



Q1 2022 EARNINGS PRESENTATION

May 11, 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

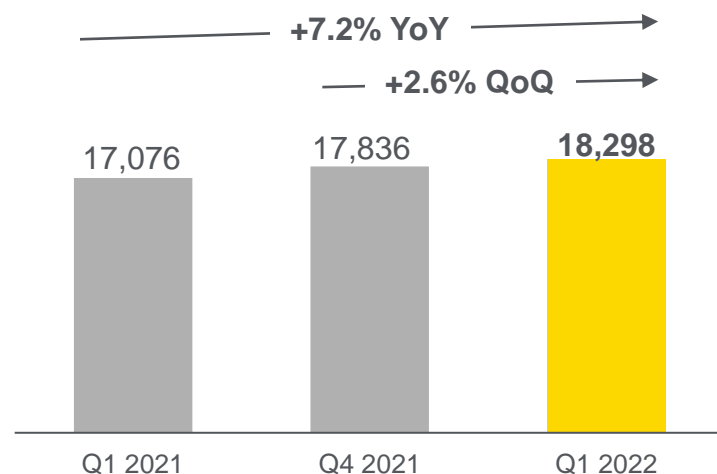


First Quarter 2022 Financial Performance

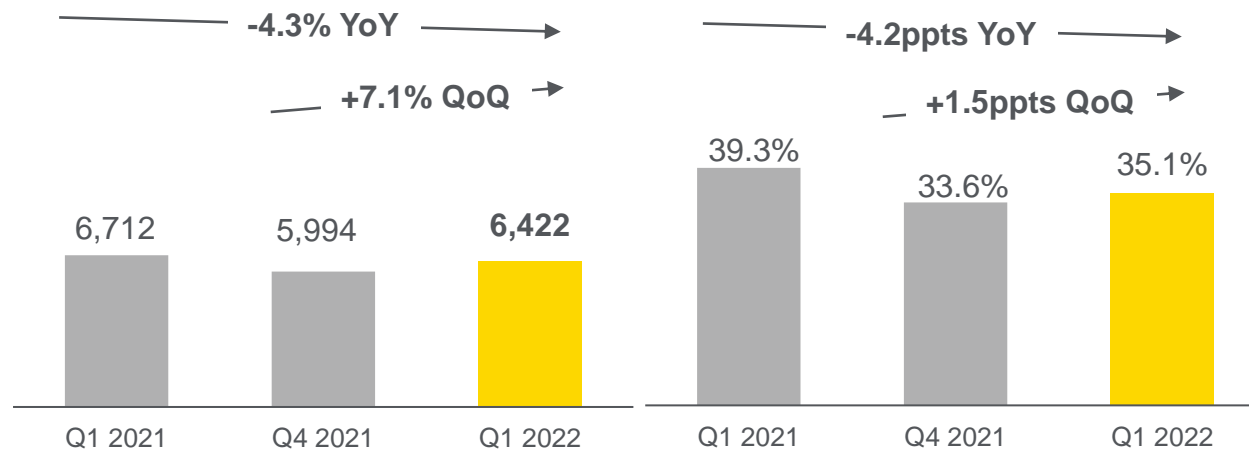
Consolidated & APAC BFB

Consolidated Q1 2022 Performance at a Glance

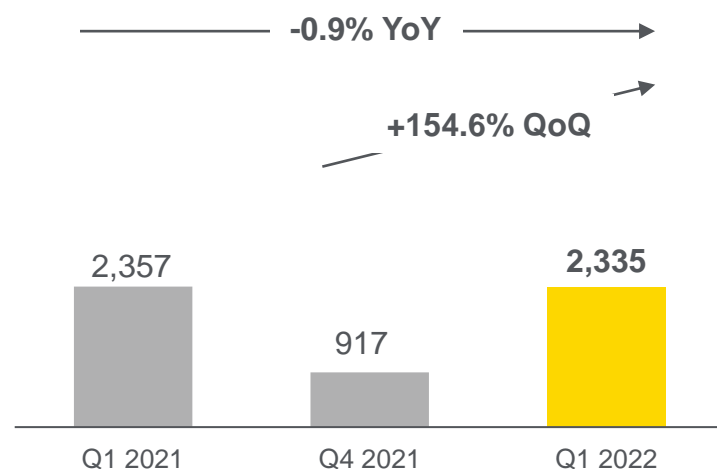
Net sales:
Strong start-growth on pricing and volume



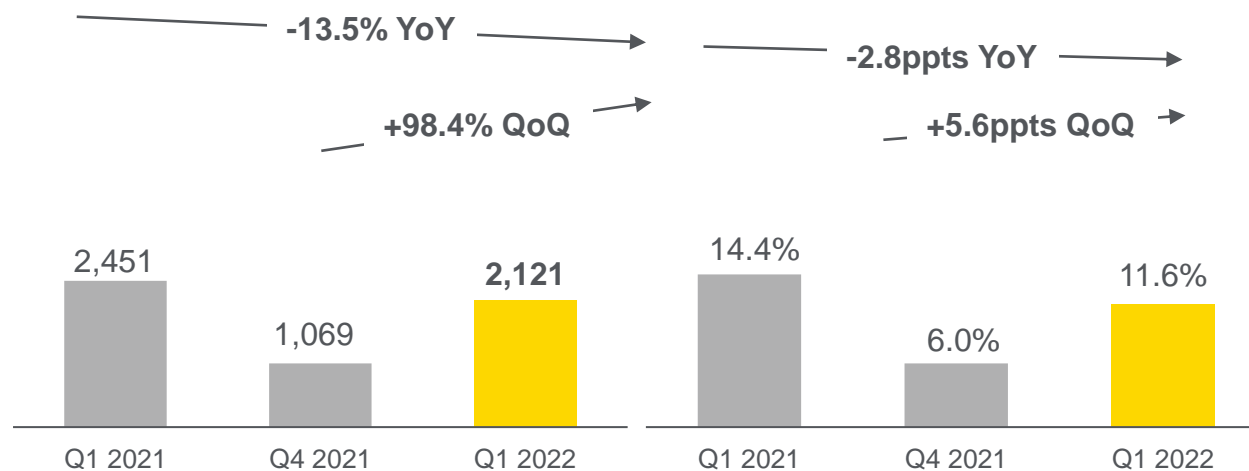
Gross profit:
Ongoing recovery, partially mitigated rising commodity costs



Reported net income:
Php 2.3 bn benefiting from lower interest costs



Core net income at ownership:
Improved versus Q4 2021 due to lower operating expenses and margin recovery



Consolidated revenue increased 7.2% driven by the APAC BFB domestic business; core net margin at ownership dip mitigated by pricing and cost containment measures

PHP mn	Q1 2022	Reported Change YoY	Reported Change QoQ
Net Sales	18,298	+7.2%	+2.6%
APAC BFB	14,539	+8.6%	+5.9%
Meat Alternative	3,759	+2.1%	-8.6%
Gross Profit	6,422	-4.3%	+7.1%
<i>Gross margin (%)</i>	35.1%	-4.2ppts	+1.5ppts
Core EBITDA¹	3,600	-9.9%	+78.1%
<i>Core EBITDA margin (%)</i>	19.7%	-3.7ppts	+8.3ppts
Core Net Income²	2,124	-17.5%	+98.7%
<i>Core net margin (%)</i>	11.6%	-3.5ppts	+5.6ppts
Core Net Income at Ownership³	2,121	-13.5%	+98.4%
<i>Core net margin at ownership (%)</i>	11.6%	-2.8ppts	+5.6ppts
Non-Core Items	211	N/M	N/M
Reported Net Income	2,335	-0.9%	+154.6%
<i>Reported net margin (%)</i>	12.8%	-1.0ppts	+7.6ppts

- Pricing actions across businesses and volume growth in APAC BFB domestic business drive strong revenue growth
- Core net margin at ownership decline due to inflationary environment and continued strategic investments partially mitigated by price increases and ongoing cost containment initiatives
- Reported net income almost unchanged year-on-year due to lower interest expense mainly from the repayment of the Arran convertible note and bank loans

¹ Core EBITDA = EBITDA – convertible notes

² Core net income = gross profit – operating expenses – core forex – core interest expense – tax

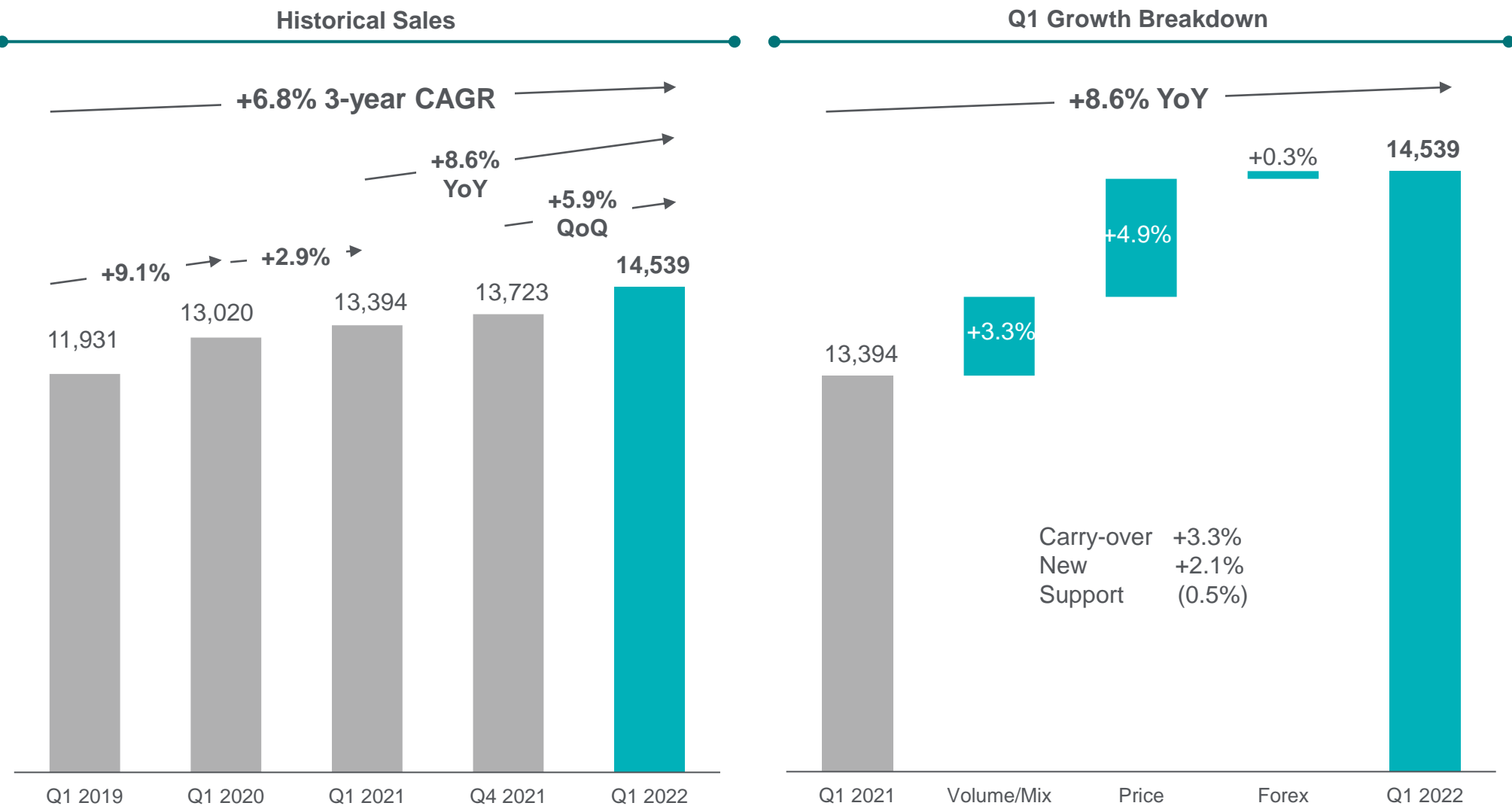
³ Core net income at ownership = core net income – non-controlling interest

APAC BFB: Robust top line growth due to improving performance of Domestic business at +10.5%

PHP mn	Q1 2022	Reported Change YoY	Reported Change QoQ
Net Sales	14,539	+8.6%	+5.9%
Gross Profit	4,995	-4.0%	+7.3%
<i>Gross margin (%)</i>	<i>34.4%</i>	<i>-4.5ppts</i>	<i>+0.4ppts</i>
Core EBITDA¹	3,382	-6.4%	+69.5%
<i>Core EBITDA margin (%)</i>	<i>23.3%</i>	<i>-3.7ppts</i>	<i>+8.7ppts</i>
Core Net Income²	2,137	-11.2%	+79.8%
<i>Core net margin (%)</i>	<i>14.7%</i>	<i>-3.3ppts</i>	<i>+6.0ppts</i>

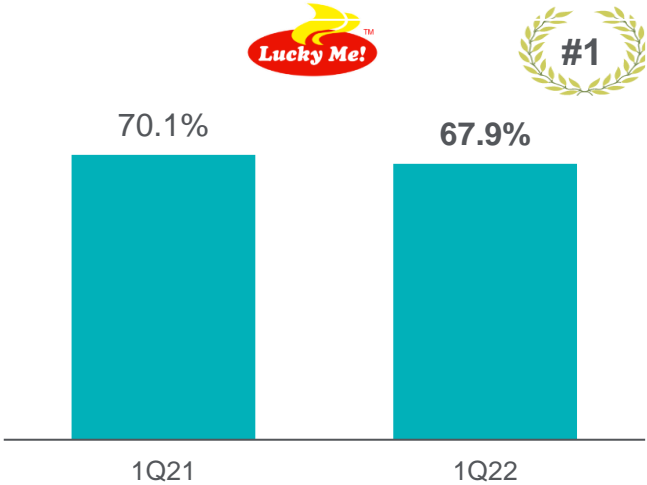
- Volumes for Noodles sustained year-on-year given programs to maintain pandemic gains
- Biscuits growth drives volume to pre-pandemic level
- Continuous volume growth also seen for culinary and packaged cakes
- Decline in International due to shipping constraints during the quarter
- Price increases in 2H 2021 and 1Q 2022 partially mitigate inflationary commodity costs

APAC BFB: Net sales shows growth on growth on growth



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

Noodles

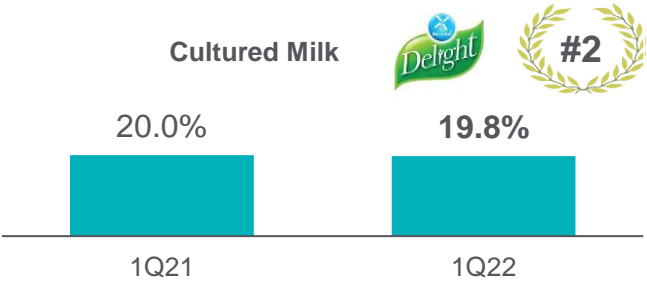
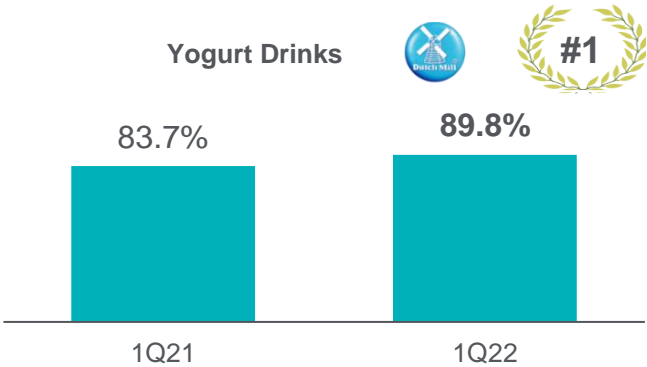
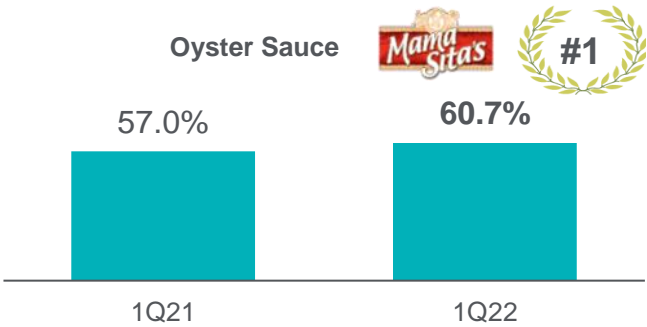


Milky Me Variants

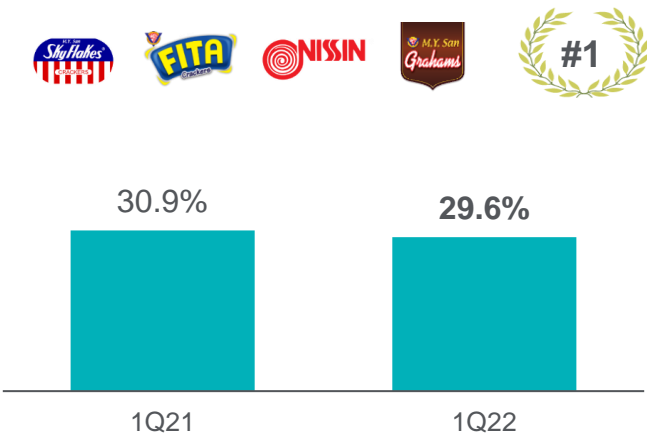


Kasalo Pack Variants

Others



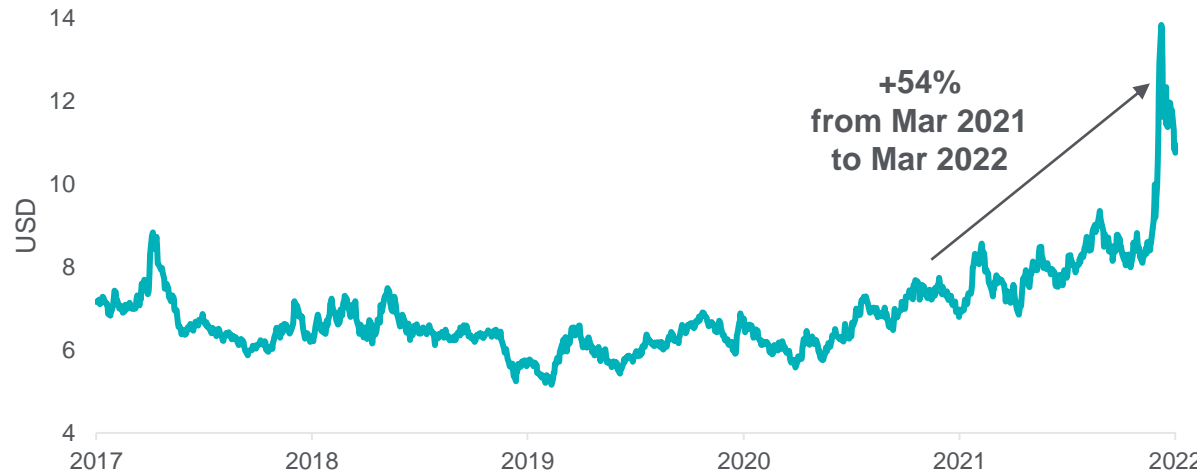
Biscuits



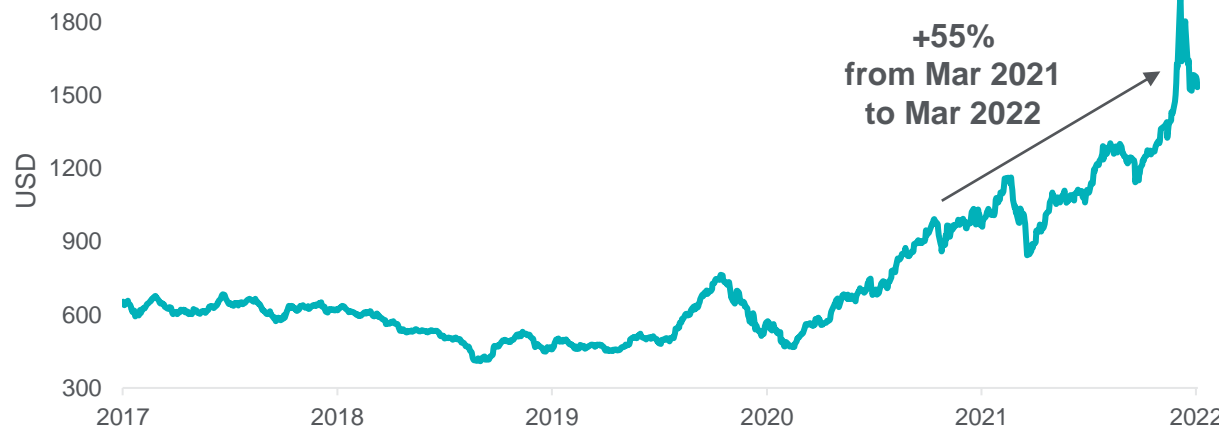
Upcoming usage campaigns to create emotional differentiation

APAC BFB: Commodity pressures accelerated, partially mitigated by stepped pricing actions and cost containment initiatives

Wheat¹



Palm Oil²



- 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
- Wheat secured until 3Q22, crude palm oil until part of 4Q22
- Proactive supplier management and development of alternative suppliers
- Stepped pricing actions for APAC BFB implemented in 2H 2021 and year-to-date 2022, taking into account difficult consumer situations

Section 2

First Quarter 2022 Financial Performance

Meat Alternative



Meat Alternative: UK price increases mid-Q1 see gross margin and EBITDA improve from 4Q 2021

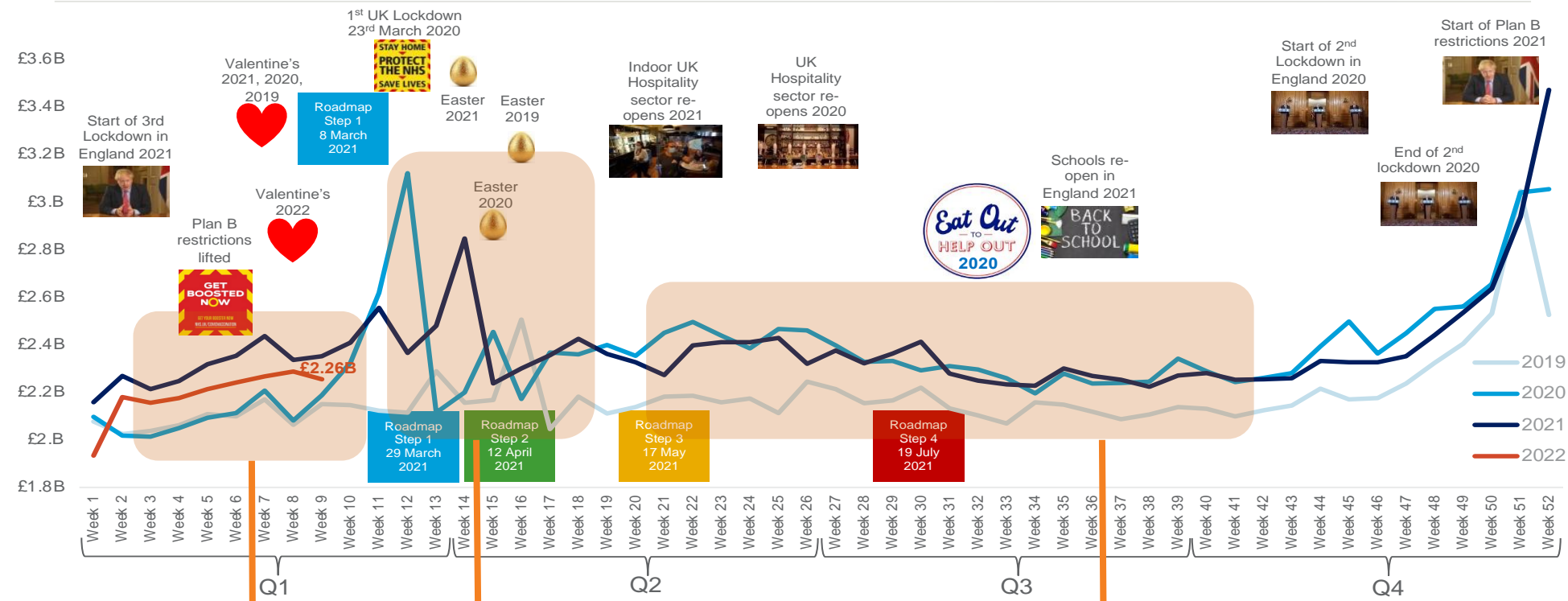
PHP mn	Q1 2022	Reported Change YoY	Reported Change QoQ
Net Sales	3,759	+2.1%	-8.6%
Gross Profit	1,427	-5.4%	+6.6%
<i>Gross margin (%)</i>	<i>38.0%</i>	<i>-3.0ppts</i>	<i>+5.4ppts</i>
Core EBITDA¹	218	-42.9%	+738.5%
<i>Core EBITDA margin (%)</i>	<i>5.8%</i>	<i>-4.6ppts</i>	<i>+5.2ppts</i>
Core Net Income²	(13)	N/M	-89.1%
<i>Core net margin (%)</i>	<i>-0.4%</i>	<i>-4.9ppts</i>	<i>+2.6ppts</i>

- Reported sales grew by 2.1%, benefitting from forex gains
- UK retail market share grew to 31.0%, +0.9ppts versus 4Q21
- Retail sales fell year-on-year as the market rebalances to out-of-home; foodservice and QSR grew by 124%, delivering a record quarter
- Gross margin improved to 38.0% from 32.6% in 4Q21, following the implementation of price increase in the UK
- The effects of increased inflation from the 1Q22 geopolitical situation has seen a lower gross margin in March
- Core EBITDA impacted by lower gross profit and increased investment put in place during 2021

Meat Alternative: UK meat alternative market currently rebalancing as business transfers to out-of-home

UK Grocery Market Performance

The week ending 26th February 2022 saw Total Store Value Sales decline -1.4% vs last week to 2.26bn. That figure is down -4.2% (-£96.6m) vs YA, with Total Food and Non-Food sales declining at a rate of -4.2% and -4.1% respectively. Total sales continue to be ahead of pre-COVID levels, up +3.0% (+£66.4m) vs 2YA.



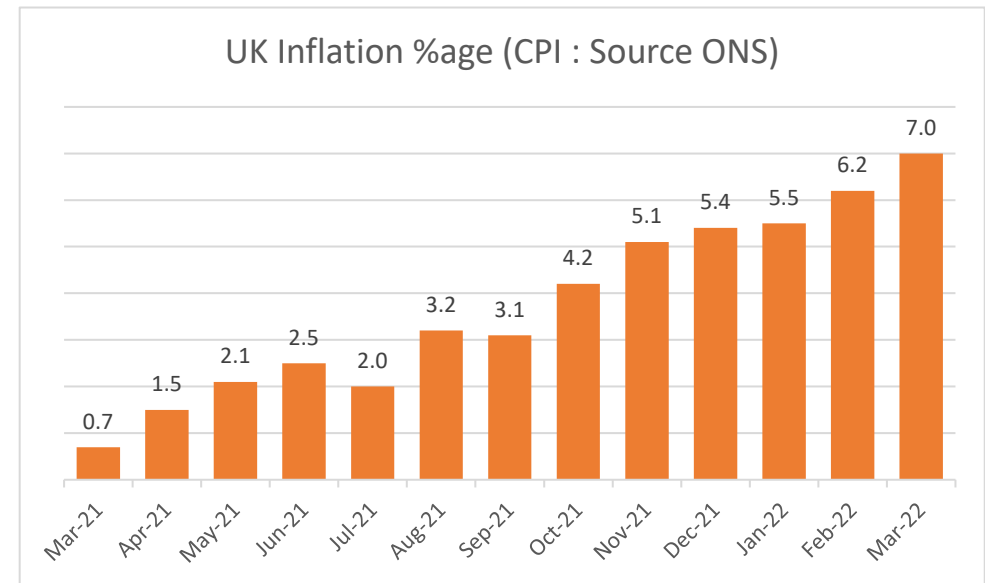
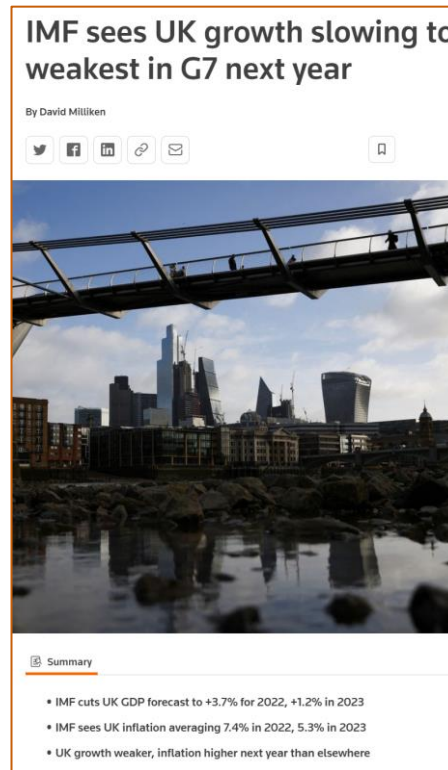
Overall grocery market in year-on-year decline lapping 2021 lockdown

Significant market disruptions across each of last 2 years

Although altered, shopper habits stabilized

Meat Alternative: Confidence remains fragile as UK sees highest cost of living increase in more than 30 years

Recent Macroeconomic News



- Consumers face increasing financial pressure
 - Tax increases (national insurance rate)
 - Inflation driven by higher fuel and food costs
 - Interest rate increase (BOEBR now up to 1.0% following fourth increase in as many months)
- Low growth for 2023 predicted for the UK. This will further affect consumer habits.

Meat Alternative: Quorn Foods has proactively responded to global challenges; Customer service maintained at 97%

Protecting Supply

Forward purchase on key contracts with cover of 6 months or more

Glucose for mycoprotein sourced from 3 suppliers (2 in UK), with wheat sourced local to their processing plants

Switched from sunflower oil (Ukraine-dependent) to rapeseed oil

Lower-paid employees offered higher-than-average pay coupled with one-time payment to help with increased cost of living

Protecting Profit

Increased prices to customers to recover impact of inflation, maintaining absolute margins

Expenditure across marketing, development, and administration prioritized to ensure business remains profitable

Supply efficiency programs being accelerated, with priority given to cost reduction capital projects

Continue to drive distribution to be ready for market pick up

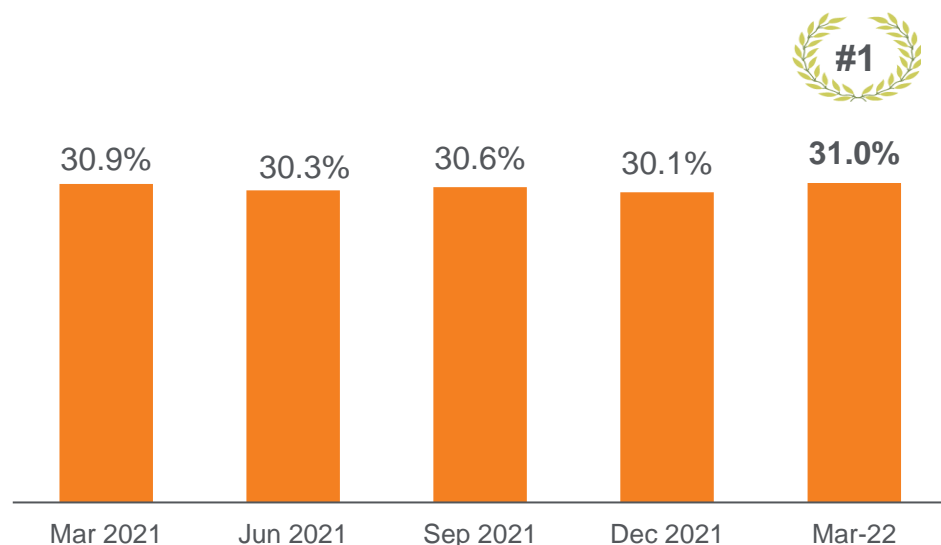
Protecting Cash

Capex prioritized with long-term capacity projects being paused

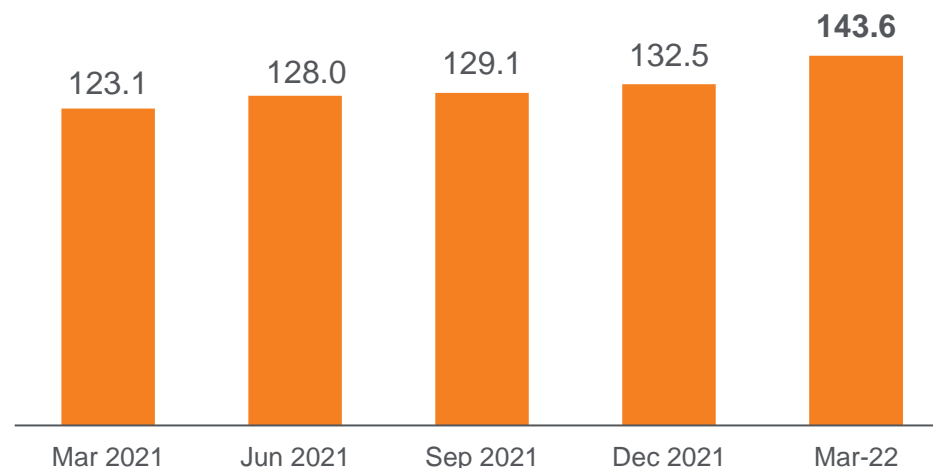
- Encouraging early signs, but we remain vigilant

Meat Alternative: UK brand share growing with distribution points continuing to gain momentum

UK (Total) Retail Market Share¹



UK Retail Points of Distribution

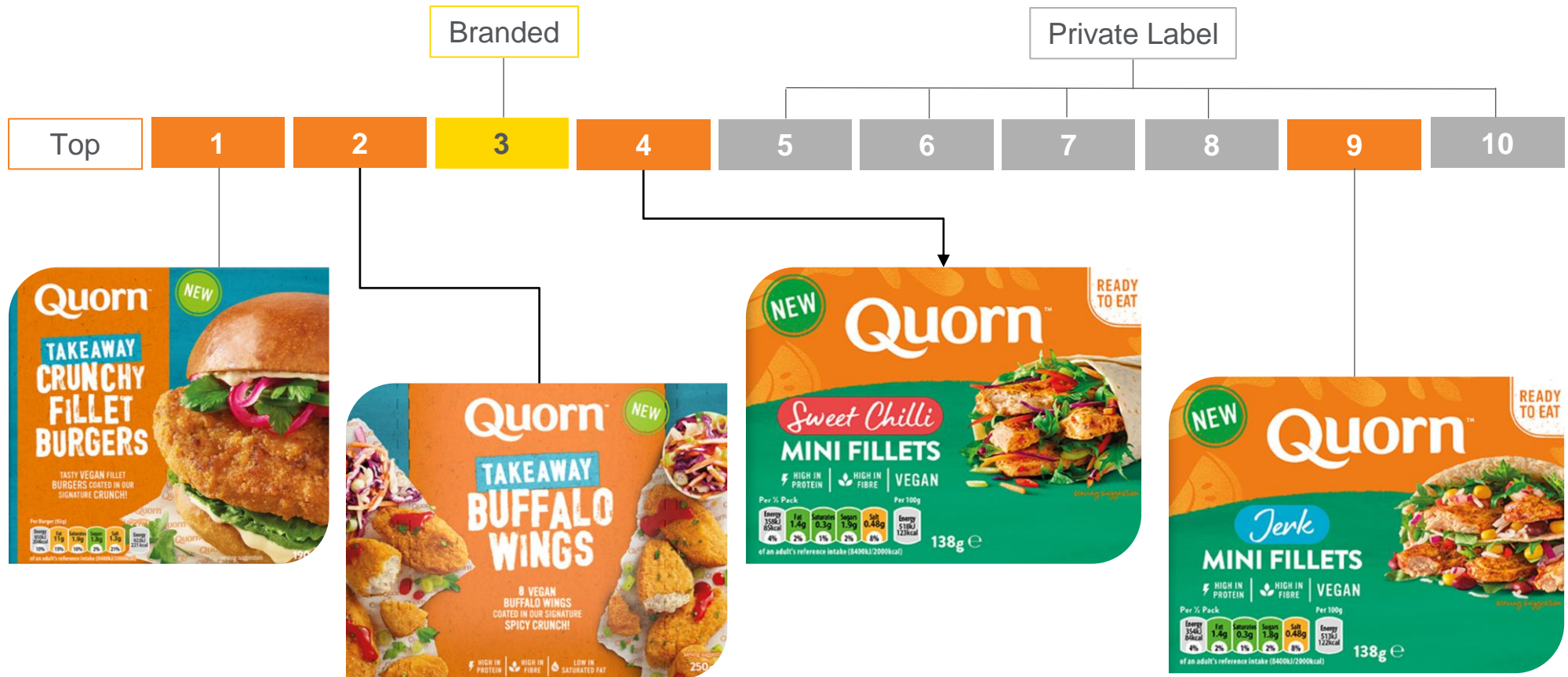


- Quorn Foods commands the highest market share and is growing
- Other market winners are Richmond (Sausage) and small brands at the expense of private label and Linda McCartney

- Quorn Foods increased distribution points by 11,100 (+8%) in the first quarter (vs 4Q21) with gains across
 - Tesco +5,300
 - Asda +2,400
 - Sainsbury's +3,200

Meat Alternative: Quorn's new UK products have 4 of the top 10 including #1 and #2

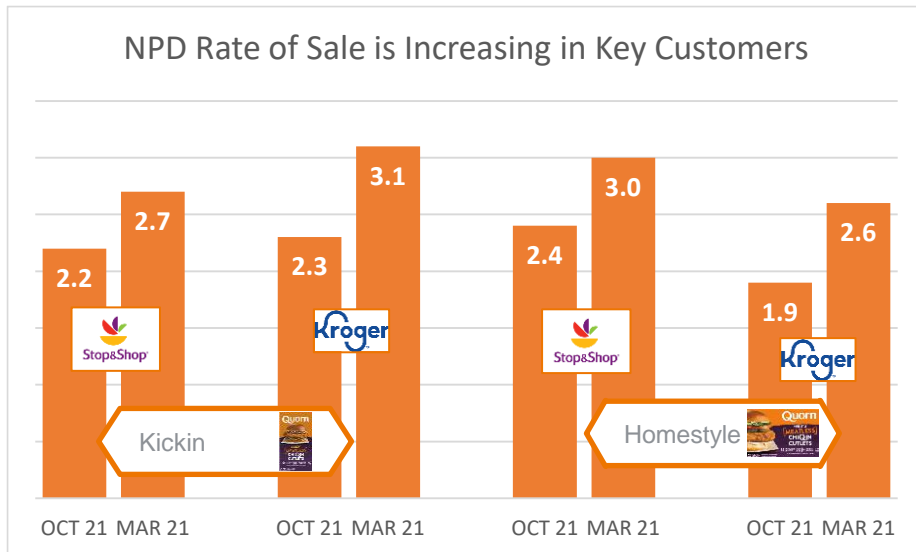
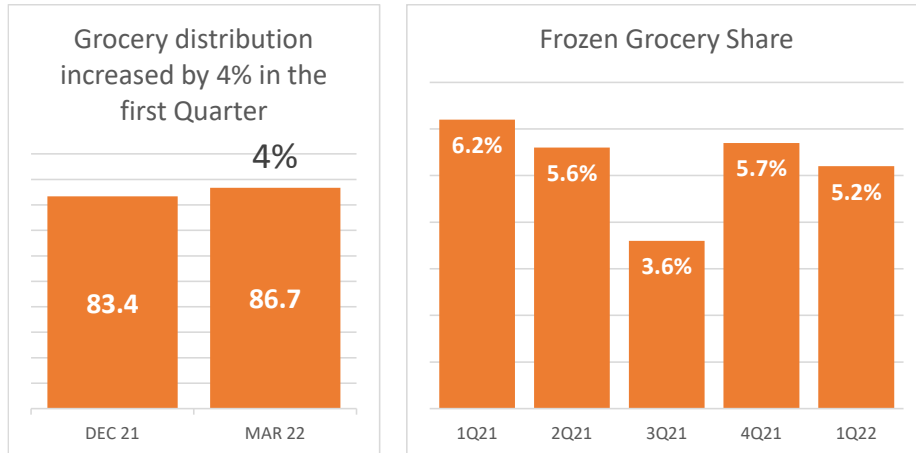
UK grocery market remains in decline



- Quorn has 6 of the top 20 NPD products including Quorn Crunchy Fillet Burgers at #1 which outsells #2 by 3x
- Only one other branded launch in top 10 (3 in top 20)
- Private label launches are gaining good traction with 5 of top 10 (and 10 of top 20)

Meat Alternative: Early days for the US strategy. Market share loss due to 2021 distribution losses, partial recovery in Q1

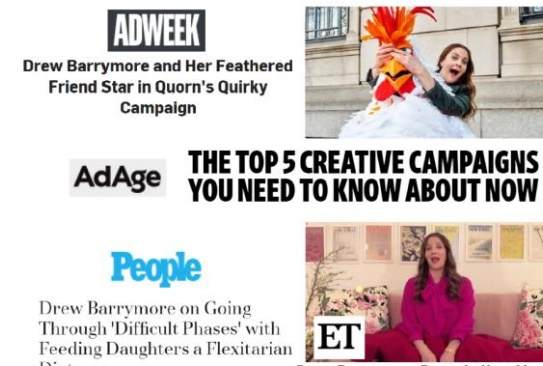
Distribution, Share and Return on Sale



Marketing



- Geo-targeted media buys in retailer footprint with dedicated messaging and tactics



- Strong start to "Best Friends" campaign with >5m views on YouTube and 805m impressions

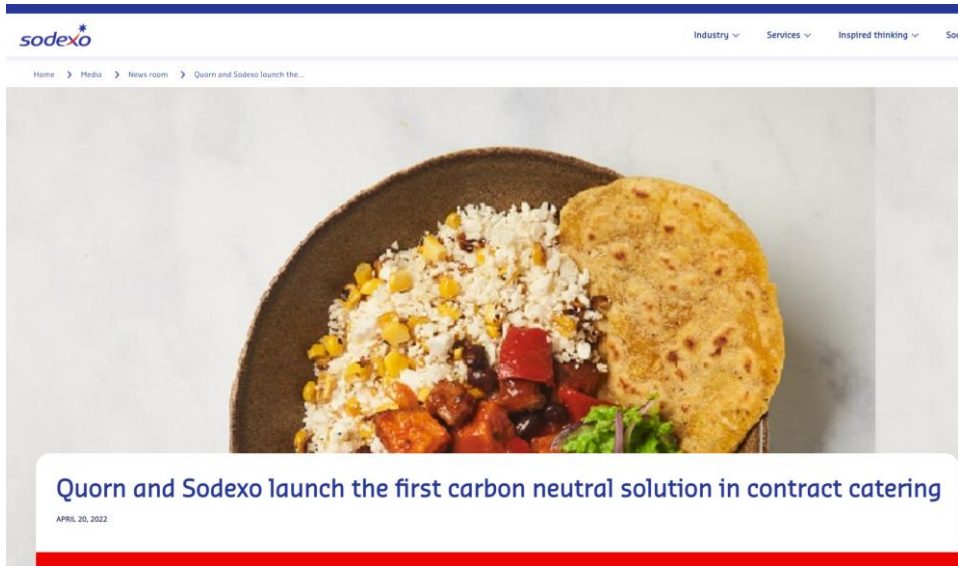
Meat Alternative: Good progress with KFC launches and best-ever quarter for UK foodservice

KFC Launch Progress

Stage	As of 4Q21	As of 1Q22
Samples / Trial	Australia India France	Australia India NEW: Philippines Taiwan Malaysia Japan LATAM
Limited Time Offer	CEE (25 markets) MENA Germany Switzerland Austria Denmark Netherlands	CEE (25 markets) MENA France
Launch	UK	UK Launch Q2: Germany Switzerland Austria Denmark Netherlands



Foodservice



- Best-ever quarter with 36% increase versus 2019 (last clean quarter before COVID-19)
- Strong Veganuary performance driven by Vegan Buttermilk Burger and new Vegan Wings
- Progress made in winning more businesses in NHS
- Working globally with Sodexo on rollout of new concept Carbon Cero; UK trial successful, with Europe and US to follow



Q&A

Section 4

Appendix



Key takeaways



1

Consolidated revenue increased 7.2% for the first quarter on the strong performance of the APAC BFB domestic business.



2

APAC BFB: Net sales increased 8.6% on the improving performance of the domestic business, which grew 10.5% given prices increases and continued volume growth for noodles, culinary, and packaged cake. Biscuits posted volume growth to pre-pandemic level. The international business fell 15.4% due to shipping constraints.



3

Meat Alternative: Revenue decreased 1.3% organically as the UK continues to experience challenging macroeconomic conditions, but increased 2.1% on a reported basis due to foreign exchange gains. Retail sales declined as the market rebalances to out-of-home consumption, while foodservice delivered a record quarter and grew 124%.



4

Gross margin recovered 150 bps from Q4 2021 due to pricing actions and volume growth, but decreased to 35.1% year-on-year as input costs continue to rise. Core EBITDA declined 9.9% year-on-year as the company continued strategic investments, but grew 78.1% relative to Q4 2021 as operating expenses declined.

5

Core net income at ownership decreased 13.5%, while reported net income decreased by 0.9%, benefiting from lower interest expense mainly from the repayment of the Arran convertible note and bank loans in 2021.

Consolidated P&L Summary

PHP mn	Q1 2021	Q1 2022	Reported Change YoY
Revenue	17,076	18,298	+7.2%
Cost of Goods Sold	10,364	11,876	+14.6%
Gross Profit	6,712	6,422	-4.3%
Core Operating Expenses ¹	3,341	3,517	+5.3%
Core EBITDA ²	3,995	3,600	-9.9%
Core Net Income ³	2,575	2,124	-17.5%
Core Net Income at Ownership ⁴	2,451	2,121	-13.5%
Reported Income after Tax	2,357	2,335	-0.9%

¹ Core EBITDA = EBITDA – convertible notes

² Core net income = gross profit – operating expenses – core forex – core interest expense – tax

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

APAC BFB P&L Summary

PHP mn	Q1 2021	Q1 2022	Reported Change YoY
Revenue	13,394	14,539	+8.6%
Cost of Goods Sold	8,190	9,544	+16.5%
Gross Profit	5,204	4,995	-4.0%
Core Operating Expenses ¹	2,057	2,136	+3.8%
Core EBITDA ²	3,613	3,382	-6.4%
Core Net Income ³	2,407	2,137	-11.2%

Meat Alternative P&L Summary

PHP mn	Q1 2021	Q1 2022	Reported Change YoY
Revenue	3,682	3,759	+2.1%
Cost of Goods Sold	2,174	2,332	+7.3%
Gross Profit	1,508	1,427	-5.4%
Core Operating Expenses ¹	1,284	1,381	+7.6%
Core EBITDA ²	382	218	-42.9%
Core Net Income ³	168	(13)	N/M

Cash Flow Summary

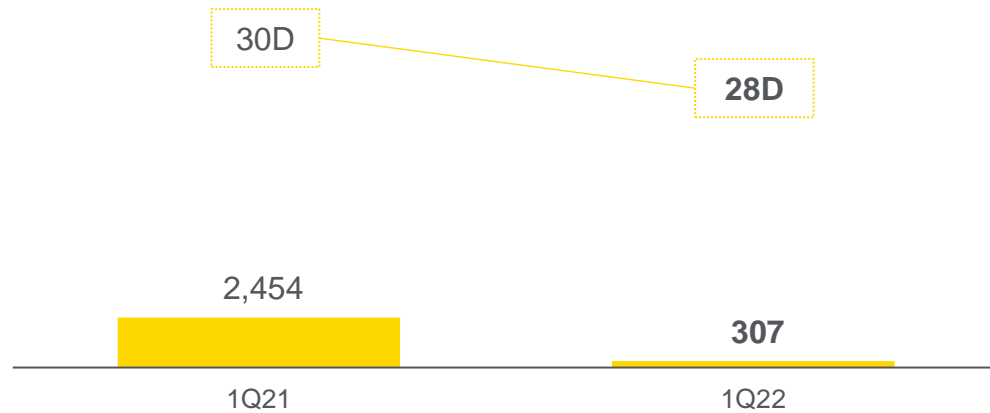
PHP mn	Q1 2021	Q1 2022
Income before Income Tax	2,900	2,934
Depreciation & Amortization	586	655
Interest Expense	917	126
Derivative Loss (Gain)	(382)	(75)
Change in Working Capital	(378)	(2,224)
Others	42	(3)
Cash Generated from Operations	3,685	1,413
Income Tax Paid & Interest Received	(346)	(604)
Operating Cash Flow	3,339	809
Additions to PPE	(1,231)	(1,106)
Additions to Intangibles	(76)	(28)
Additions to Financial Assets at Fair Value through Profit or Loss	-	(1)
Acquisition of Non-Controlling Interest	(1,823)	-
Non-Current Receivables	-	9
Other Non-Current Assets	(361)	36
Others	67	2
Investing Cash Flow	(3,424)	(1,088)
Loans Payable – Availment	-	1,707
Loans Payable - Payment	(1,015)	(1,706)
Convertible Note	-	(75)
Interest	(311)	(65)
Issuance of capital stock ¹	1,815	-
Dividends	(1,511)	-
Others	(115)	67
Financing Cash Flow	(1,137)	(72)
Net Change in Cash	(1,222)	(350)
Ending Cash	7,093	13,926
Free Cash Flow	5,888	13,481

¹ Issuance of capital stock is net of transaction cost

Free Cash Flow & Working Capital

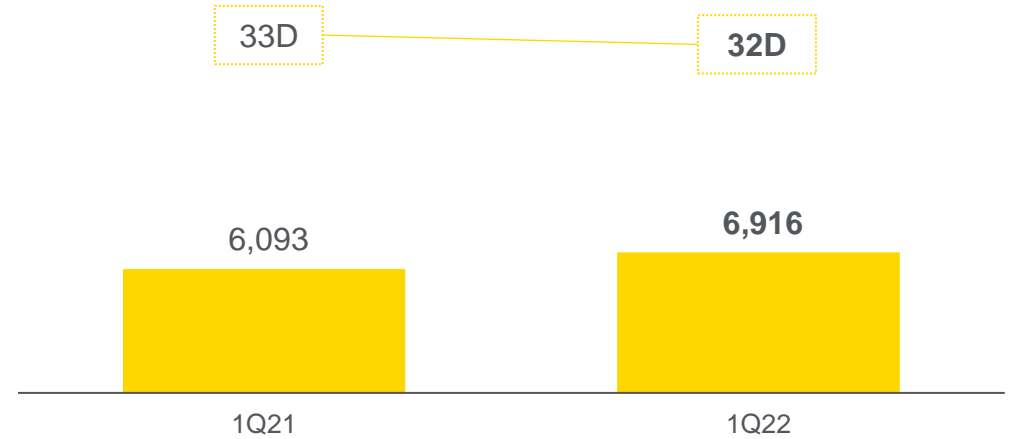
Free Cash Flow & Conversion Cycle Days

PHP mn



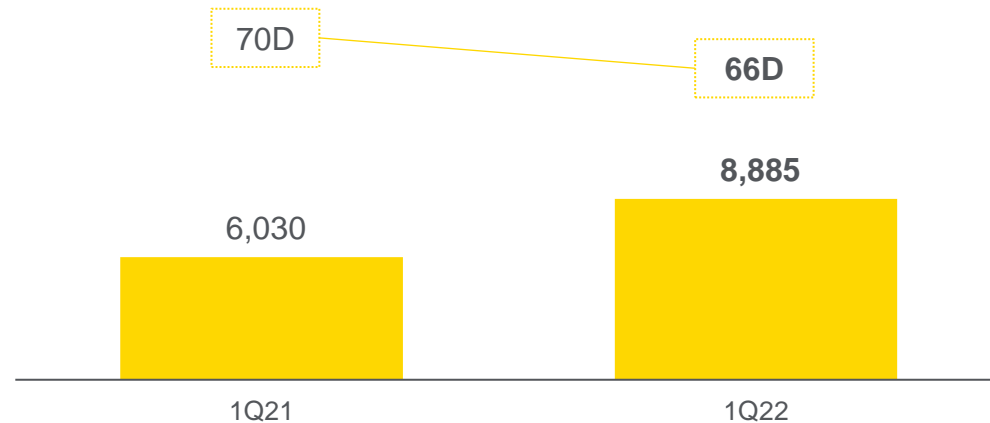
Trade Receivables & Days Sales Outstanding

PHP mn



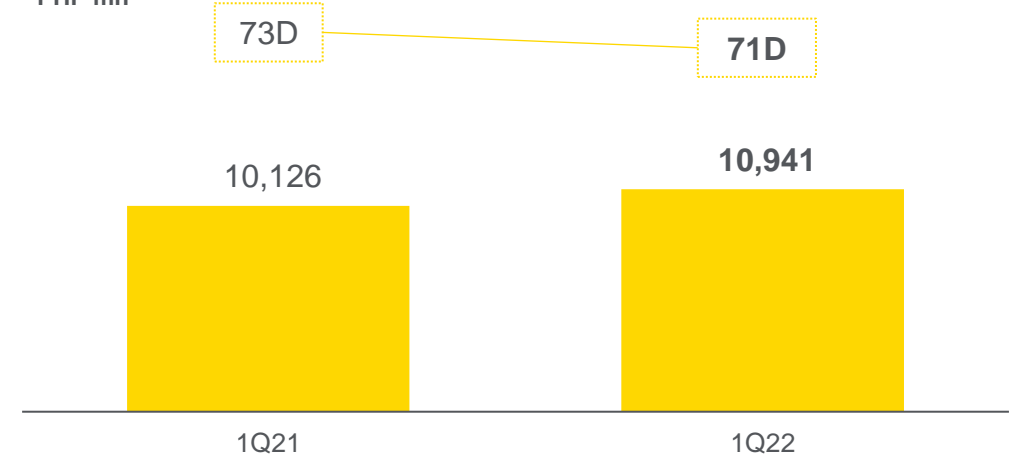
Inventory & Days Inventory Outstanding

PHP mn



Accounts Payable & Days Payables Outstanding

PHP mn



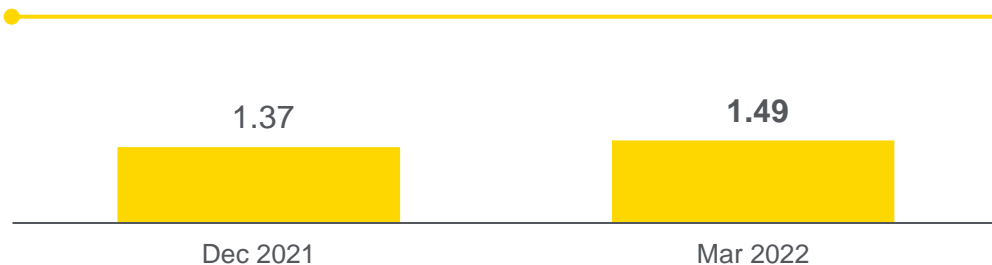
Balance Sheet Summary

PHP mn	FY 2021	Q1 2022
Cash and Cash Equivalents	13,857	13,481
Trade and Other Receivables	6,249	6,916
Inventories	8,572	8,885
Others	1,935	1,652
Current Assets	30,613	30,934
Intangible Assets	35,647	35,522
Property, Plant and Equipment	29,952	30,370
Others	3,646	3,791
Non-Current Assets	69,245	69,683
Total Assets	99,858	100,617

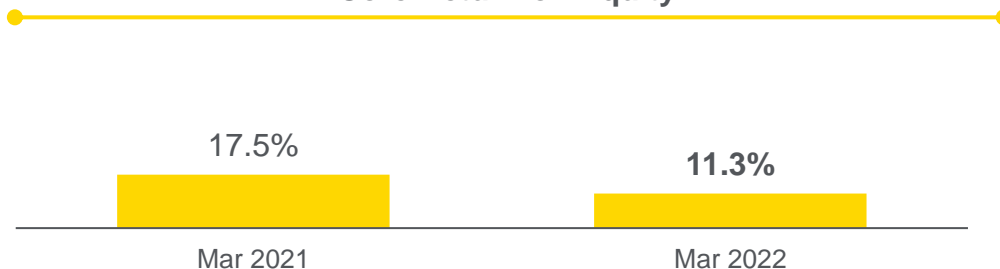
PHP mn	FY 2021	Q1 2022
Trade and Other Payables	11,156	10,941
Loans Payable - Current	6,999	6,980
Long-Term Loan	0	0
Others	13,287	11,911
Total Liabilities	31,442	29,832
Capital Stock & Additional Paid-In Capital	55,500	55,500
Retained Earnings	16,708	19,040
Others	(3,792)	(3,755)
Total Equity	68,416	70,785
Total Liabilities and Equity	99,858	100,617

Ratios Summary

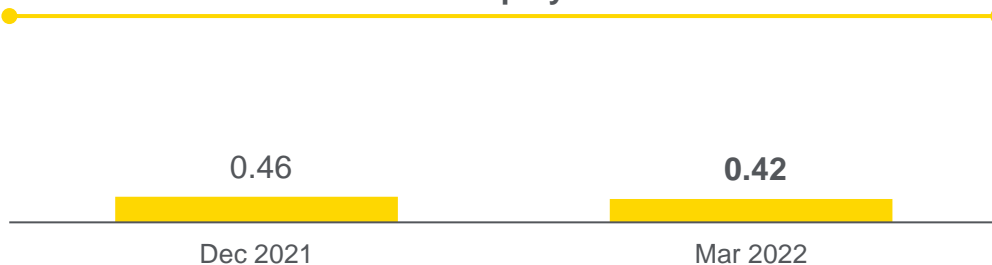
Current Ratio



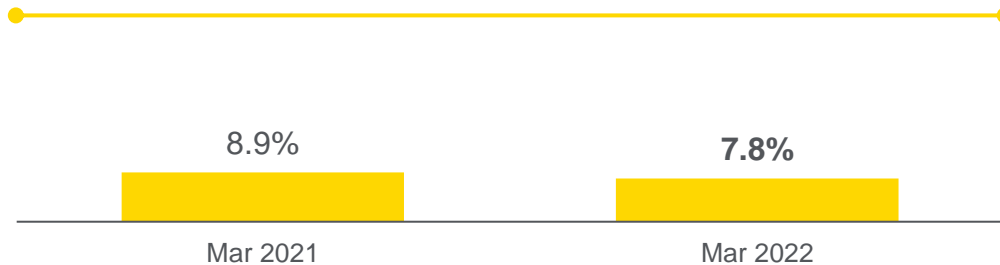
Core Return on Equity



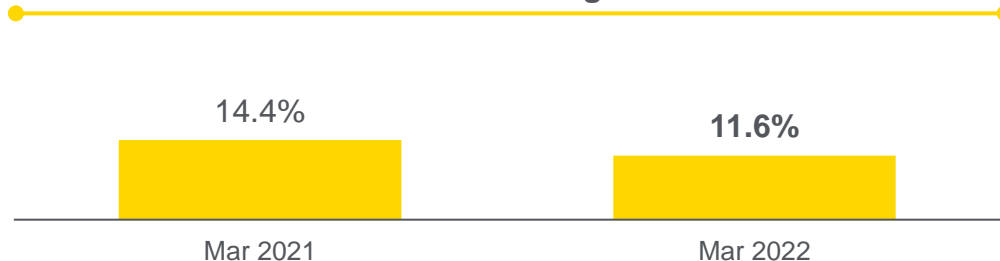
Debt-to-Equity Ratio



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



United Nations' Sustainable Development Goals



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