Sales to external parties	<u>121,924</u>	<u>66,066</u>	<u>187,990</u>
EBITDA	16,317	1,999	18,316
Interest income			220
Finance costs			(1,363)
Share of results of associated companies and joint ventures			20
Income tax expense			(3,498)
Other segment information			
Depreciation and amortisation	(5,413)	(1,653)	(7,066)
Capital expenditure on property, plant and equipment	1,547	1,496	3,043
Sales are analysed as:			
- Own Brands	85,166	26,541	111,707
- Agency Brands	36,758	39,525	76,283
	<u>121,924</u>	<u>66,066</u>	<u>187,990</u>

Sales between segments are carried out at arm's length. The revenue from external parties reported to the Executive Committee is measured in a manner consistent with that in the consolidated income statement.

4. Segment information (continued)

The segment information provided to the Executive Committee for the reportable segments for the 12 months ended 31 December 2021 is as follows:

	Indonesia	Regional Markets	Group
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Sales:			
- Total segment sales	280,751	134,968	415,719
- Inter-segment sales	(10,568)	(23)	(10,591)
Sales to external parties	<u>270,183</u>	<u>134,945</u>	<u>405,128</u>
 EBITDA	 55,956	 2,173	 58,129
 Interest income			576
Finance costs			(1,057)
Share of results of associated companies and joint ventures			(193)
Income tax expense			(14,786)
Other segment information			
Depreciation and amortisation	(10,453)	(3,134)	(13,587)
Capital expenditure on property, plant and equipment	2,271	2,815	5,086
 Sales are analysed as:			
- Own Brands	190,485	46,927	237,412
- Agency Brands	79,698	88,018	167,716
Total	<u>270,183</u>	<u>134,945</u>	<u>405,128</u>

4. Segment information (continued)

The segment information provided to the Executive Committee for the reportable segments for the 12 months ended 31 December 2020 is as follows:

	Indonesia	Regional Markets	Total
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Sales:			
- Total segment sales	265,612	129,968	395,580
- Inter-segment sales	(10,427)	(33)	(10,460)
Sales to external parties	<u>255,185</u>	<u>129,935</u>	<u>385,120</u>
EBITDA	40,833	3,055	43,888
Interest income			683
Finance costs			(3,153)
Share of results of associated companies and joint ventures			(391)
Income tax expense			(10,170)
Other segment information			
Depreciation and amortisation	(10,604)	(3,167)	(13,771)
Capital expenditure on property, plant and equipment	2,295	1,744	4,039
Sales are analysed as:			
- Own Brands	182,814	50,047	232,861
- Agency Brands	72,371	79,888	152,259
	<u>255,185</u>	<u>129,935</u>	<u>385,120</u>

(a) Reconciliation of segment profits

A reconciliation of EBITDA to profit before tax is set out below:

	6 months ended 31 December		12 months ended 31 December	
	2021	2020	2021	2020
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
EBITDA	31,633	18,316	58,129	43,888
Adjustments for:				
Interest expense	(293)	(1,363)	(1,057)	(3,153)
Interest income	446	220	576	683
Depreciation of property, plant and equipment	(5,978)	(6,350)	(12,129)	(12,412)
Amortisation of intangible assets	(735)	(716)	(1,458)	(1,359)
Exceptional items	-	49	-	-
Profit before tax	<u>25,073</u>	<u>10,156</u>	<u>44,061</u>	<u>27,647</u>

4. **Segment information** (continued)

(b) Geographical information

Non-current assets are shown by the country where the assets are located.

	<u>Non-current assets</u>	
	31-Dec-21	31-Dec-20
	<u>US\$'000</u>	<u>US\$'000</u>
Indonesia	88,804	98,885
Regional Markets:		
- Philippines	9,189	10,727
- Malaysia	2,692	1,809
- Singapore	21,390	23,041
- Other countries	101	-
	122,176	134,462

5. **Revenue**

(a) Information is based on the location of the markets in which the Group operates.

	6 months ended 31 December			12 months ended 31 December		
	2021	2020	Change	2021	2020	Change
	<u>US\$'000</u>	<u>US\$'000</u>	%	<u>US\$'000</u>	<u>US\$'000</u>	%
Indonesia	126,181	121,924	3.5	270,183	255,185	5.9
Regional Markets	68,457	66,066	3.6	134,945	129,935	3.9
	194,638	187,990	3.5	405,128	385,120	5.2

(b) Disaggregation of revenue

Sales are based on the country in which the customer is located.

	6 months ended 31 December			12 months ended 31 December		
	2021	2020	Change	2021	2020	Change
	<u>US\$'000</u>	<u>US\$'000</u>	%	<u>US\$'000</u>	<u>US\$'000</u>	%
Indonesia	126,181	121,924	3.5	270,183	255,185	5.9
Regional Markets:						
Philippines	19,598	20,668	(5.2)	38,348	40,692	(5.8)
Malaysia	44,232	40,517	9.2	89,925	81,660	10.1
Singapore	1,226	1,374	(10.8)	1,392	2,124	(34.5)
Other countries	3,401	3,505	(3.0)	5,280	5,459	(3.3)
	194,638	187,990		405,128	385,120	

5. Revenue (continued)

(c) Breakdown of Sales

	6 months ended 31 December			12 months ended 31 December		
	2021	2020	Change	2021	2020	Change
	<u>US\$'000</u>	<u>US\$'000</u>	<u>%</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>%</u>
Own Brands	111,947	111,707	0.2	237,412	232,861	2.0
Agency Brands	82,691	76,283	8.4	167,716	152,259	10.2
	194,638	187,990	3.5	405,128	385,120	5.2

During the course of 2021, in a number of our markets there was a marked increase in the prevalence of COVID-19. As a result, larger scale lockdowns were imposed since the latter part of 1H 2021 which has had a knock-on impact to the retail sector.

The Group's Own Brands growth was driven by our operations in Indonesia where our Premium Brands were more resilient (achieving double digit Y-o-Y growth in 2H 2021) in the prevailing environment and less impacted compared to our Value Brands which were affected by the lockdown on distribution channel and operations. In the regional markets, our Own Brands performance was impacted by the lockdowns implemented.

Agency Brands revenue continued to be driven by the snacking, breakfast and healthcare categories.

6. Administrative Expenses

Included in Administrative expenses is a subsidy from the Jobs Support Scheme ("JSS") amounting to US\$97,000 received in 1H 2021 only. The JSS first announced by the Singapore Government at Budget 2020, is intended to offset and protect Singapore employees' wages through wage support to employers, helping enterprises retain their local employees (Singapore Citizens and Permanent Residents) during this period of economic uncertainty.

7. Income taxes

(a) Income tax expense

The Group		
12 months ended 31 December		
2021	2020	
<u>US\$'000</u>	<u>US\$'000</u>	
Tax expense attributable to profit is made up of:		
Current income tax		
- Foreign	9,898	8,656
- Withholding taxes	3,354	3,079
Deferred income tax	1,532	(1,757)
	14,784	9,978
Under provision in prior financial years:		
- Current income tax	2	192
Total income tax expense	14,786	10,170

The Group's higher taxes are due to higher profits.

8. Net Profit

Net Profit is derived after (deducting)/crediting the following

	6 months ended 31 December			12 months ended 31 December		
	2021	2020	Change	2021	2020	Change
	<u>US\$'000</u>	<u>US\$'000</u>	<u>%</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>%</u>
Depreciation of property, plant and equipment	(5,978)	(6,350)	(5.9)	(12,129)	(12,412)	(2.3)
Amortisation of intangible assets	(735)	(716)	2.7	(1,458)	(1,359)	7.3
Net foreign exchange (loss)/ gain	(169)	593	NM	(164)	537	NM
Group over/(under) provision of tax in prior years	118	(134)	NM	(2)	(192)	(99.0)
Gain on disposal of property, plant and equipment	6	28	(78.6)	632	52	NM
Impairment loss on trade receivables	(225)	(130)	73.1	(179)	(73)	145.2
Inventories written-off	(1,938)	(2,661)	(27.2)	(4,298)	(3,696)	16.3
Writeback/(allowance made) for inventory obsolescence	164	(1,194)	NM	(688)	(2,137)	(67.8)

NM - Not meaningful.

9. Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	12 months ended 31 December	
	2021	2020
	<u>US\$'000</u>	<u>US\$'000</u>
Net profit attributable to equity holders of the Company (US\$'000)	29,275	17,477
Weighted average number of ordinary shares ('000)	611,157	611,157
Basic earnings per share (US cents)	<u>4.79</u>	<u>2.86</u>

(b) Diluted earnings per share

Diluted earnings per share for 12 months ended 31 December 2021 and 2020 are the same as basic earnings per share as there were no potentially dilutive ordinary shares.

10. Trade Receivables and Inventories

Trade Receivables and Inventories as at 31 December 2021 were lower by US\$12.7 million and US\$12.0 million respectively, compared to 31 December 2020. The lower trade receivables and inventories balance reflect our focus on costs and collections in the uncertain operating environment during the financial year.

11. Other Current Assets

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	<u>US\$000</u>	<u>US\$000</u>	<u>US\$000</u>	<u>US\$000</u>
Other receivables				
- Non-related parties	5,652	6,373	156	154
- Subsidiaries (non-trade)	-	-	189	194
- Associated companies (non-trade)	186	223	-	1
- Joint ventures (non-trade)	515	605	11	51
- Related parties (non-trade)	19	21	-	-
	<u>6,372</u>	<u>7,222</u>	<u>356</u>	<u>400</u>
Deposits	3,052	2,878	18	18
Prepayments	964	930	138	122
	<u>10,388</u>	<u>11,030</u>	<u>512</u>	<u>540</u>

12. Capital Expenditure on Property, Plant and Equipment

The allocation of capital expenditure for 2H 2021 and FY2021 and its comparative periods a year ago in 2020, by geographical region, is as follows:

	2H 2021	2H 2020	FY2021	FY2020
	US\$'000	US\$'000	US\$'000	US\$'000
Indonesia	1,530	1,547	2,271	2,295
Regional Markets	130	1,496	2,815	1,744
	1,660	3,043	5,086	4,039

Included in the Regional Markets during the period to 31 December 2021 was the capitalisation of Right-of-Use ("ROU") assets of US\$2.3 million. This is primarily new leases for our warehouse and office space in Malaysia.

During 1Q 2021, Construction in progress equivalent to US\$2.5 million was sold to the Indonesian Government for a consideration of US\$2.8 million, net of value-added tax. As a result, the Group recorded a gain from disposal of US\$0.3 million.

13. Intangible assets

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	US\$'000	US\$'000	US\$'000	US\$'000
Brands and licence (Note (a))	17,460	17,556	17,351	17,351
Patents and trademarks (Note (b))	274	240	-	-
Computer software licences (Note (c))	1,810	3,120	512	666
	19,544	20,916	17,863	18,017

(a) Brands and licence

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	US\$'000	US\$'000	US\$'000	US\$'000
<i>Net book value</i>				
Beginning of financial year	17,556	17,287	17,351	17,351
Currency translation difference	(96)	269	-	-
End of financial year	17,460	17,556	17,351	17,351
<i>End of financial year</i>				
Cost	17,845	17,941	17,616	17,616
Accumulated amortisation and impairment loss	(385)	(385)	(265)	(265)
Net book value	17,460	17,556	17,351	17,351

Brands and licence that are regarded as having indefinite useful lives are not amortised and are tested for impairment annually. These brands and licence have a long heritage and are protected in all of the markets where they are sold under the trademarks, which are renewed indefinitely without involvement of significant cost.

13. **Intangible assets** (continued)

(b) Patents and trademarks

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
<i>Net book value</i>				
Beginning of financial year	240	192	-	-
Additions	148	119	-	-
Currency translation difference	(7)	19	-	-
Amortisation	(107)	(90)	-	-
End of financial year	<u>274</u>	<u>240</u>	<u>-</u>	<u>-</u>
<i>End of financial year</i>				
Cost	2,398	2,320	-	-
Accumulated amortisation	(2,124)	(2,080)	-	-
Net book value	<u>274</u>	<u>240</u>	<u>-</u>	<u>-</u>

(c) Computer software licences

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
<i>Net book value</i>				
Beginning of financial year	3,120	4,097	666	521
Additions	92	320	30	267
Currency translation difference	(51)	(28)	-	-
Amortisation	(1,351)	(1,269)	(184)	(122)
End of financial year	<u>1,810</u>	<u>3,120</u>	<u>512</u>	<u>666</u>
<i>End of financial year</i>				
Cost	6,953	6,991	1,101	1,072
Accumulated amortisation	(5,143)	(3,871)	(589)	(406)
Net book value	<u>1,810</u>	<u>3,120</u>	<u>512</u>	<u>666</u>

(d) Amortisation expense included in other operating expenses is analysed as follows:

	The Group	
	12 months ended 31 December	
	2021	2020
	<u>US\$'000</u>	<u>US\$'000</u>
Patents and trademarks	107	90
Computer software licences	1,351	1,269
Total	<u>1,458</u>	<u>1,359</u>

14. Other Payables - Current

Other payables were marginally higher by US\$1.5 million mainly due to higher accruals for Advertising and Promotion, non-trade creditors and VAT payable.

15. Borrowings

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Bank overdraft	-	732	-	-
Bank borrowings	3,939	36,481	-	-
Trade finance	6,125	11,535	-	-
	10,064	48,748	-	-
Breakdown of borrowings:				
Current	10,064	48,748	-	-
Non-current	-	-	-	-
	10,064	48,748	-	-

Total borrowings declined to US\$10.1 million as at 31 December 2021, from US\$48.7 million as at 31 December 2020 following repayments made possible with strong Free Cash Flow of US\$74.5 million generated, as a result of our working capital management, in the 12 months period to 31 December 2021.

Aggregate amount of the group's borrowings and debt securities

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>	<u>US\$'000</u>
Amount repayable in one year or less, or on demand				
- Secured	10,064	17,884	-	-
- Unsecured	-	30,864	-	-
	10,064	48,748	-	-
Amount repayable after one year				
- Secured	-	-	-	-
- Unsecured	-	-	-	-
	-	-	-	-

Details of collateral

Of the Group's total bank borrowings at 31 December 2021, US\$10.1 million (Dec 2020: US\$17.9 million) are secured on inventories, property, plant and equipment and building of certain subsidiaries of the Group.

16. Net asset value

	The Group		The Company	
	31-Dec-21	31-Dec-20	31-Dec-21	31-Dec-20
	<u>US cts</u>	<u>US cts</u>	<u>US cts</u>	<u>US cts</u>
Net asset value per ordinary share	39.2	36.9	19.1	18.6

17. Foreign Exchange Translation Reserve

At the end of December 2021, the Group recorded a foreign exchange translation loss of US\$10.2 million in its Consolidated Statement of Changes in Equity mainly due to the depreciation of the regional currencies against the US Dollar as shown below:

USD 1 to	Indonesian Rupiah (IDR)	Malaysian Ringgit (MYR)	Singapore Dollar (SGD)	Philippines Peso (PHP)
FY2021	14,269	4.166	1.349	50.774
FY2020	14,105	4.021	1.322	48.036
<i>Strengthened/(Weakened) Y-o-Y</i>	<i>(1.16%)</i>	<i>(3.62%)</i>	<i>(2.03%)</i>	<i>(5.70%)</i>

18. Update on Claims Associated with the Disposal of Delfi Cacau Brasil Ltda.

By way of background, on 24 February 2015, the Company announced that Barry Callebaut had notified the Company of various claims from the Brazil tax authorities (“Notifications”) against the former Delfi Cacau Brasil Ltda (“DCBR”), which Barry Callebaut purchased as part of the sale of the Cocoa Ingredients business. In the Company’s announcement made on 28 August 2015, the Company also pointed out that although the Settlement Agreement fully settled the dispute over the closing price adjustments, Barry Callebaut remained entitled to bring any further claims that may arise under the continuing warranties.

As previously announced, the Company was notified of a total of 9 claims associated with the disposal. As at 31 December 2021, the Company’s total exposure in respect of these claims (after indexation) in Brazil is BRL 89,249,230 (equivalent to US\$16.0 million based on the end-December 2021 exchange rate).

The Company, while reserving its rights in relation to the Notifications, has requested Barry Callebaut to defend these claims and the cases are proceeding through the Administrative and Judicial processes in Brazil. The Board and management believe there are grounds to resist these claims and the Company will keep the shareholders updated as to material developments in relation to the Brazilian claims.

In assessing the relevant liabilities, management has considered, among other factors, industry developments in the current financial year and the legal environment in Brazil, and assessed that the amounts recognised in respect of these claims are adequate as at 31 December 2021. As management considers the disclosure of further details of these claims can be expected to prejudice seriously the Group’s position in relation to the claims, further information has not been disclosed in the Group’s financial statements.

19. Related Parties Transactions

In addition to other related party information disclosed elsewhere in the condensed consolidated financial statements, the following related party transactions took place between the Group and related parties during the financial period:

Sales and purchases of goods and services

	FY2021	FY2020
	<u>US\$'000</u>	<u>US\$'000</u>
Revenue:		
Sales to joint venture	230	176
Sales to related parties	42	45
Interest income from associated companies / joint venture	1	37
Service income from associated companies / joint ventures	281	294
Service income from related parties	17	66
Expenditure:		
Purchases from joint ventures	2,738	2,065
Purchases from related parties	13,978	12,361
Rental payable to associated companies	88	82
Directors' fees	475	475

20. Subsequent events

There are no known subsequent events which have led to adjustments to this set of interim financial statements.

OTHER INFORMATION REQUIRED BY LISTING RULE APPENDIX 7.2

1. Review

The condensed consolidated statement of financial position of Delfi Limited and its subsidiaries as at 31 December 2021 and the related condensed consolidated profit or loss and other comprehensive income, condensed consolidated statement of changes in equity and condensed consolidated statement of cash flows for the six-month period then ended and certain explanatory notes have not been audited or reviewed.

2. Review of performance of the Group

Key Figures for the Group (unaudited)

	6 months ended 31 December				12 months ended 31 December			
	2021	2020	% Change	% Change	2021	2020	% Change	% Change
	US\$'000	US\$'000	In USD term	In constant exchange rate	US\$'000	US\$'000	In USD term	In constant exchange rate
Indonesia	126,181	121,924	3.5	2.4	270,183	255,185	5.9	3.9
Regional Markets	68,457	66,066	3.6	4.3	134,945	129,935	3.9	2.2
REVENUE	194,638	187,990	3.5	3.1	405,128	385,120	5.2	3.3
Indonesia	31,296	16,317	91.8	88.9	55,956	40,833	37.0	34.1
Regional Markets	337	1,999	(83.2)	(80.0)	2,173	3,055	(28.9)	(32.3)
EBITDA	31,633	18,316	72.7	70.5	58,129	43,888	32.4	29.5
Profit before tax	25,073	10,156	146.9	143.1	44,061	27,647	59.4	55.5
Profit attributable to shareholders	16,979	6,658	155.0	150.5	29,275	17,477	67.5	62.8

Key performance indicators

	6 months ended 31 December			12 months ended 31 December		
	2021	2020	%	2021	2020	%
Gross profit margin	30.2%	26.9%	3.3% pt	29.5%	28.6%	0.9% pt

Notes

- 1 The Group used the following average exchange rate(s) in translating the income statements of its subsidiaries into USD terms.

Average FX rates for Financial Year ended 31 December 2021

USD 1 to	Indonesian Rupiah (IDR)	Malaysian Ringgit (MYR)	Singapore Dollar (SGD)	Philippines Peso (PHP)
FY2021	14,331	4.127	1.341	49.220
FY2020	14,608	4.203	1.379	49.800
<i>Strengthened/(Weakened) Y-o-Y</i>	<i>1.90%</i>	<i>1.81%</i>	<i>2.75%</i>	<i>1.16%</i>

Key Ratios

	31-Dec-21	31-Dec-20
Current ratio	2.15	1.75
Average Inventory Days	91	109
Average Receivable Days	68	81
Average Payable Days	43	44
Return on Equity	12.6%	7.7%

Review of the Group's 2H and FY2021 Financial Performance

Figure 1 - Key Financial Highlights

(In US\$ Million)	2H 2021	2H 2020	Chg Y-o-Y	Chg Y-o-Y at Constant Exch Rates *	FY2021	FY2020	Chg Y-o-Y	Chg Y-o-Y at Constant Exch Rates *
Indonesia	126.2	121.9	3.5%	2.4%	270.2	255.2	5.9%	3.9%
Regional Markets	68.4	66.1	3.6%	4.3%	134.9	129.9	3.9%	2.2%
Total Revenue	194.6	188.0	3.5%	3.1%	405.1	385.1	5.2%	3.3%
Gross Profit Margin (%)	30.2%	26.9%	3.3% pt	3.3% pt	29.5%	28.6%	0.9% pt	0.9% pt
EBITDA	31.6	18.3	72.7%	70.5%	58.1	43.9	32.4%	29.5%
EBITDA Margin (%)	16.3%	9.7%	6.6% pt	6.6% pt	14.3%	11.4%	2.9% pt	2.9% pt
PATMI (excluding non-recurring items)	14.0	6.7	111.0%	107.3%	26.0	17.5	48.9%	44.6%
PATMI (including non-recurring items)	17.0	6.7	155.0%	150.5%	29.3	17.5	67.5%	62.8%

Notes

* For comparative purposes only - This shows the effect of using the respective exchange rates of the regional currencies in 2H 2021 and FY2021 in translating the 2H 2020 and FY2020 results, respectively.

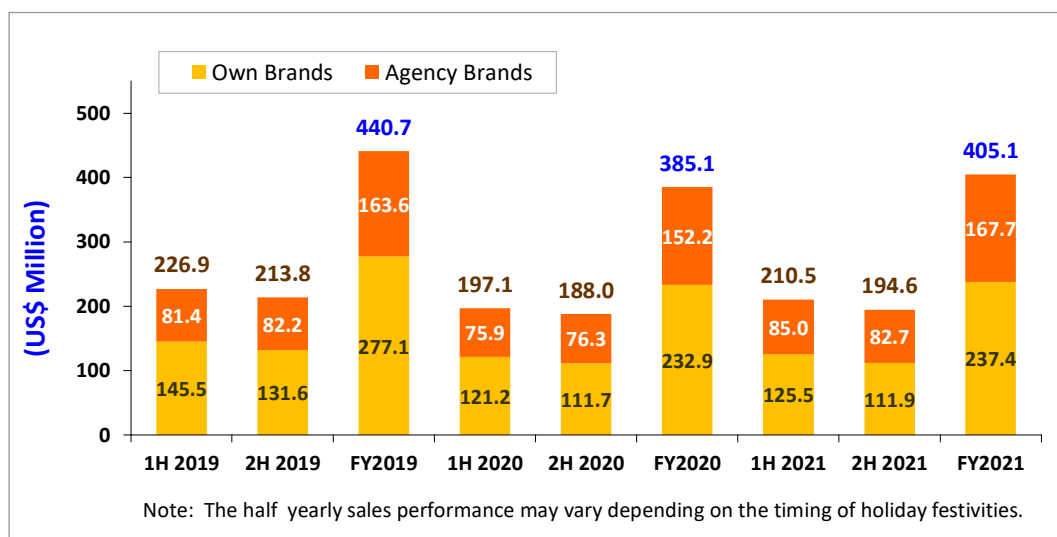
For FY2021, we achieved PATMI (including non-recurring items) of US\$29.3 million (Y-o-Y growth of 67.5%) on revenue of US\$405.1 million. Even excluding the non-recurring items, our profit growth would still have been strong at 48.9% Y-o-Y where our business performance in 2021 was better compared to 2020, when lockdowns were significantly stricter.

Highlights of our 2021 profit growth are as follows:

1. Higher revenue with 5.2% growth achieved driven by both Own Brands and Agency Brands, up by 2.0% and 10.2%, respectively;
2. The higher gross profit margin by 3.3% points to 30.2% for 2H 2021 and 0.9% to 29.5% for FY2021, on fuller margins for our products (with reduced sales returns) and higher contribution from Premium brands in our sales mix compared to a year ago;
3. Our continued tight control of operating expenses as well as lower finance costs on our reduced debt level; and

4. The following one-off non-recurring items (before tax):
- (i) Adjustments resulting in lower liabilities for employee retirement defined benefit obligations amounting to US\$3.8 million (of which US\$2.17 million is due to the effects of Indonesia’s Omnibus Law passed in 2021 and US\$1.66 million due to the change in accounting policy, indicated on page 10 point 2.1) in 4Q 2021; and
 - (ii) One-off gain of US\$0.3 million, recognized in 1Q 2021 from sale of construction in progress to the Indonesian Government. Please refer to Page 20.

Figure 2 - Own Brands & Agency Brands Revenue Performance (Half Year and Full Year)



In FY2021, we generated Free Cash Flow (“FCF”) of US\$74.5 million, higher Y-o-Y by US\$35.8 million. The higher profitability, our tight management of costs, collections and capital spending are the key drivers of the strong cash flow generated.

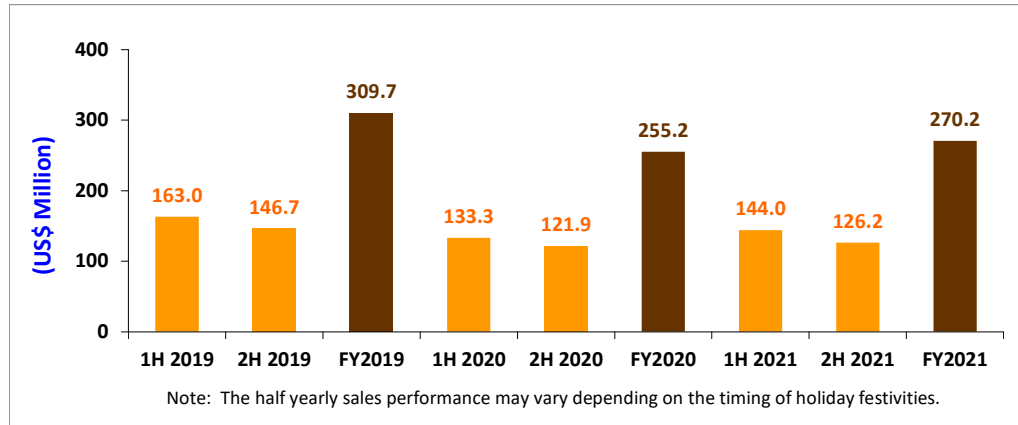
Our higher cash flow generated was partially deployed to reduce our borrowings by US\$38.7 million to US\$10.1 million as at 31 December 2021. Our Group’s cash balance was higher to US\$86.2 million, up by US\$20.7 million, despite the debt repayment. With our strong Balance Sheet, we are well placed to face the uncertainties going forward.

In view of our strong cash position and the Group’s stated position to return excess cash to shareholders, the Board is proposing a final dividend of 1.08 US cents/share (1.44 Singapore cents/share) and a special dividend of 0.48 US cents/share (0.64 Singapore cents/share). Together with interim dividend of 1.27 US cents/share, total 2021 dividends (including the special dividend) will be 2.83 US cents/share if approved by shareholders at the Annual General Meeting on 26 April 2022. If approved, the final and special dividends will be payable on 13 May 2022.

Performance Review by Markets

Indonesia

Figure 3 - Indonesia's Revenue Performance (Half Year and Full Year)



Our business in Indonesia generated revenue of US\$126.2 million and US\$270.2 million, higher Y-o-Y by 3.5% and 5.9% for 2H 2021 and FY2021 respectively. We continued to focus on building our core strategic products with sales of our Premium Brands, particularly SilverQueen and ChaCha, higher Y-o-Y. New product launches were also a key driver of this growth. In 4Q 2021, we launched the refreshed Van Houten Dark Milk series which features a higher 43% cocoa content, catering to the healthier trends sought by consumers. This will be progressively launched in the regional markets in 2022. In addition, we continued investing in our brands through the use of social media to generate consumer awareness and demand for our “*Better-for-You*” and trendier products targeting Gen-Z and Millennials.

The sales performance of our Agency Brands was higher Y-o-Y by 10.1% in FY2021 with the growth driven by our snacks and breakfast categories.

The Regional Markets

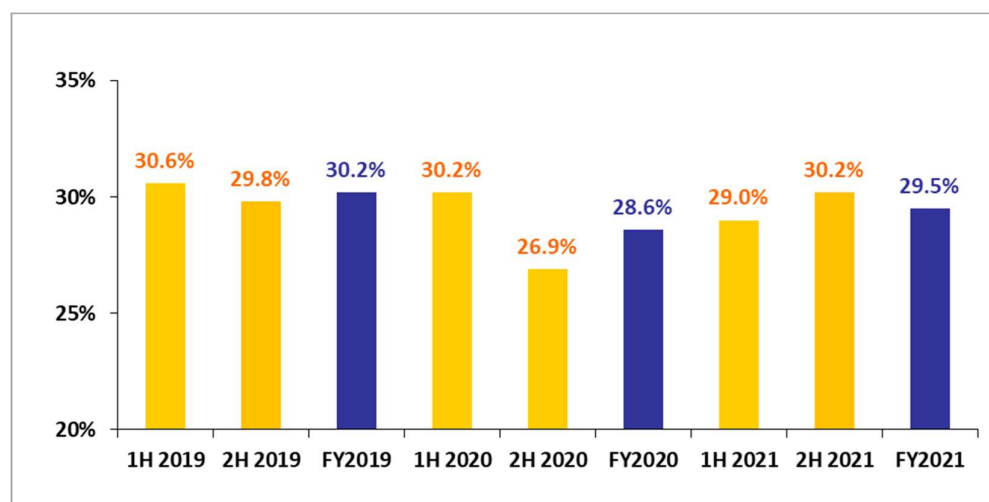
For our Regional Markets, revenues for 2H 2021 and FY2021 were higher Y-o-Y by 3.6% and 3.9% to US\$68.4 million and US\$134.9 million respectively. The growth achieved was mainly attributed to demand for several Agency Brands in our Malaysian operations, particularly in the breakfast, sugar confectionery, healthcare and snacking categories.

Review of Profitability

For 2H 2021 and FY2021, we achieved an overall Gross Profit Margin (“GPM”) of 30.2% and 29.5%, respectively up by 3.3% points and 0.9% points when compared with 2020’s equivalent periods. The improvement can be attributed to higher sales contribution from Premium brands and tighter cost management.

Correspondingly, along with our tight management of Selling & Distribution and Administrative expenses vis-à-vis revenue growth, the Group’s EBITDA margin for 2H 2021 and FY2021 improved markedly to 14.3% and 13.3%, respectively, excluding the non-recurring items detailed on page 27.

Figure 4 - Gross Profit Margin (Half Year and Full Year)



Note: It should be highlighted that margins achieved may vary depending on composition of sales mix, both within Own Brands and Agency Brands.

Review of Financial Position and Cash Flow

Balance Sheet as at	31-Dec-21	31-Dec-20	Change
	US\$'000	US\$'000	US\$'000
Cash and cash equivalents	86,238	65,522	20,716
Working capital	95,785	128,637	(32,852)
Total Assets	363,896	382,488	(18,592)
Borrowings	10,064	48,748	(38,684)
Foreign currency translation reserves	(10,229)	(7,413)	(2,816)
Shareholders' equity	239,304	225,630	13,674
Current ratio	2.15	1.75	

As at 31 December 2021, the Group’s Cash and cash equivalents were US\$86.2 million after dividend payments of US\$14.3 million during the year. With our strong Balance Sheet, we are confident in facing the uncertainties in the global economy.

Compared to end-2020, total assets were lower by US\$18.6 million reflecting mainly: (1) the reduction in borrowings; (2) payment of the 2020 final dividend; (3) reduction of working capital and (4) lower Property, Plant and Equipment. Shareholders' equity was higher by US\$13.7 million as a result of higher retained earnings, offset by the foreign currency translation loss (see Note 17 on page 23).

3. Where a forecast, or a prospect statement, has been previously disclosed to shareholders, any variance between it and the actual results.

The Group's results for 2H and Full Year 2021 are in line with the commentary made on 10 August 2021 in paragraph 4 under "Other Information Required by Listing Rule Appendix 7.2" of the Group's "1H 2021 Unaudited Financial Statements and Dividend Announcement".

4. A commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which the Group operates and any known factors or events that may affect the Group in the next operating period and the next 12 months.

Looking ahead, the operating environment is expected to be better compared to 2021 with the opening up of economies as the COVID situation improves. However, there are still uncertainties and challenges, for instance, political uncertainties, inflation, currency volatility, and supply chain bottlenecks.

Notwithstanding these uncertainties, we remain steadfastly focused on executing our growth initiatives in the following areas:

- Focus on core strategic products and drive further growth of our premium format category in the Modern Trade and launch new products to capture "*Better-for-You*" trends which remains a strong growth category. Our focus on the growing Gen-Z and Millennials markets remains and we will continue to focus on flavours and packaging designs that would appeal to these consumers.
- Strengthen distribution to further grow in the Modern Trade channel and grow our General Trade business. We already have strong relationships with major retailers within the Modern Trade and look to strengthen this via better management of stock levels and explore more efficient and effective promotions to generate sales growth.
- Tightly manage our operating costs, collections and capital spending. We expect working capital requirements to increase in line with the growth of our business, but will continue to tightly manage it. While cost increases in raw and packaging materials are anticipated in 2022. Plans are already in place to manage this through product resizing and/ or price adjustments as we have done previously.

With our strong Balance Sheet and strategy in place, we can, barring unforeseen circumstances, look forward to a better business performance in 2022.

5. Dividend Information

a. Whether an interim (final) ordinary dividend has been declared (recommended)?

Name of Dividend	2021 Interim	2021 Proposed Final	2021 Proposed Special	2021 Total
Dividend Type	Cash	Cash	Cash	
Dividend Amount per share (in Singapore cents)	1.71 cents per ordinary share	1.44 cents per ordinary share	0.64 cents per ordinary share	3.79 cents per ordinary share
Status	Paid	Recommended	Recommended	

b. Amount per share

- i. Amount per share 3.79 Singapore cents (2.83 US cents)**
- ii. Previous corresponding period 3.19 Singapore cents**

Name of Dividend	2020 Interim	2020 Final	2020 Total
Dividend Type	Cash	Cash	
Dividend Amount per share (in Singapore cents)	1.76 cents per ordinary share	1.43 cents per ordinary share	3.19 cents per ordinary share

c. Whether the dividend is before tax, net of tax or tax exempt. If before tax or net of tax, state the tax rate and the country where the dividend is derived.

Not applicable.

d. The date the dividend is payable

The directors are proposing a final dividend of 1.08 US cents or 1.44 Singapore cents per share and a special dividend of 0.48 US cents or 0.64 Singapore cents based on the 611,157,000 ordinary shares in issue for the approval of shareholders at the Annual General Meeting on 26 April 2022.

The final and special dividends, if approved by the shareholders, will be payable on 13 May 2022.

Together with the interim dividend of 1.27 US cents or 1.71 Singapore cents per share paid on 7 September 2021, total 2021 dividends (including the special dividend) will be 2.83 US cents or 3.79 Singapore cents if approved by the shareholders. This represents a Y-o-Y increase of 0.6 Singapore cents.

e. The date on which Registrable Transfers received by the Company (up to 5.00 pm) will be registered before entitlements to the dividend are determined.

NOTICE IS HEREBY GIVEN that the Transfer Books and the Register of Members of the Company will be closed at 5.00 pm on 4 May 2022 (Books Closure Date) for the preparation of dividend warrants.

Duly completed transfers of ordinary shares received by the Company's Share Registrar, M&C Services Private Limited, 112 Robinson Road, #05-01, Singapore 068902 before 5.00 pm on the Books Closure Date will be registered to determine shareholders' entitlements to the interim dividend. In respect of ordinary shares in securities accounts with The Central Depository (Pte) Limited ("CDP"), the final dividend will be paid by the Company to CDP which will, in turn, distribute the final dividend entitlements to the CDP account holders in accordance with its normal practice.

6. Interest person transactions

The Company has obtained a general mandate ("Shareholders' Mandate") from its shareholders for the Group's IPTs with the following interested persons. The Shareholders' mandate was approved at the Annual General Meeting ("AGM") of the Company held on 27 April 2021 and will be effective until the next AGM. The aggregate value of transactions conducted pursuant to the general mandate is as follows:

	¹ Aggregate value of all transactions conducted under a shareholders' mandate pursuant to Rule 920 of the SGX Listing Manual	
	2H 2021	FY2021
	<u>US\$'000</u>	<u>US\$'000</u>
PT Freyabadi Indotama		
- Sales of goods	23	42
- Purchase of products	7,763	13,978
	7,786	14,020

7. Confirmation that the issuer has procured undertaking from all its directors and executive officers (in the format set out in Appendix 7.7) under Rule 720(1).

The Group has procured undertakings from all its directors and executive officers.

8. Disclosure of persons occupying managerial positions who are related to a director, CEO or substantial shareholder

Name	Age	Family relationship with a director or chief executive officer or substantial shareholder		Current position and duties, and the year the position was first held	Details of changes in duties and position held, if any, during the year
Chuang Tiong Choon	73	(i)	Husband to Madam Lim Mee Len (Substantial Shareholder)	Executive Director/Chief Executive Officer/Managing Director 1989/2004	N.A.
		(ii)	Brother to Mr Chuang Tiong Liep (Executive Director and Substantial Shareholder)		
		(iii)	Brother to Mr Chuang Tiong Kie (Executive Director)		
Chuang Tiong Liep	70	(i)	Brother to Mr Chuang Tiong Choon (Executive Director/ Chief Executive Officer/ Managing Director and Substantial Shareholder)	Executive Director 1999 / Group Chief Growth and Marketing Officer 2017	N.A.
		(ii)	Brother to Mr Chuang Tiong Kie (Executive Director)		
		(iii)	Brother-in-law to Madam Lim Mee Len (Substantial Shareholder)		
Chuang Tiong Kie	63	(i)	Brother to Mr Chuang Tiong Choon (Executive Director/ Chief Executive Officer/ Managing Director and Substantial Shareholder)	Executive Director 2001	N.A.
		(ii)	Brother to Mr Chuang Tiong Liep (Executive Director and Substantial Shareholder)		
		(iii)	Brother-in-law to Madam Lim Mee Len (Substantial Shareholder)		
Chuang Yok Hoa	72	(i)	Sister to Mr Chuang Tiong Choon (Executive Director/ Chief Executive Officer/ Managing Director and Substantial Shareholder)	Company Secretary 1984	Retired wef 31 December 2021
		(ii)	Sister to Mr Chuang Tiong Liep (Executive Director and Substantial Shareholder)		
		(iii)	Sister to Mr Chuang Tiong Kie (Executive Director)		
		(iv)	Sister-in-law to Madam Lim Mee Len (Substantial Shareholder)		
David Chuang Koong Wey	45	(i)	Son to both Mr Chuang Tiong Choon (Executive Director/Chief Executive Officer/ Managing Director and Substantial Shareholder) and Madam Lim Mee Len (Substantial Shareholder)	Director of Information Technology (2017)	N.A.
		(ii)	Nephew to Mr Chuang Tiong Liep (Executive Director and Substantial Shareholder)		
		(iii)	Nephew to Mr Chuang Tiong Kie (Executive Director)		

Confirmation by the Board

On behalf of the Board of Directors of the Company, we, the undersigned, hereby confirm to the best of our knowledge that nothing has come to the attention of the Board of Directors of the Company which may render the financial statements for the twelve-month period ended 31 December 2021 to be false or misleading in any material aspect.

On behalf of the Board of Directors

Chuang Tiong Choon
Director

Chuang Tiong Liep
Director

Singapore
22 February 2022