



FY 2021 UNAUDITED EARNINGS PRESENTATION

March 24, 2022

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Our corporate aspirations

We acknowledge:

Food we produce and consumers consume impact not only our health, but also the health of the environment



Monde Nissin

We acknowledge:

It will be impossible to feed the growing global population if we do not change the way we produce and consume food

We aspire to improve the well-being of people and the planet, and create sustainable solutions for food security

Section 1



Full Year 2021 Financial Performance

Consolidated & APAC BFB

Full year revenue increased 2.0%; core net margin at ownership resilient in the face of macroeconomic challenges

PHP mn	Q4 2021	Reported Change YoY	FY 2021	Reported Change YoY
Net Sales	17,836	+1.4%	69,284	+2.0%
APAC BFB	13,723	+0.9%	54,039	+2.1%
Meat Alternative	4,113	+3.2%	15,245	+1.4%
Gross Profit	5,995	-6.3%	25,592	-3.5%
<i>Gross margin (%)</i>	<i>33.6%</i>	<i>-2.8ppts</i>	<i>36.9%</i>	<i>-2.1ppts</i>
Core EBITDA¹	1,913	-27.5%	13,192	-15.2%
<i>Core EBITDA margin (%)</i>	<i>10.7%</i>	<i>-4.3ppts</i>	<i>19.0%</i>	<i>-3.9ppts</i>
Core Net Income²	1,070	-19.2%	8,316	-11.3%
<i>Core net margin (%)</i>	<i>6.0%</i>	<i>-1.5ppts</i>	<i>12.0%</i>	<i>-1.8ppts</i>
Core Net Income at Ownership³	1,070	-6.0%	8,186	-5.4%
<i>Core net margin at ownership (%)</i>	<i>6.0%</i>	<i>-0.5ppts</i>	<i>11.8%</i>	<i>-0.9ppts</i>
Non-Core Items	(213)	-85.9%	(5,133)	+290.7%
Reported Net Income	856	N/M	3,183	-60.5%
<i>Reported net margin (%)</i>	<i>4.8%</i>	<i>+7.0ppts</i>	<i>4.6%</i>	<i>-7.3ppts</i>

- Pricing actions, favorable forex, and balanced categories drive full year growth
- Core net margin at ownership remains resilient despite high commodity prices and higher OpEx from continued investments in strategic priorities
- Reported net income decline due to 1H one offs including Arran convertible note and IPO-related expenses

¹ Core EBITDA = EBITDA – IPO-related expenses – convertible notes

² Core net income = operating profit after tax

³ Core net income at ownership = core net income – non-controlling interest

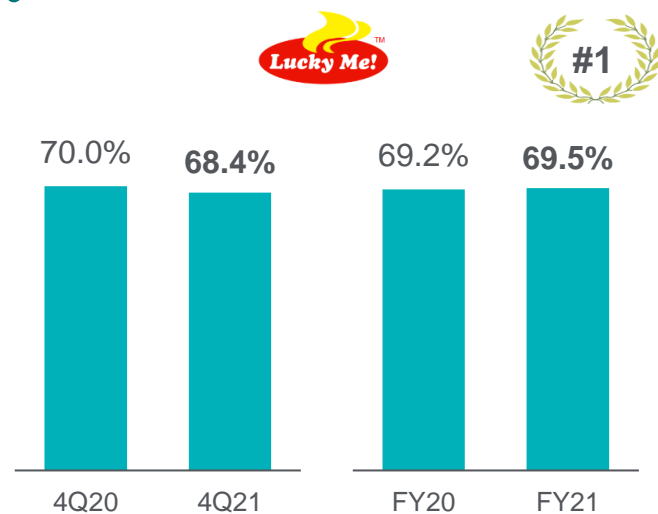
APAC BFB: Positive full year growth driven by double-digit increase in International, with modest growth in Domestic

PHP mn	Q4 2021	Reported Change YoY	FY 2021	Reported Change YoY
Net Sales	13,723	+0.9%	54,039	+2.1%
Gross Profit	4,656	-8.0%	19,565	-6.5%
<i>Gross margin (%)</i>	<i>33.9%</i>	<i>-3.3ppts</i>	<i>36.2%</i>	<i>-3.3ppts</i>
Core EBITDA¹	1,887	-10.2%	11,721	-11.7%
<i>Core EBITDA margin (%)</i>	<i>13.8%</i>	<i>-1.7ppts</i>	<i>21.7%</i>	<i>-3.4ppts</i>
Core Net Income²	1,189	+3.0%	7,665	-7.4%
<i>Core net margin (%)</i>	<i>8.7%</i>	<i>+0.2ppts</i>	<i>14.2%</i>	<i>-1.5ppts</i>

- Volumes for Noodles sustained year-on-year given programs to maintain pandemic gains
- Biscuits recover in Q4 due to in-home usage campaigns and easing mobility restrictions
- Strong International growth despite continued shipping challenges
- Price increases in 2H 2021 mitigate margin pressures from continuing commodity cost pressures and normalizing A&P
- Further pricing action in Q1 2022 mainly due to higher commodity spot prices in Q4

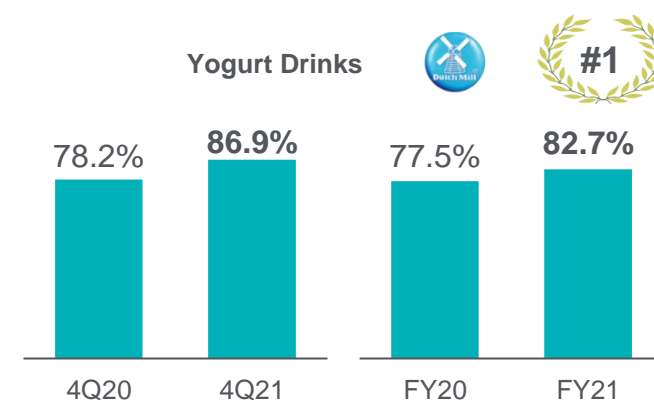
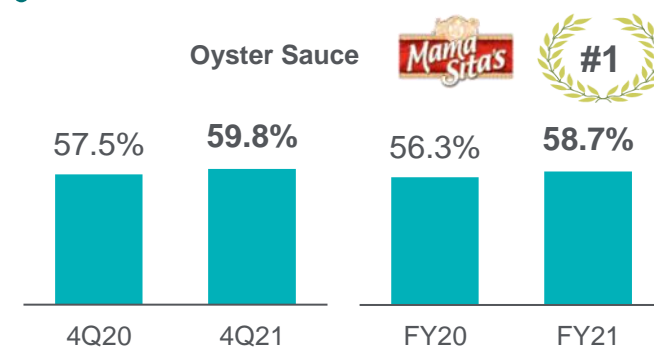
APAC BFB: Continued market leadership reflects strength of brands and consumer trust amidst the pandemic

Noodles

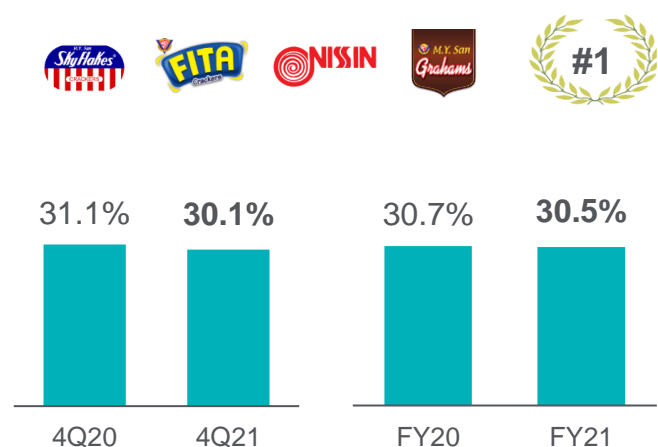


Milky Me Variants

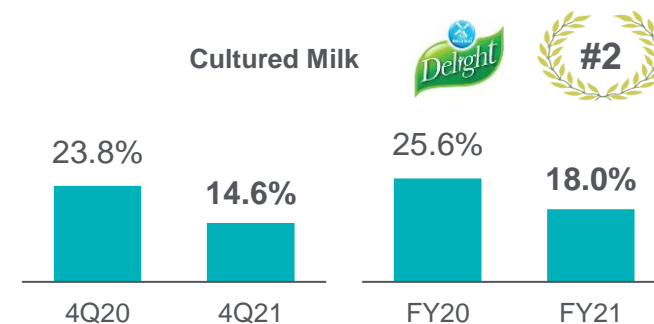
Others



Biscuits



Recovery from increased mobility



Section 2

Full Year 2021 Financial Performance

Meat Alternative



Meat Alternative: Modest sales growth reflects macroeconomic conditions and favorable forex effect; good annual gross profit margin despite inflationary impact in Q4

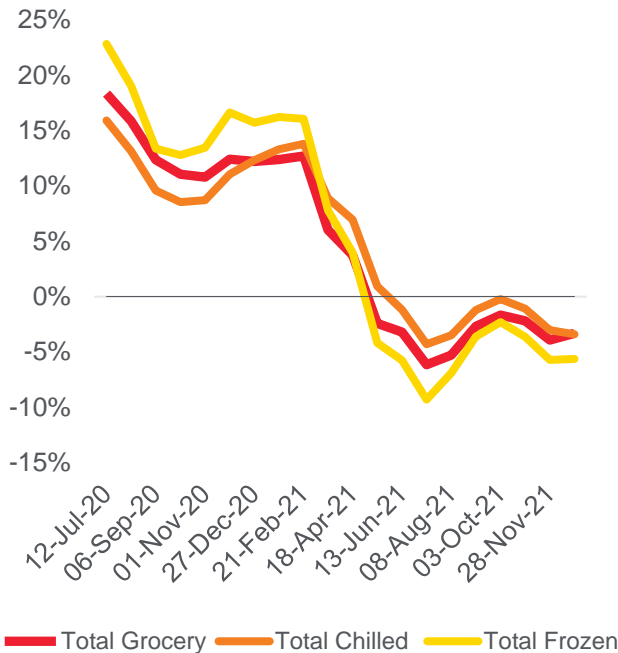
PHP mn	Q4 2021	Reported Change YoY	FY 2021	Reported Change YoY
Net Sales	4,113	+3.2%	15,245	+1.4%
Gross Profit	1,339	+0.5%	6,027	+8.1%
<i>Gross margin (%)</i>	<i>32.6%</i>	<i>-0.9ppts</i>	<i>39.5%</i>	<i>+2.4ppts</i>
Core EBITDA¹	26	-95.2%	1,471	-35.6%
<i>Core EBITDA margin (%)</i>	<i>0.6%</i>	<i>-12.8ppts</i>	<i>9.7%</i>	<i>-5.5ppts</i>
Core Net Income²	(120)	-171.0%	651	-41.0%
<i>Core net margin (%)</i>	<i>-2.9%</i>	<i>-7.1ppts</i>	<i>4.3%</i>	<i>-3.1ppts</i>

- Challenging macroeconomic conditions resulted in full-year revenue declining 3.9% on an organic basis
- Growth in reported sales driven by forex and stronger foodservice performance of +69% in Q4 and +36% for full year
- Q4 gross profit at 32.6% primarily due to cost inflation; 78% of inflation covered by UK retail CPI in 1Q22, price increases in other BUs in progress, further inflationary pressures to be addressed
- Core EBITDA lower due to cost inflation particularly in Q4 and planned increased investment in marketing and development to drive future growth

Meat Alternative: Continued near-term market challenges but long-term need for alternative protein source remains

UK grocery market remains in decline

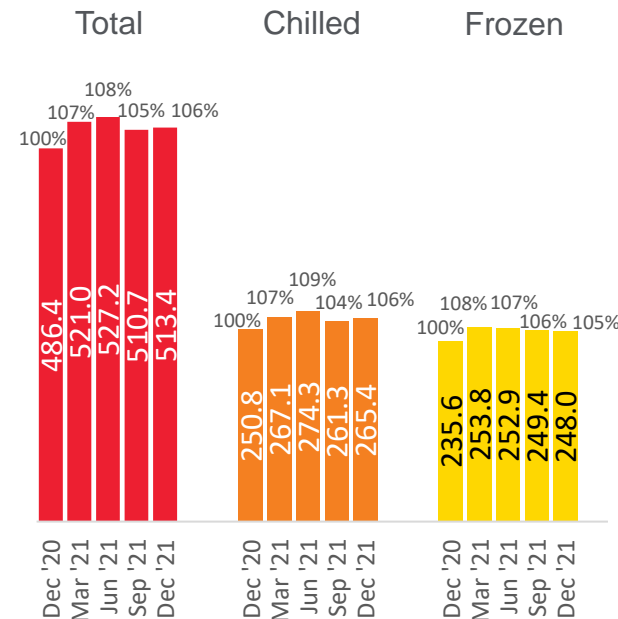
Total Grocery Market
Annual Growth trend by month



- Adjusted shopper habits
- Out-of-home eating has increased
- Basket size at retailers dropped 8% year-on-year¹

Retailers paused increasing shelf space to meat alternatives

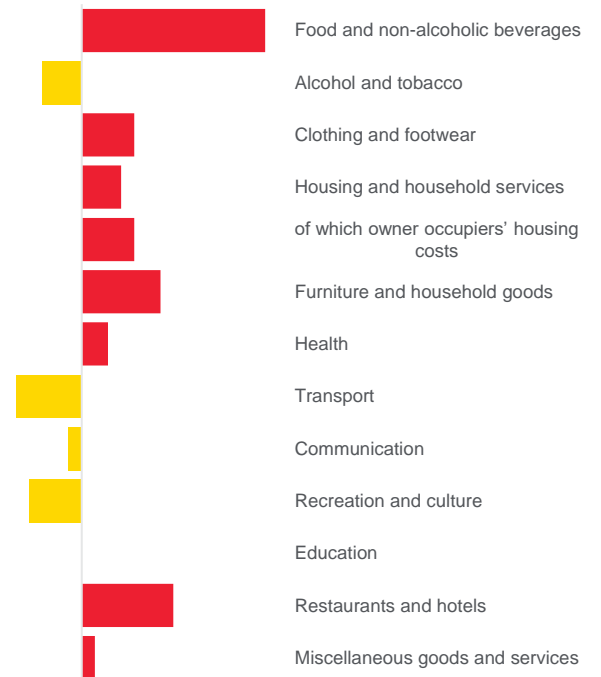
Total Points of Distribution (PODs)
in 000s and Indexed to Dec 2020²



- Steady number of PODs since increase in Q1
- PODs accelerated in Tesco by 46%, with declines in Morrisons, Waitrose, Co-op
- Meat alternative market stalled in 2H





Consumer inflation driven by food and energy

Relative Contribution to 4.8%
Inflation (Dec 2021)












- Food and beverages are the largest contributor to UK inflation in December 2021
- Consumers will feel the effect of energy, and tax increases will fuel inflation across 1H 2022

Meat Alternative: Supply chain has elements of exposure to current geopolitical situation

Area of Supply	Area of Supply	Cost Risk	Supply Risk
 Wheat (glucose)	Three glucose suppliers and relies on wheat. Wheat source is local, <200km from processing plants. Forward cover on glucose is to end 2022. Risk of suppliers invoking "force majeure."	Med	Med
 Egg albumin (binder)	Sourced from 3 European suppliers in France, Spain, and the Netherlands. Forward cover to end 2022. Small risk of suppliers invoking "force majeure."	Med	Med
 Other materials	Sunflower oil sourced from Ukraine source. Switch to UK rapeseed oil in progress but high demand. Cover in place to September but challenging market situation.	Med	Med / High
	Pricing of plastics packaging linked to oil, therefore significant increase expected at contract renewal in 2H 2022.	Med	Low
 Power	Gas only used at Stokesley to power CHP, can switch to electricity. Significant price hike for electricity - Belasis can only buy at spot, Stokesley and Methworld out of contract in Q2. Costs for ammonia*, LPG, nitrogen, CO2* all increasing, linked to gas price.	High	Low / *Med
 Logistics	Third-party providers reliant on electricity, labor, and truck fuel. Cost structure already includes fuel escalator so their increases will pass through to Quorn Foods.	High	Low
 Consumers	Current stock holding (WIP and finished goods) at 4 months' supply	N/A	N/A
 Staff	We have an engaged workforce with a unifying purpose	Low	Low

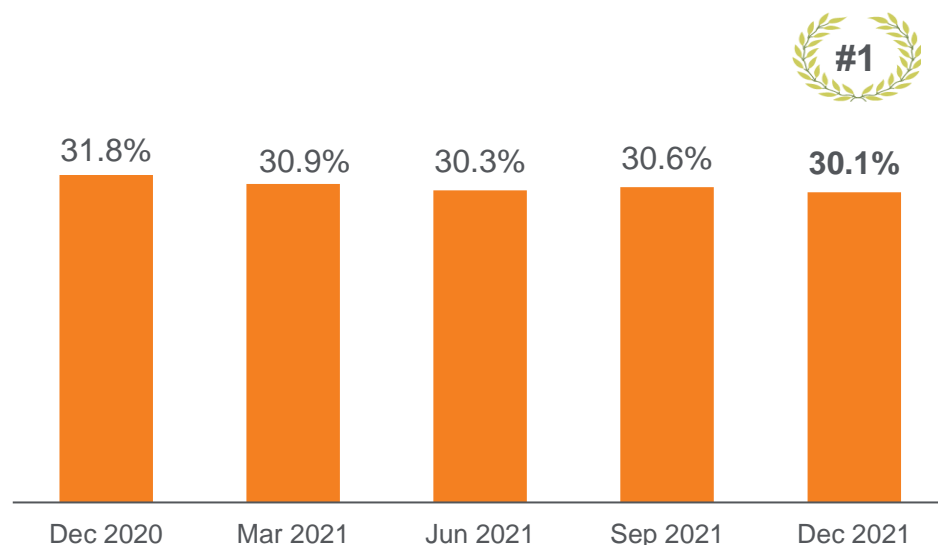
Meat Alternative: Quorn is the strongest UK meat alternative brand

Brand	Share (Chilled / Frozen)	Awareness (Prompted / Current purchase)	Repeat Purchase
	20.2% / 34.3%	88% / 50%	36%
	7.2% / nil	31% / 11%	22%
	1.5% / 20.5%	70% / 28%	19%
	8.3% / 2.2%	45% / 15%	21%
	4.0% / nil	17% / 3%	20%
	1.8% / N/A	N/A	12%
	1.3% / 0.0%	19% / 3%	17%
	3.0% / N/A	12% / 2%	17%
	2.7% / N/A	N/A	19%

- Quorn Foods will continue to build on its loyal consumer base by providing great tasting food, engaging and exciting consumers through advertising and new innovative products, and seeking ways to offer value to consumers as they face a financial squeeze

Meat Alternative: Quorn Foods' UK retail market share stable through 2021 with increased points of distribution

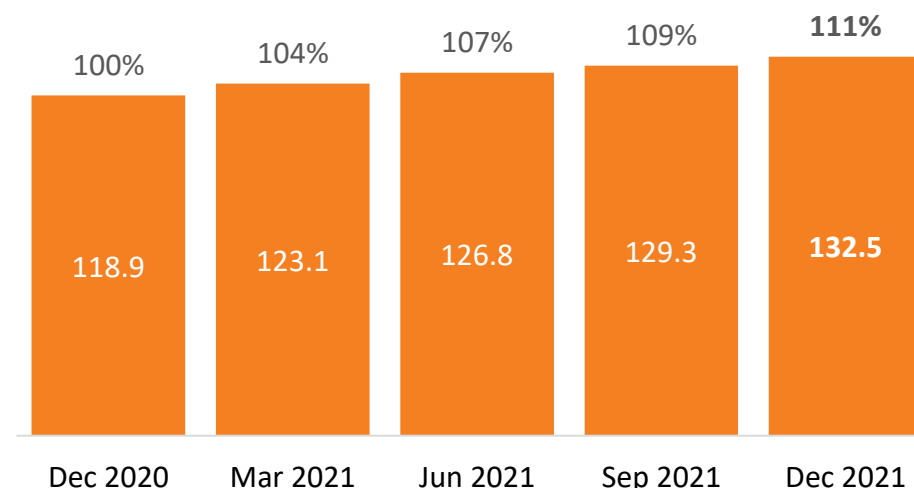
UK (Total) Retail Market Share¹



- UK market share broadly stable through 2021
- Chilled declined slightly to 27.4% with new brands taking share
- Frozen steady through year with other brands stealing share from private label

UK Retail Points of Distribution

12-week Average in 000s and Indexed to Dec 2020



- Total distribution grew by 11% across 2021 with significant gains in Tesco (+46%) more than compensating for losses in Sainsbury's (-12%)
- Chilled distribution grew by 3% across 2021 which was lower than the rest of the market (+6%)
- Strong performance in frozen distribution as it grew by 24% (rest of the market is flat)
- Quorn Food's share of total meat-free distribution grew by 1.4ppts to 25.8%

Meat Alternative: Significant UK launches in January 2022 with great visibility in store

New Product Developments



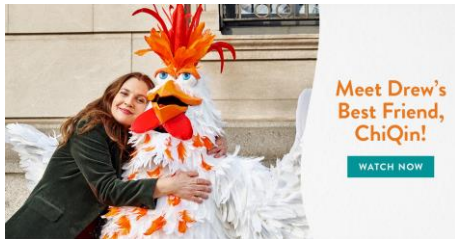
In-Store Visibility



- In terms of in-store rates of sale, Quorn's new products command 7 of the top 11 products, including #1 Crunchy Fillet Burgers, #2 Brilliant Bangers, #4 Garlic & Herb Bites, and #5 Sweet Chilli Mini Fillets

Meat Alternative: US foundation being laid to deliver growth

Awareness



- +1.4% increase in unaided brand awareness with women versus last read
- New advertising campaign launched in February 2022

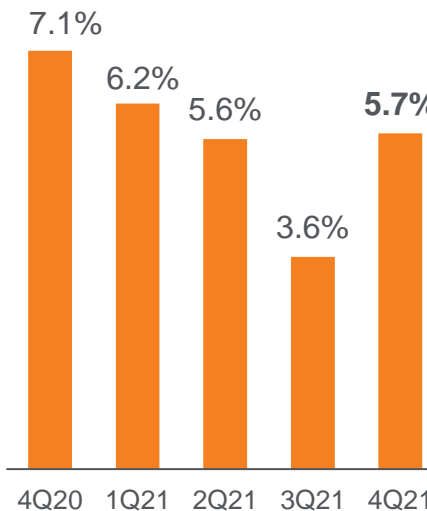
New Product Development



- Kantar Product of the Year Award
- 23% ROS increase in January 2022 versus October 2021 with Kroger, Stop & Shop, and Publix all above 2.0 per week

Market Share¹

US Frozen Retail Market Share



- Retail frozen share increased in 4Q21 versus 2Q21

Channel



- \$1.7 million in 2022
- As of March, Quorn will be the only meatless chicken nugget in Costco with distribution in 3 regions
- BJ's national set up underway – expected on shelf by April

Meat Alternative: QSR and UK foodservice progressing well; Q4 sales +69% with full year at 36%

KFC



Samples in Progress	Australia, India
Samples Received	LATAM, Malaysia, Taiwan, Philippines
Trial	France
Limited Time Offer	CEE, MENA
Limited Time Offer to Maintenance	Germany, Switzerland, Austria, Denmark, Netherlands
Launched	UK

Foodservice

Foodservice Companies



Health

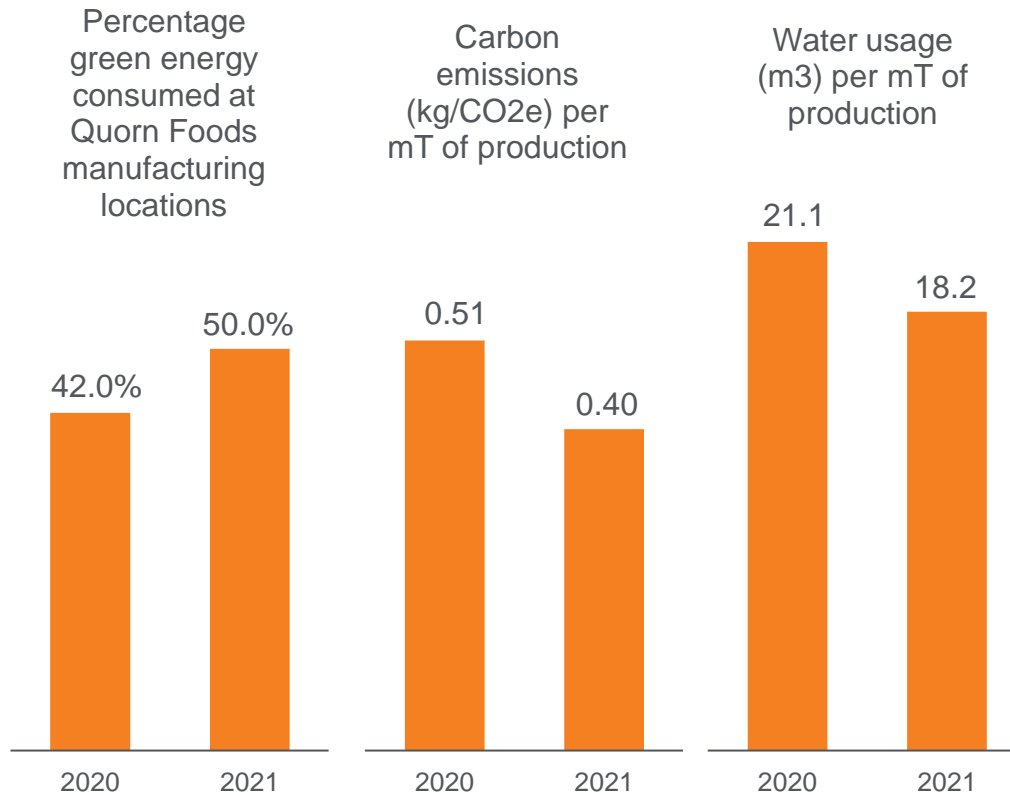


Education



Meat Alternative: Sustainability metrics improved through 2021 as half the energy used in 2021 was “green”

Green Energy



- 87% of energy used to produce mycoprotein is from green sources
- Energy from green sources in 4Q21 was 63%

Carbon Neutrality



- 100% of Cauldron products are certified carbon neutral from January 2022
- Cauldron is the first plant-based brand to certify as carbon neutral

Section 3

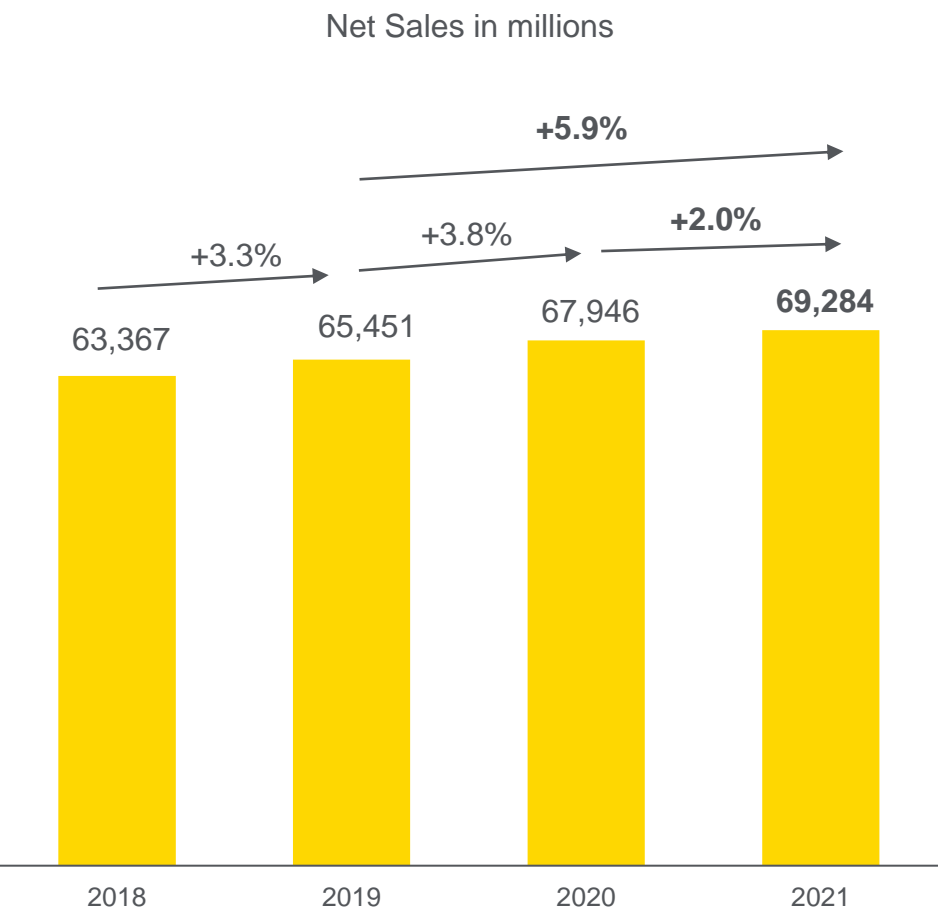


Management Approach to Short-Term Macroeconomic Headwinds

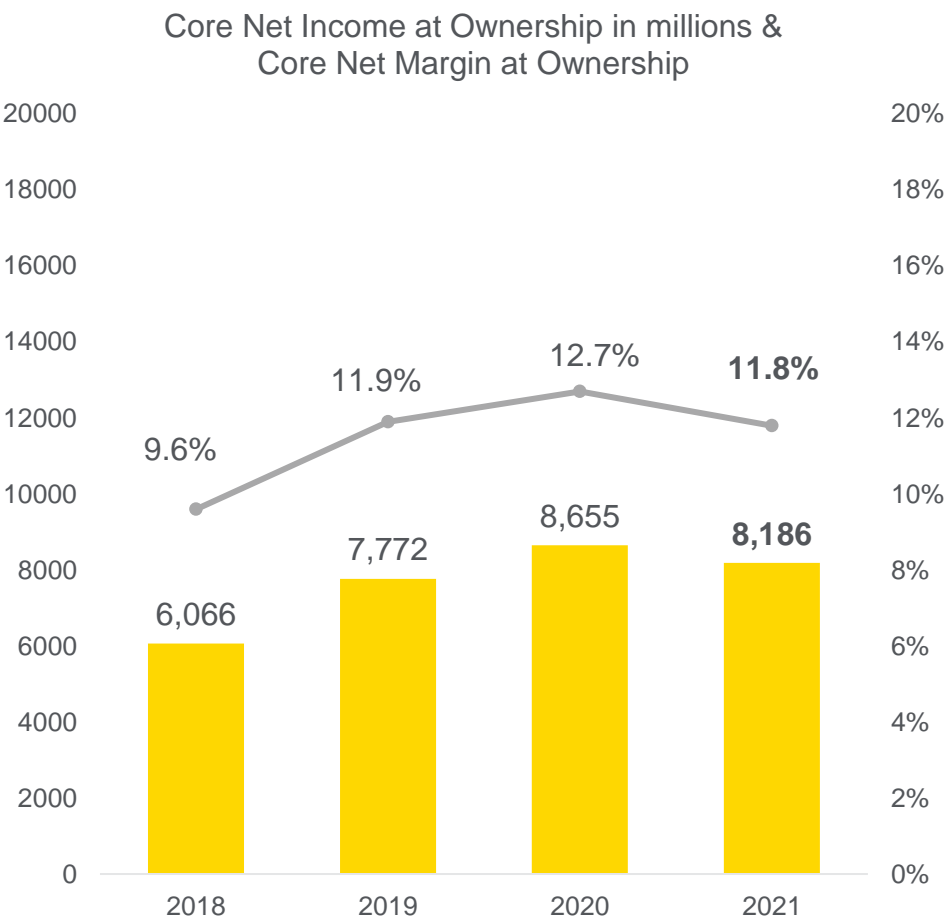


Stability in top and bottom line performance

Sales continued to grow;
+5.9% versus 2019 pre-pandemic

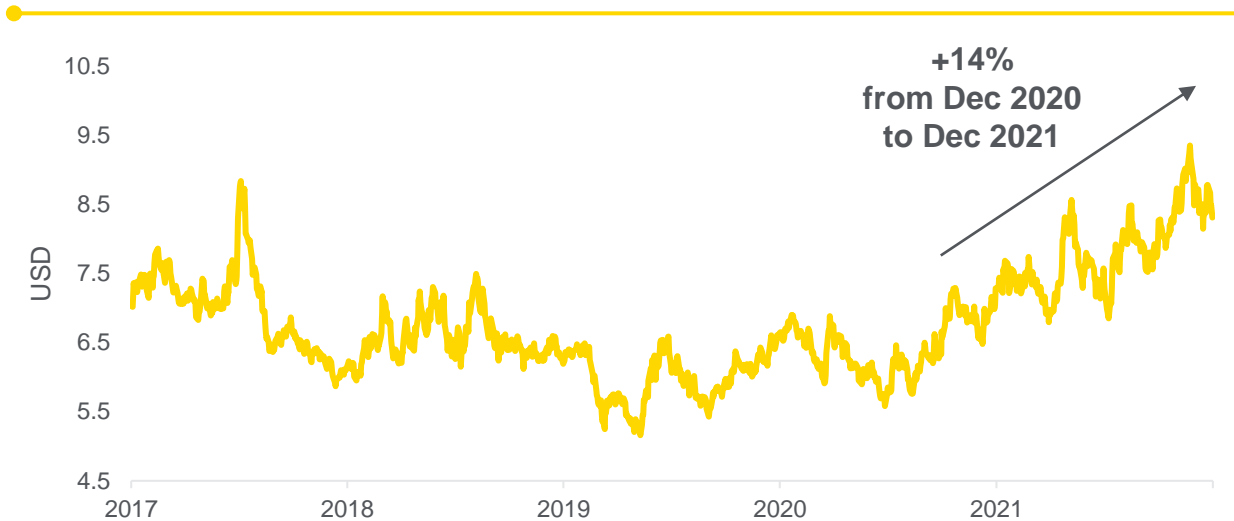


Core net income at ownership resilient
despite commodity pressures and reinvestments
to maintain pandemic gains and long-term growth



Commodity prices end with double-digit surge year-on-year

Wheat¹



- Raw materials constitute 50% of COGS; wheat and palm oil together make up 40-45% of raw materials costs
- Majority of wheat procured from North America; crude palm oil sourced from Southeast Asia

Palm Oil²

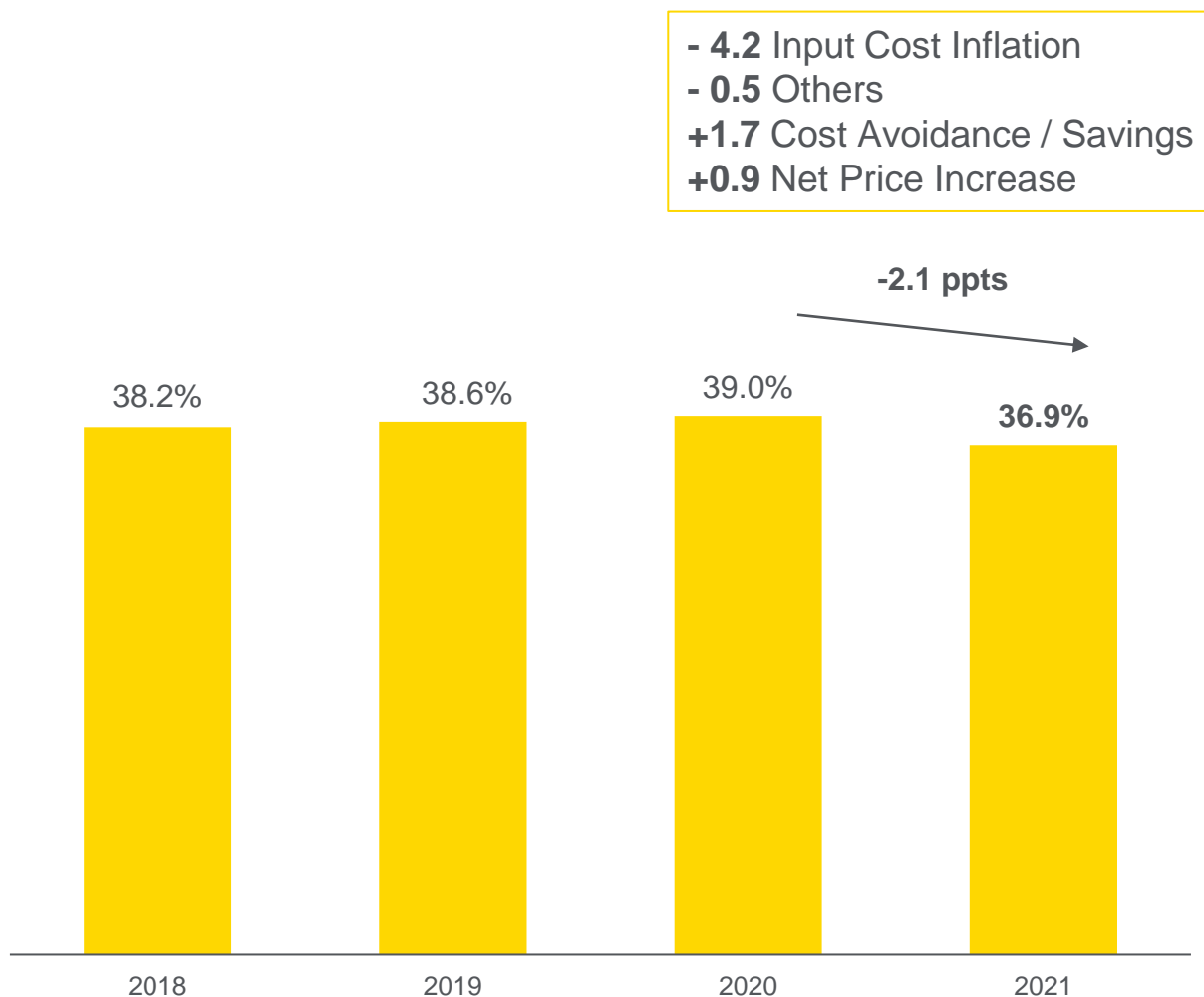


¹ Source: Bloomberg Wheat Subindex (Bloomberg), 1-year as of 31 December 2021

² Peninsular Malaysian Palm Oil Board Crude Palm Oil FOB Spot Price, 1-year as of 31 December 2021

Unprecedented commodity pressures halted gross margin improvement, mitigated by stepped pricing actions and significant improvement in sourcing productivity

Annual Gross Margin

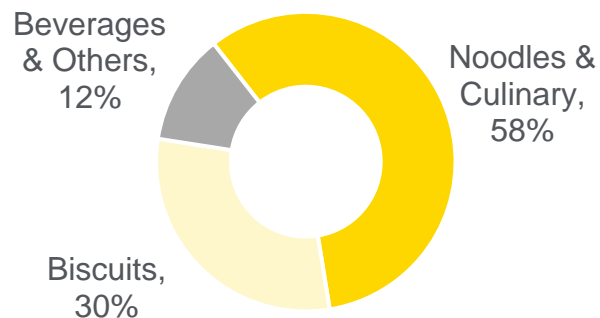


- Effective forward buying and hedging of key commodities; wheat, palm oil, and coconut oil resulted to around Php 1.1 billion cost avoidance year-on-year
- Proactive supplier management and development of alternative suppliers
- Stepped pricing actions for APAC BFB implemented in 2H 2021 and Q1 2022, taking into account difficult consumer situations
- Price increase for Meat Alternative taken in Q1 2022

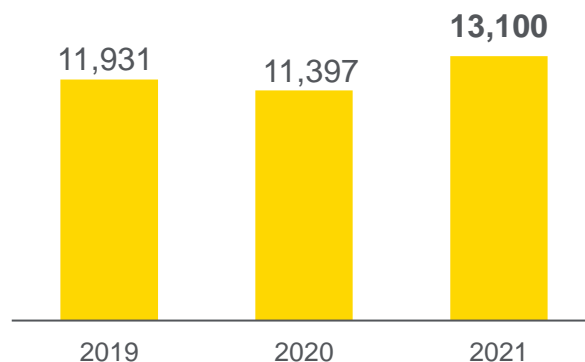
Solid fundamentals to navigate extreme volatility

Our products are largely staple

Philippine Business by Segment



Solid operating cash flow



Strong cash profile

₱13.9bn

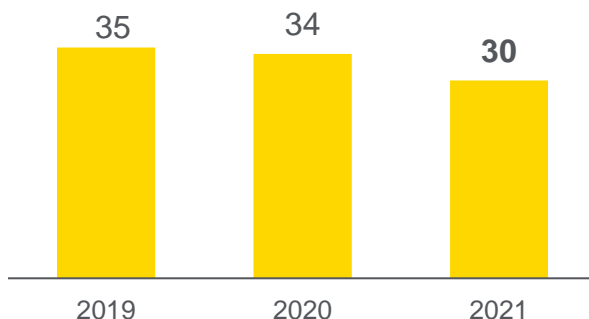
December 2021 Cash & Cash Equivalent
Includes ₱6.9bn from IPO

\$95.4mn

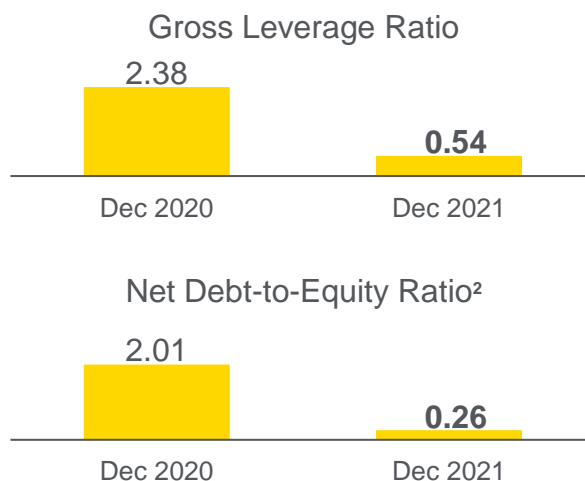
Of which, healthy dollar position
equivalent to 7 months import fund requirements¹

Better collection efforts

Days Sales Outstanding
for MNC PH



Healthy ratios



Flexible cost base

Cost Structure



2022 focus continues to be supporting our consumers and investing in long-term growth amidst supply chain constraints and rising costs (1/3)

Demand

APAC BFB

- Strong start in Q1; Domestic posted low double-digit growth for February year-to-date
- Backlog from Typhoon Odette cleared
- Demand improving as restrictions ease

Meat Alternative

- Meat alternative markets flat or in decline in Q1
- UK share growth seen in February but not enough to counter sluggish market
- High consumer inflation
- Upcoming UK personal tax increases

Q1 2022 Economic Environment

Management Response

- Committed to continue strategic investment but will evaluate the pace of investment
- Drive more consumption moments
- Further improve visibility and availability
- New products and assortment expansions
- Capitalize solid distribution capability and expansion made in past 2 years (265k general trade, 8k modern trade)

- Drive penetration, new consumers, and repeat purchases through advertising, increased distribution, and strong performing new product developments in the UK, as well as brand awareness program in the US
- UK foodservice capitalizing on out-of-home recovery
- Continued development of QSR customers

2022 focus continues to be supporting our consumers and investing in long-term growth amidst supply chain constraints and rising costs (2/3)

Supply Chain Constraint

	APAC BFB	Meat Alternative
Q1 2022 Economic Environment	<ul style="list-style-type: none">• Tight supply for key ingredients and alternatives• Container shortages and logistical challenges• “Force majeure” risk• Possible delay in innovation due to electronic shortage	<ul style="list-style-type: none">• Glucose and sunflower oil as key risk areas• Energy supply generally good but risks around coolants such as ammonia and CO2• “Force majeure” risk
Management Response	<ul style="list-style-type: none">• Secure materials to ensure supply availability• Prioritize core SKUs and domestic business	<ul style="list-style-type: none">• Maintain security of supply through increased inventory of raw materials and finished goods• Switch supply of frying oil to UK supplier• Contracting forward where possible (currently c.70% raw materials covered to year end)

2022 focus continues to be supporting our consumers and investing in long-term growth amidst supply chain constraints and rising costs (3/3)

Input Cost Inflation

	APAC BFB	Meat Alternative
Q1 2022 Economic Environment	<ul style="list-style-type: none"> Significant inflation in wheat/flour, edible oils, and energy costs 	<ul style="list-style-type: none"> Significant increases in energy costs filtering through to logistics, third-party manufacturers, and raw materials
Management Response	<p>Cost containment</p> <ul style="list-style-type: none"> Locked in prices and hedged wheat until end of Q3, palm oil until end of Q2 Locked in lower energy cost from sustainable source by Q3 Stockpile USD for natural hedge versus PHP depreciation <p>Cost improvement and efficiencies</p> <ul style="list-style-type: none"> Accelerate ongoing productivity in operations – Php 900 million target savings from supply network redesign and process improvement Optimize brand building and other discretionary spend <p>Pricing</p> <ul style="list-style-type: none"> Philippine retail price increase landed in January; price actions to recover inflation in peso terms net of cost initiatives 	<p>Cost containment</p> <ul style="list-style-type: none"> Forward contracts for raw materials Review of promotional dynamics <p>Cost improvement and efficiencies</p> <ul style="list-style-type: none"> Review of investment plans in SG&A underway Reduce reliance on third-party manufacturers by accelerating plans to in-house core volumes Optimize discretionary spend with recruitment currently paused <p>Pricing</p> <ul style="list-style-type: none"> UK retail price increase landed in January; further price actions to recover inflation in sterling being worked through



Q&A

Section 4

Appendix



Key takeaways



1

Consolidated revenue grew 2.0% for the full year 2021 as Q4 net sales reached a new all-time quarterly high despite a challenging base in 2020.



2

APAC BFB: FY net sales increased 2.1% as the international business grew 21.5% despite continued shipping challenges. Domestic business posted 1.0% growth given sustained volumes for noodles as of year-end and recovering biscuits segment in Q4 with 3.2% growth.



3

Meat Alternative: Challenging macroeconomic conditions resulted in FY revenue declining 3.9% on an organic basis; favorable foreign exchange variance reverses this to a 1.4% increase. There continues to be softened sales in the retail segment, particularly in frozen; while foodservice growth in Q4 was the strongest for a quarter, surging 69%.



4

FY consolidated gross margin remained resilient at 36.9%, while core EBITDA decreased by 15.2% to Php 13.2 bn, due to the continued high-inflation environment and brand-building activities through advertising and promotion.

5

FY core net income at ownership was cushioned by lower tax rate, resulting in a softer decline of 5.4% to Php 8.2 bn.

Consolidated P&L Summary

PHP mn	FY 2020	FY 2021	Reported Change YoY	4Q 2020	4Q 2021	Reported Change YoY
Revenue	67,946	69,284	+2.0%	17,587	17,836	+1.4%
Cost of Goods Sold	41,440	43,692	+5.4%	11,192	11,841	+5.8%
Gross Profit	26,506	25,592	-3.5%	6,395	5,995	-6.3%
Core Operating Expenses ¹	13,409	15,095	+12.6%	4,593	4,707	+2.5%
Core EBITDA ²	15,552	13,192	-15.2%	2,638	1,913	-27.5%
Core Net Income ³	9,380	8,316	-11.3%	1,324	1,070	-19.2%
Core Net Income at Ownership ⁴	8,655	8,186	-5.4%	1,138	1,070	-6.0%
Reported Income after Tax	8,066	3,183	-60.5%	(379)	856	N/M

¹ Core Operating Expenses = operating expenses – IPO-related expenses

² Core EBITDA = EBITDA – IPO-related expenses – convertible notes

³ Core net income = operating profit after tax

⁴ Core net income at Ownership = core net income – non-controlling interest

APAC BFB P&L Summary

PHP mn	FY 2020	FY 2021	Reported Change YoY	4Q 2020	4Q 2021	Reported Change YoY
Revenue	52,911	54,039	+2.1%	13,603	13,723	+0.9%
Cost of Goods Sold	31,983	34,474	+7.8%	8,540	9,067	+6.2%
Gross Profit	20,928	19,565	-6.5%	5,063	4,656	-8.0%
Core Operating Expenses ¹	9,462	9,897	+4.6%	3,548	3,236	-8.8%
Core EBITDA ²	13,269	11,721	-11.7%	2,102	1,887	-10.2%
Core Net Income ³	8,276	7,665	-7.4%	1,155	1,189	+3.0%

Meat Alternative P&L Summary

PHP mn	FY 2020	FY 2021	Reported Change YoY	4Q 2020	4Q 2021	Reported Change YoY
Revenue	15,035	15,245	+1.4%	3,984	4,113	+3.2%
Cost of Goods Sold	9,457	9,218	-2.5%	2,652	2,774	+4.6%
Gross Profit	5,578	6,027	+8.1%	1,332	1,339	+0.5%
Core Operating Expenses ¹	3,947	5,198	+31.7%	1,045	1,471	+40.8%
Core EBITDA ²	2,283	1,471	-35.6%	536	26	-95.2%
Core Net Income ³	1,104	651	-41.0%	169	(120)	-171.0%

Cash Flow Summary

PHP mn	FY 2020	FY 2021
Income before Income Tax	11,725	4,825
Depreciation & Amortization	2,303	2,471
Derivative Loss (Gain)	(99)	2,258
Loss on Convertible Note Redemption	-	1,579
Interest Expense	1,786	1,569
Change in Working Capital	(1,056)	824
Others	253	79
Cash Generated from Operations	14,912	13,605
Income Tax Paid & Interest Received	(3,515)	(505)
Operating Cash Flow	11,397	13,100
Additions to Financial Assets at Fair Value through Profit or Loss	-	(7,401)
Additions to PPE	(3,753)	(5,307)
Proceeds from Termination of Financial Assets at Fair Value through Profit or Loss	-	7,413
Others	(731)	(215)
Investing Cash Flow	(4,484)	(5,510)
Loans	(4,336)	(22,791)
Convertible Note	-	(13,352)
Interest	(1,477)	(1,410)
Issuance of capital stock ¹	-	48,930
Acquisition of non-controlling interest	-	(1,823)
Dividends	(3,510)	(10,061)
Others	(927)	1,340
Financing Cash Flow	(10,250)	833
Net Change in Cash	(3,337)	6,758
Ending Cash	7,093	13,926
Free Cash Flow	11,159	8,298

Free Cash Flow & Working Capital

Free Cash Flow & Conversion Cycle Days

PHP mn

17D 21D

11,159

8,298

FY20

FY21

Inventory & Days Inventory Outstanding

PHP mn

53D 61D

6,073

8,574

FY20

FY21

Trade Receivables & Days Sales Outstanding

PHP mn

36D 33D

6,457

6,249

FY20

FY21

Accounts Payable & Days Payables Outstanding

PHP mn

72D 74D

10,141

11,158

FY20

FY21

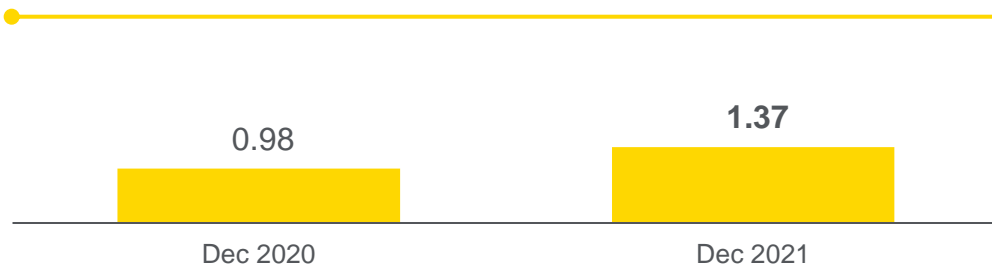
Balance Sheet Summary

PHP mn	FY 2020	FY 2021
Cash and Cash Equivalents	7,093	13,926
Trade and Other Receivables	6,457	6,249
Inventories	6,073	8,574
Others	972	1,884
Current Assets	20,595	30,633
Intangible Assets	33,600	35,647
Property, Plant and Equipment	26,637	29,952
Others	3,570	3,624
Non-Current Assets	63,807	69,223
Total Assets	84,402	99,856

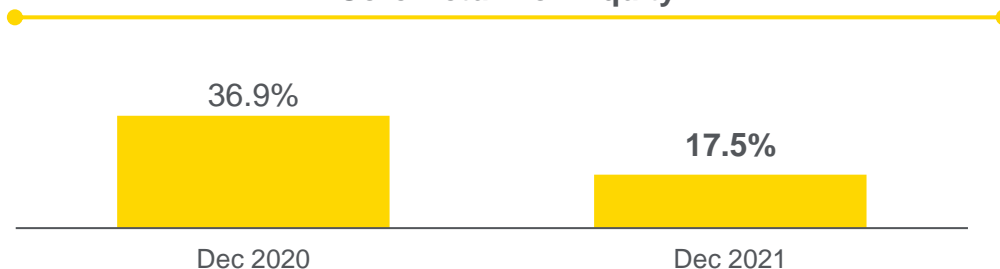
PHP mn	FY 2020	FY 2021
Trade and Other Payables	10,141	11,158
Loans Payable - Current	9,560	6,999
Long-Term Loan	19,986	0
Others	18,175	13,346
Total Liabilities	57,862	31,503
Capital Stock & Additional Paid-In Capital	6,570	55,500
Retained Earnings	23,653	16,645
Others	(3,683)	(3,792)
Total Equity	26,540	68,353
Total Liabilities and Equity	84,402	99,856

Ratios Summary

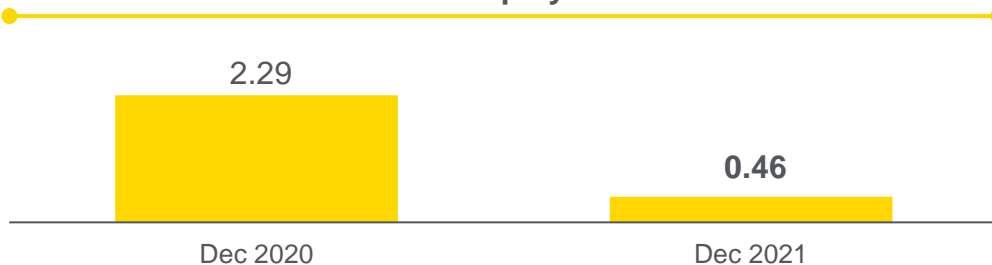
Current Ratio



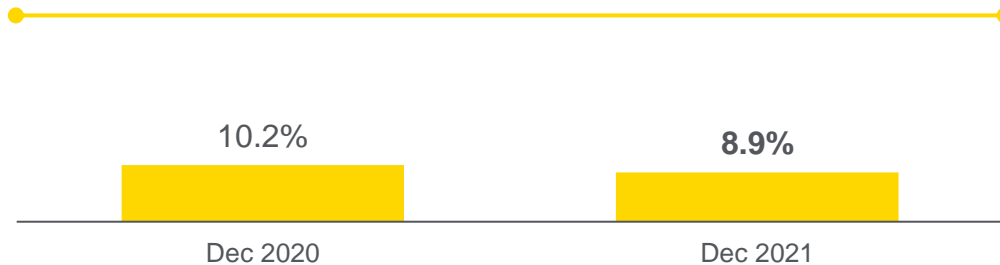
Core Return on Equity



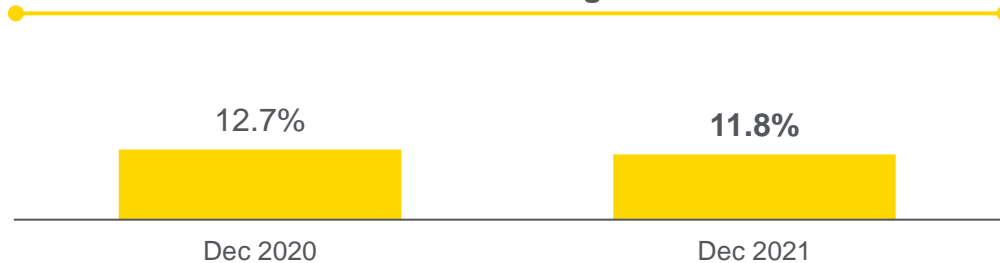
Debt-to-Equity Ratio



Core Return on Assets



Core Net Margin



Current ratio = Current assets / Current liabilities

Debt-to-equity ratio = Total liabilities / Equity attributable to equity holders of the company

Core return on equity = Core income after tax at ownership / Average equity attributable to equity holders of the company

Core return on assets = Core income after tax at ownership / Average total assets

Net profit margin = Core income after tax at ownership / Net sales

ESG: Continue our aspiration to improve the well-being of people and the planet, and create sustainable solutions for food security





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