



2nd Half and Full Year 2024 Financial Results

(unaudited)

25 February 2025



● ● Important Note on Forward-Looking Statements



The presentation herein may contain certain 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 “Condensed Financial Statements and Dividend Announcement for the 2nd Half and Full Year ended 31 December 2024”.

● ● Scope of Briefing



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●● 2H and FY2024 Overview

- The Group reported PATMI for 2H 2024 of US\$14.4 million (▼31.7% Y-o-Y) and FY2024 of US\$33.9 million (▼26.6% Y-o-Y), with FY2024 Net Sales of US\$502.7 million, a 6.6% Y-o-Y decrease
- The performance reflects the challenging operating environment and significant increase in cocoa prices with the following key factors contributing to the Group's performance:
 - Higher promotional investment, to drive long term growth of our brands and counter strong competition
 - Regional currency weakness against the US Dollar, particularly in the Indonesian Rupiah
 - Termination of an agency brand in Indonesia
 - We proactively implemented a price adjustment in May for selected brands in Indonesia to offset the forex impact and anticipated rise in raw materials costs
- **Own Brands and Agency Brands Net Sales declined in FY2024 by 9.0% and 3.4%, respectively**
 - From a constant currency perspective, Own Brands declined by 5.8% Y-o-Y while Agency Brands decreased by 1.4% Y-o-Y
 - Despite the decline in overall Own Brands for the year, in Indonesia we increased market share in 2H 2024, particularly for *SilverQueen* and *Cha Cha*
 - Decrease in Agency Brands was due principally to the termination of an agency brand in Indonesia
 - ✓ Excluding the termination of the agency brand, sales for Agency Brands in Indonesia would have grown 5.5%

●● 2H and FY2024 Overview (cont'd)



- **With continued tight management of working capital, net cash flow from operating activities totalling US\$52.6 million, was generated higher by US\$27.4 million compared to FY2023**
 - We ended the year with higher inventory levels in anticipation of strong sales for the upcoming Valentine's Day and Lebaran festivities
 - Amid persistent inflation and supply chain challenges, we remain vigilant in managing our inventory levels to ensure a stable supply of raw materials and essential inputs

- **Net operating cash was allocated to fund US\$28.6 million of capital expenditures and for dividend payments**
 - Our capex programme is constantly monitored and reassessed in response to market conditions and could be adjusted as necessary

- **At end-2024, the Group reported a healthy Balance Sheet with cash and equivalents at US\$43.8 million, while net assets of US\$264.6 million compared to US\$266.2 million at end-2023**
 - Our strong balance sheet continues to provide resilience against potential uncertainties that may lie ahead

●● 2H and FY2024 Overview (cont'd)



❖ **Proposed Final Dividend of 1.18 US cents/share which together with the interim dividend of 2.06 US cents/share paid brings total dividends for FY2024 to 3.24 US cents/share**

- This total dividend of 3.24 US cents/share brings our full year pay-out to 59%
- Payable on 16 May 2025, if approved by shareholders at the Annual General Meeting on 29 April 2025



● ● FY2024 Highlights

- **FY2024 Net Sales of US\$502.7 million reported** (▼6.6% Y-o-Y)
- **Gross Profit Margin of 27.4%** (▼1.1% points Y-o-Y)
- **EBITDA** **US\$60.3 million** (▼19.0% Y-o-Y)
- **PATMI** **US\$33.9 million** (▼26.6% Y-o-Y)
- **ROE** **12.8%**
- **Net cash generated by operations of US\$52.6 million**
- **Final Dividend declared of 1.18 US\$ cents/share (1.57 Singapore cents/share), a 59% payout ratio**

● ● Looking Forward



- **The global environment is expected to remain challenging. Geopolitical tensions, increased trade wars, and macroeconomic headwinds like currency volatility and inflation pressures are expected to persist from last year through 2025. For chocolate manufacturers globally, the biggest headwind is the high cocoa bean price which will pressure earnings**
- **Despite these challenges, we have achieved a good start to 2025, with sales momentum from the second half of 2024 carrying forward. This reflects the strength of our brands, especially our iconic *SilverQueen*, and our investments in their growth. In addition, we continued to strengthen our collaborations with retail partners to further boost consumer engagement**
- **Given the sustained increase in cocoa prices since last year, our teams have been proactively developing initiatives to mitigate the impact of higher input costs**
 - Strategies include price adjustments and improvements to operational efficiency across our supply chain
 - During this period, our strength in innovation has enabled us to optimize cost savings without compromising the quality and taste profile of our products
- **The current environment, along with the rising cocoa and chocolate prices, will present challenges in both demand and cost, potentially affecting profitability. Nonetheless, we remain focused on the long-term success of our business as we work through these hurdles**
- **Our solid business foundation, which includes well-established brands in our markets, a culture of innovation, deep expertise in the cocoa and chocolate sector, strong distribution networks, a healthy balance sheet, and consistent cash flow, will continue to play an important role in navigating the present landscape**
- **While the future remains uncertain due to the complexities of these dynamics, we will continue to closely monitor the situation and make any necessary adjustments to stay on track**

Appendices



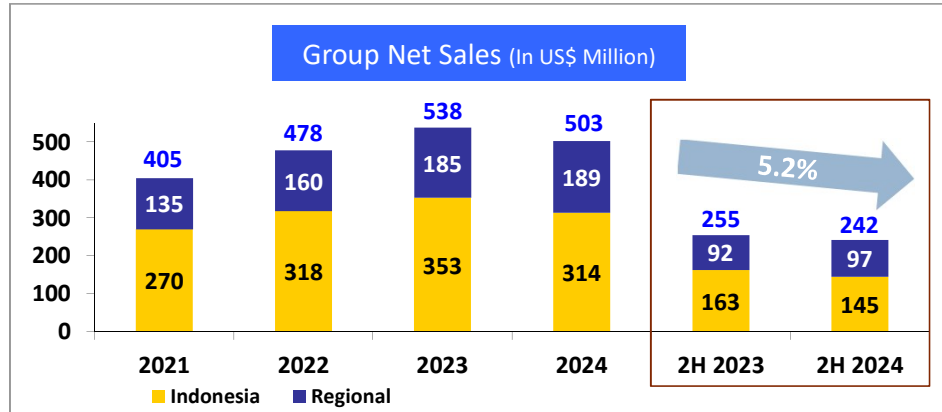
Group Financial Highlights

● ● Our 2H and FY2024 Performance (in greater detail)

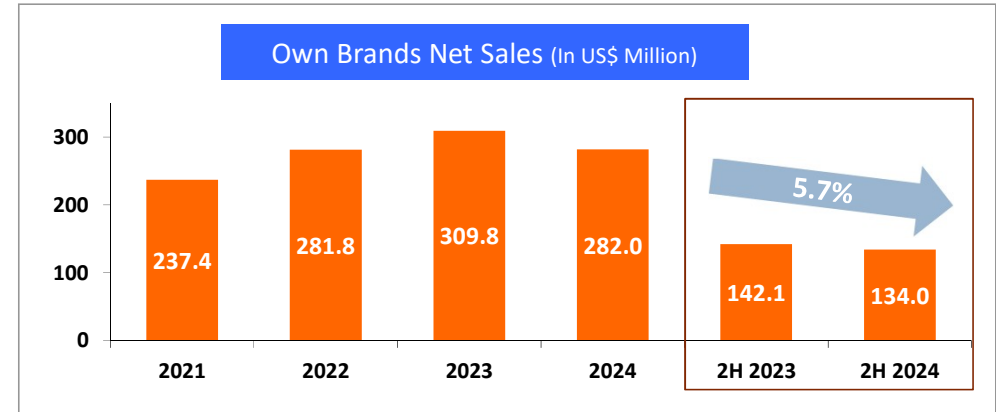


(In US\$ Million)	2H 2024	2H 2023	Y-o-Y change	Local Currency Performance (Y-o-Y change)	FY2024	FY2023	Y-o-Y change	Local Currency Performance (Y-o-Y change)
Net Sales	241.8	255.2	▼ 5.2%	▼ 4.6%	502.7	538.2	▼ 6.6%	▼ 3.9%
<i>Indonesia</i>	144.5	163.0	▼ 11.3%	▼ 8.9%	314.3	353.1	▼ 11.0%	▼ 7.5%
<i>Regional Markets</i>	97.3	92.2	▲ 5.5%	▲ 2.9%	188.4	185.1	▲ 1.8%	▲ 2.9%
Gross Profit (GP)	62.6	70.6	▼ 11.3%	▼ 10.5%	137.8	153.2	▼ 10.1%	▼ 7.3%
GP Margin	25.9%	27.7%	▼ 1.8% pt	▼ 1.8% pt	27.4%	28.5%	▼ 1.1% pt	▼ 1.0% pt
EBITDA	27.5	34.5	▼ 20.2%	▼ 18.2%	60.3	74.5	▼ 19.0%	▼ 15.4%
EBITDA Margin	11.4%	13.5%	▼ 2.1% pt	▼ 1.9% pt	12.0%	13.8%	▼ 1.8% pt	▼ 1.6% pt
PATMI	14.4	21.1	▼ 31.7%	▼ 29.5%	33.9	46.3	▼ 26.6%	▼ 22.9%

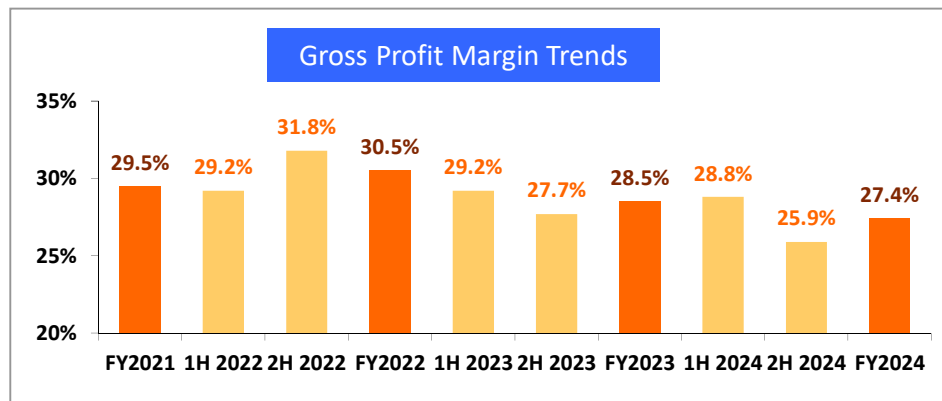
●● Group Financial Highlights



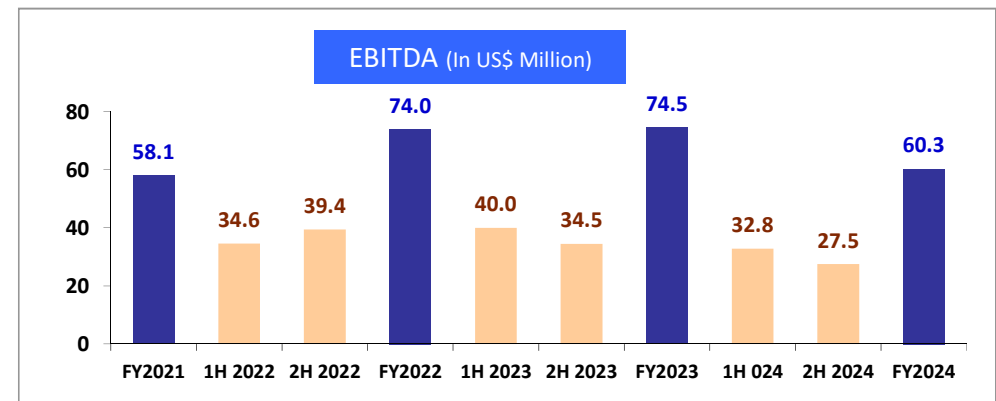
- FY2024 decrease in Indonesia mainly from weaker Indonesia Rupiah and termination of an agency brand
- Increased Regional Markets from growth in Malaysia and the Philippines



- FY2024 decline in Own Brands Net Sales primarily in Indonesia from impact of weaker Rupiah, and higher promotional investment



- FY2024 gross profit margin reflected impact from stronger US Dollar on imported raw material costs



- Lower 2H and FY2024 EBITDA from lower Net Sales, reduced gross profit margin and higher operating costs

Balance Sheet & Cash Flow Analysis

●● Balance Sheet Analysis (Figures are at period end)



(In US\$ Million)	31 Dec 2024	31 Dec 2023	Comments
Cash and Cash Equivalents	43.8	59.4	▪ Decrease mainly attributed to capital expenditures and dividend payouts
Trade Receivables	86.3	88.8	
Inventories	131.8	115.9	▪ Inventories at year-end to meet anticipated sales for Valentine's Day and the Lebaran festivities
Other Assets	36.8	38.5	
Fixed Assets, Intangible Assets & Investments	129.5	118.3	▪ Reflects capital investment over past two years
Total Assets	428.2	420.9	
Trade Payables	57.4	45.1	▪ In line with higher inventories
Other Liabilities	81.4	76.9	
Total Borrowings	24.8	32.7	
Working Capital Facilities/Trade Finance	19.8	25.6	
Term Loan	5.0	7.1	
Total Equity	264.6	266.2	
Key Ratios			
Current Ratio	1.95	2.16	
Return on Equity	12.8%	18.1%*	
Inventory Days	124	110	
Receivables Days	64	54	
Payable Days	51	45	

* Relates to FY2023 audited figures.

●● Cash Flow Applications



- ❖ In FY2024, we generated strong operating cash flow from tighter management of working capital

(In US\$ Million)	31 Dec 2024
EBITDA	60.3
Changes in Operating Cash Flow	
Decrease in Working Capital	10.8
Tax Expense Paid	(21.2)
Interest Income Received	2.7
Operating Cash Flow	52.6
Capital Expenditure	(27.5)
Advance for purchase of PPE	(1.1)
Free Cash Flow	24.0
Other Investing Activities	(0.2)
Financing Activities:	
Repayment of Borrowings, Net of Proceeds	(7.0)
Repayment of Working Capital Financing	(4.5)
Interest Expense Paid	(1.4)
Dividend Payment	(26.5)
Net Cash Movement	(15.6)

Thank You
