



**金味 Kimly**™  
COFFEESHOP  
Familiar Place, Familiar Taste

*“Kimly celebrates its 30<sup>th</sup> Anniversary,  
from its humble beginnings in 1990.”*

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# OVERVIEW

**A leading and established traditional coffeshop operator in Singapore with a proven track record with 30 years of experience.**

## Outlet Management

- Sub-lease Food Stalls To Tenants
- Operate Drinks Stalls
- Provide Cleaning Services

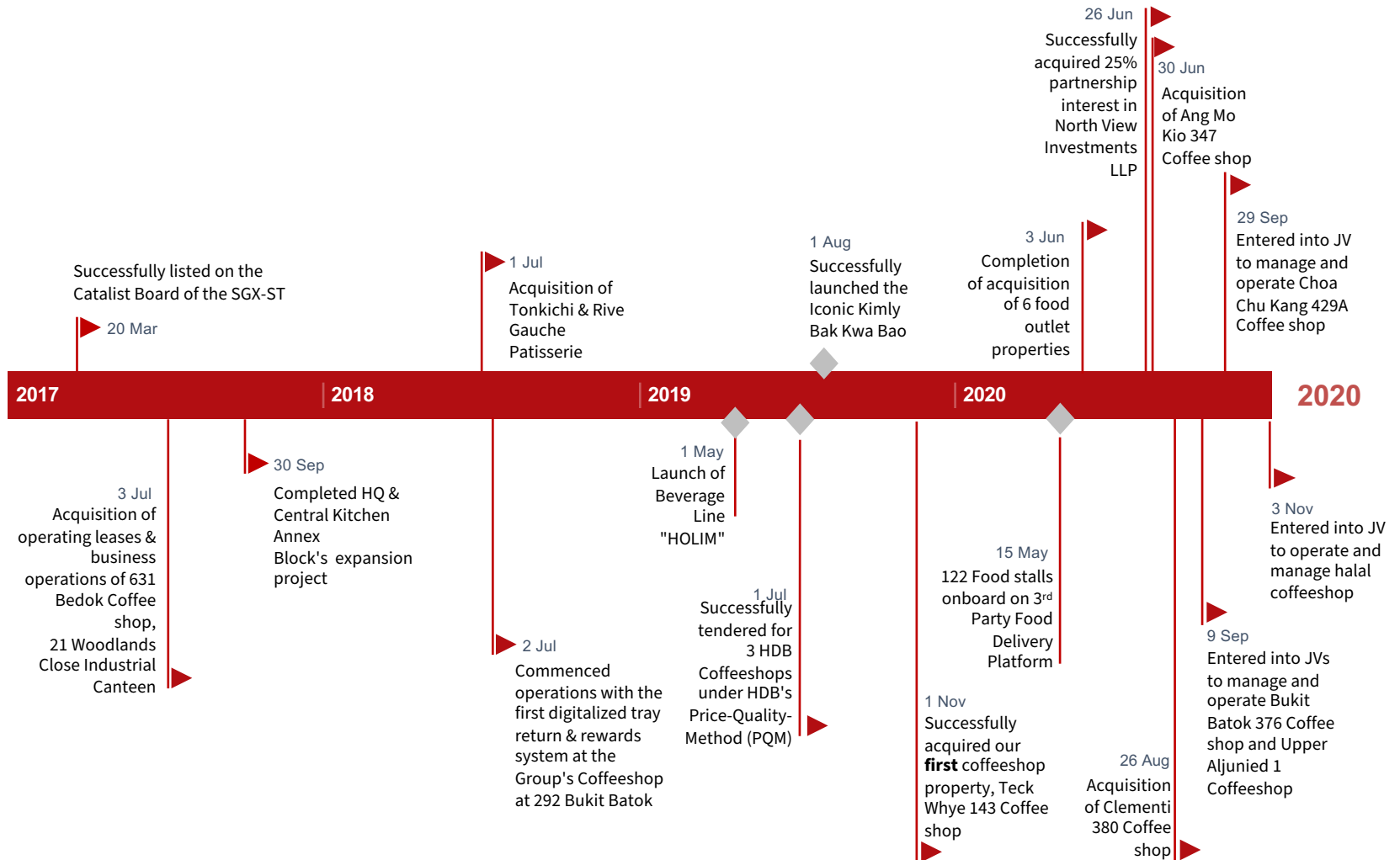
## Food Retail

- Mixed Vegetable Rice
- Teochew Porridge
- Seafood “Zi Char”
- Dim Sum
- Tonkichi Restaurants
- Rive Gauche Patisserie

## Outlet Investment Business

- Investments Into Various Properties For Additional And Recurrent Rental Income And Capital Growth
- Reduce Risks Arising From Leased Properties

# MILESTONES



# 2020 IN REVIEW



Product Line Expansion	Delivery Revenue Stream	Digital Focus	Outlet Investment Business
<ul style="list-style-type: none"> <li>• Bak Kwa Bao</li> <li>• Holim range of beverages</li> <li>• Creation of new menus by the Central Kitchen to cater to Work-From-Home consumers</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 122 food retail points onboarded online delivery platforms</li> <li>• Increased Social Media presence</li> <li>• Garnering awareness of Online Delivery &amp; Bricks-and-Mortar retail promotions and products</li> <li>• Partnership with all 3 major food delivery platforms, to leverage on Kimly's unique island-wide delivery coverage</li> </ul>	<ul style="list-style-type: none"> <li>• The implementation of ERP and other technology tools made the shift to remote work-from-home relatively seamless</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully acquired 5 Coffee Shops, 3 Industrial Canteens and 1 Restaurant</li> <li>• Entered into 3 Joint Ventures to operate and manage 3 short-term HDB Coffee Shop Leases</li> <li>• Successfully acquired 25% partnership interest in North View Investments LLP</li> </ul>

# MULTIPLE REVENUE STREAMS



**83** Food outlets/Drink Stalls

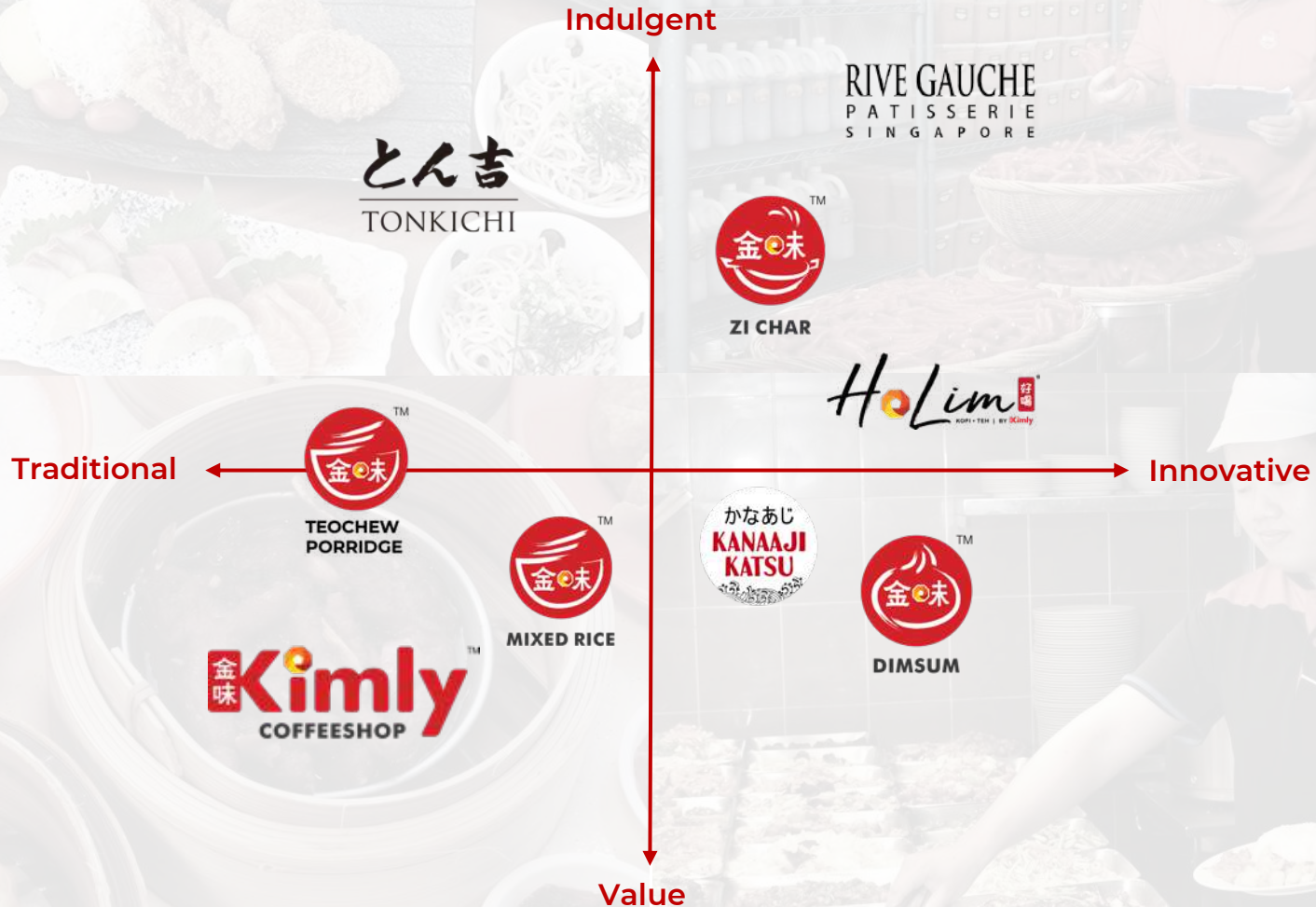
**9** Owned properties

**146** Foodstalls/  
Restaurants/  
Patisserie

**4** Central Kitchens

# MULTI-BRAND STRATEGY

Multi-Brand Strategy allows the Group to accommodate customers' needs from all market segments



# MULTI-BRAND STRATEGY TO SERVE THE DIFFERENT SEGMENTS OF THE MARKET

Types	Price bands
Drinks	\$1 - \$7
Mixed Vegetable Rice (Mixed Vegetable Rice & Rice Garden)	\$2.50 - \$5
Seafood Zi Char	\$5 - \$25
Dim Sum	\$1 - \$5
Teochew Porridge	\$5 - \$25
Tonkichi	\$15 - \$50
Rive Gauche	\$8 - \$50
Kanaaji	\$6 - \$10





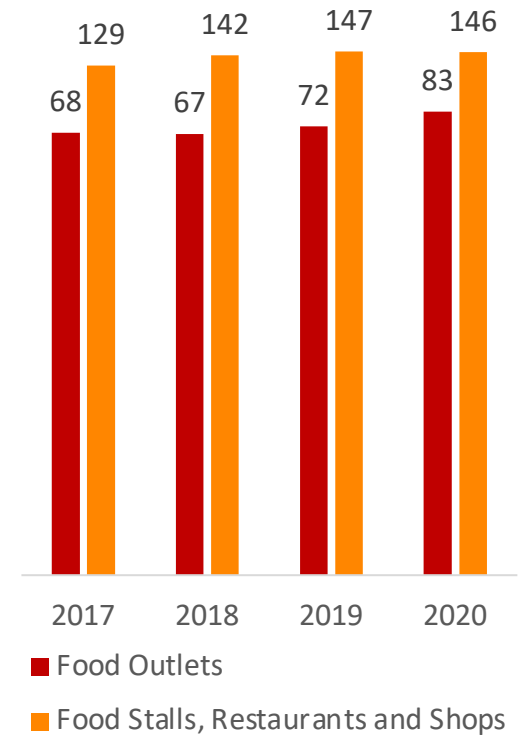
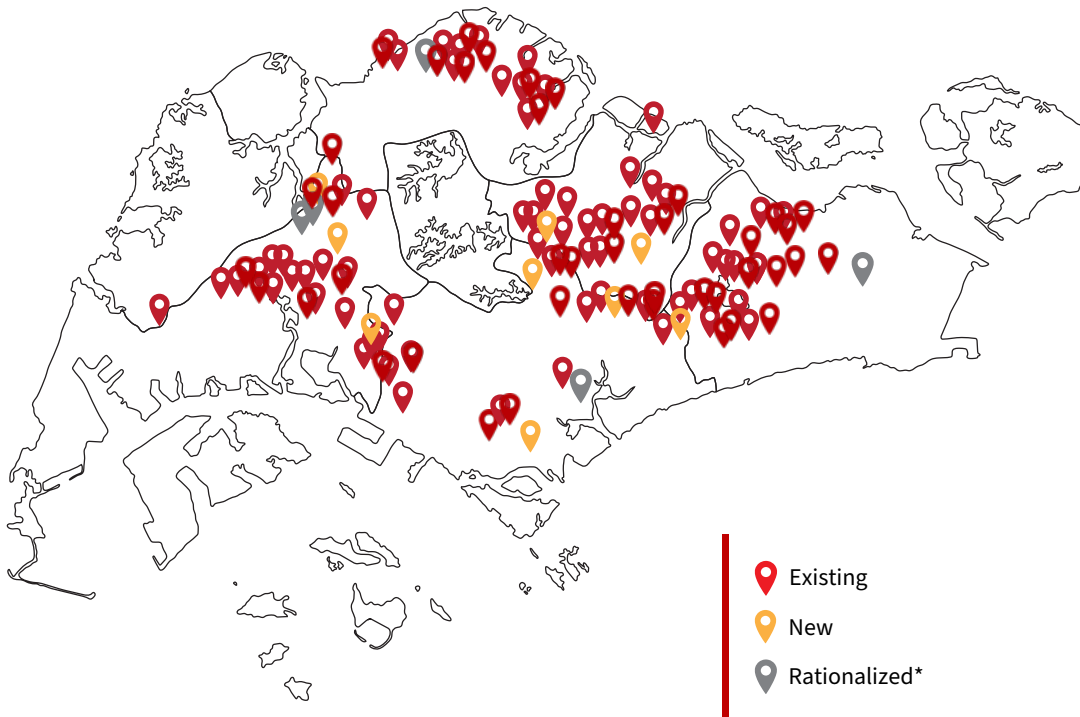
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## OUTLET MANAGEMENT

strategy

Kimly's first "Productive" Coffeeshop is located at Block 292 Bukit Batok Ave 6, outfitted with a 26m long conveyor belt system and tray return rebate program to encourage tray returns and operational savings of up to 40%.

# OUR FOOTPRINTS - FOOD OUTLETS, FOODSTALLS, RESTAURANTS AND SHOPS



\* Outlets ceased to reallocate resources for higher value of return.

# GROWTH OVER THE YEARS

Food Outlets	FY2017	FY2018	FY2019	FY2020
Coffeeshops	60	60	65	72
Industrial Canteens	4	4	4	7
Food Courts/ Restaurant	4	3	3	4
<b>Total</b>	<b>68</b>	<b>67</b>	<b>72</b>	<b>83</b>

Food Retail	FY2017	FY2018	FY2019	FY2020
Mixed Vegetable Rice Stalls	33	28	31	36
Rice Garden Stalls	16	18	22	20
Teochew Porridge Stalls	2	3	3	3
Dim Sum Stalls	46	49	50	48
Seafood “Zi Char” Stalls	31	30	29	29
Tonkichi Restaurants	-	3	2	2
Rive Gauche Patisserie	-	10	9	7
Kanaaji Katsu Japanese Food Stall	-	-	1	1
Live Seafood Restaurant	1	1	-	-
<b>Total</b>	<b>129</b>	<b>142</b>	<b>147</b>	<b>146</b>



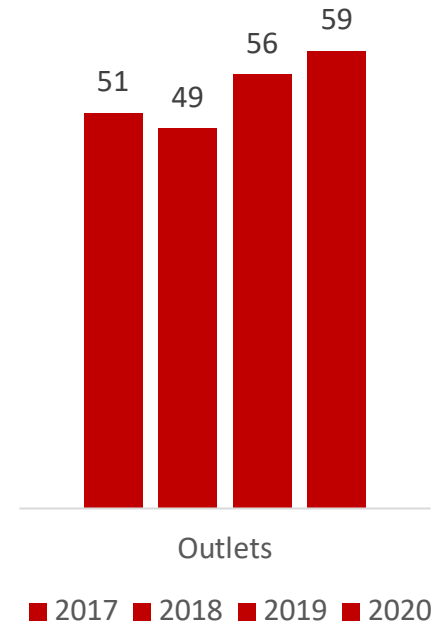
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FOOD RETAIL

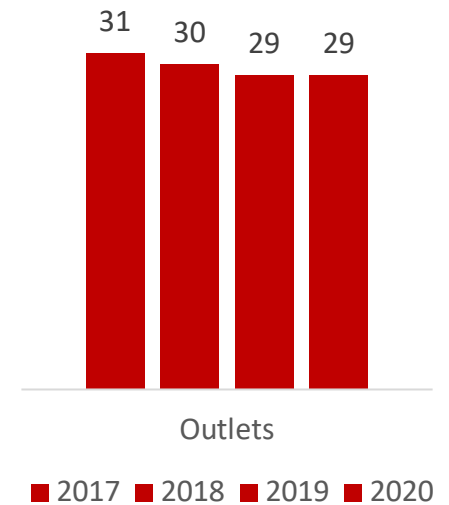
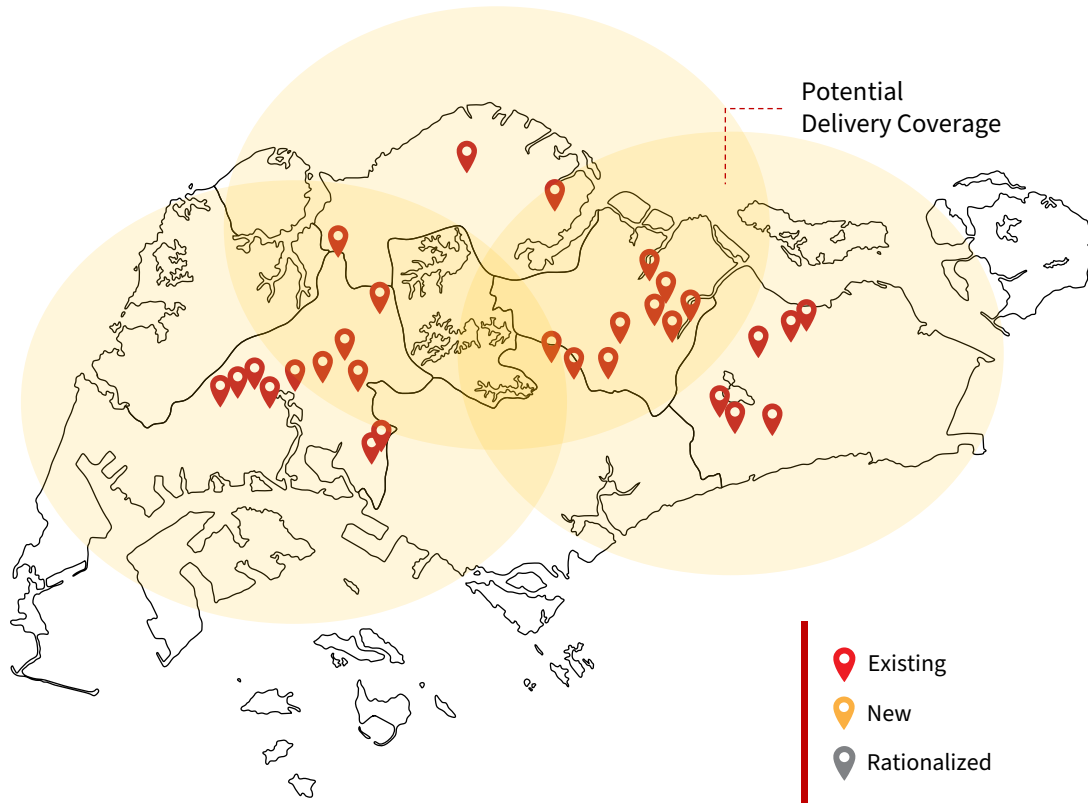
strategy

# MIXED VEGETABLE RICE STALLS

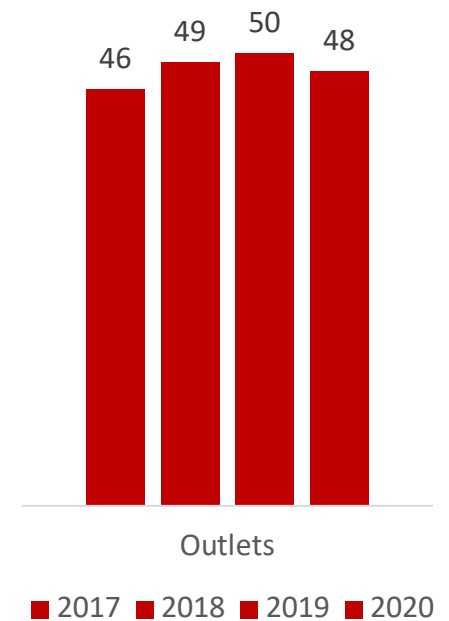
(Including Rice Garden and Teochew Porridge)



# KIMLY SEAFOOD ZICHAR STALLS



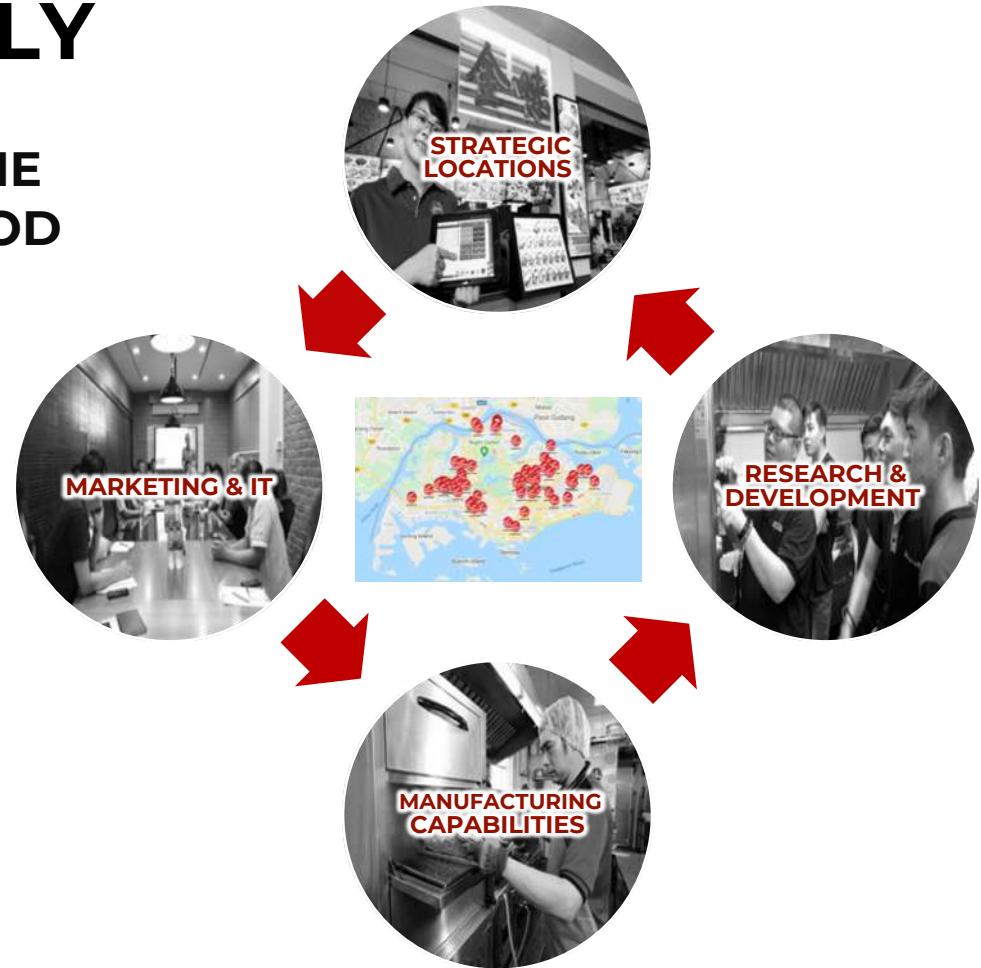
# KIMLY DIM SUM STALLS



# STRENGTHS UNIQUE TO KIMLY

## BRINGING SYNERGY OF THE CENTRAL KITCHEN TO FOOD RETAIL

1. Strategic Locations
2. Marketing & IT
3. Manufacturing Capabilities
4. Research & Development  
Capabilities







03

COVID-19

# GROUP FOOD DELIVERY



Life Food & Drink The Sunday Times | Sunday, July 26, 2020

## Staying afloat in turbulent waters



Now that dining-in has resumed, the Kimly Group is working on refining its products, such as offering bento options at its mixed-rice stalls. PHOTO: KIMLY GROUP

### Coffee shop operator gave pep talks to staff

**Kimly Group**  
 Info: kimlygroup.sg

During the circuit breaker period, Mr Roy Tan, director of the Kimly Group, which operates coffee shops and zi char stalls, observed a "huge spike" in new food delivery customers via Foodpanda, GrabFood and Deliveroo.

It led to a "substantial increase" in revenue as business picked up. Last month, Kimly's new customers on Deliveroo grew by three times, while the number of orders on the platform jumped by almost four times compared with January.

The listed company runs 29 zi char stalls, 59 mixed-rice outlets and more than 40 dim sum outlets.

When dine-in was not allowed, Mr Tan, 43, often had to rally the group's 2,000 employees.

"I had to have frequent briefings with the staff and remind them that our business is essential. We had to work even harder," he recalls.

Now that dine-in has resumed, the company is working on refining its products, such as offering bento options at its mixed-rice stalls and catering meals for smaller groups, since social gatherings are restricted to no more than five people.

With the brand seen as a more traditional business, Mr Tan also emphasises the need to boost its marketing and social media presence as well. Contactless payment options such as Apple Pay or Samsung Pay could also be rolled out by early next year.

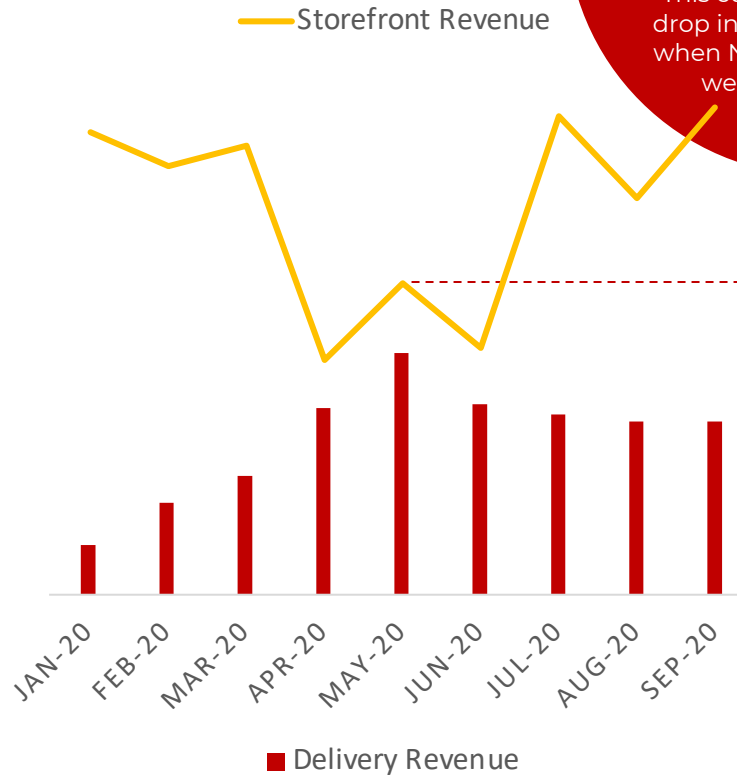
He says: "It has become clear over the past few months that the coffee-shop and hawker scene is important to Singapore. You can not have cakes, but you can't miss dinner."

"I believe the nightmare is over, unless we go into another circuit breaker. Delivery worked well for us and we emerged stronger."



Within a short timeframe, the company has shown nimbleness and agility to recalibrate the focus to Online/Delivery businesses during the Circuit Breaker.

This cushioned the drastic drop in Store Front revenue when No-Dine-In measures were implemented.





04

OUTLET  
INVESTMENT  
BUSINESS

strategy

Kimly has completed its acquisition of S\$55.8mil of four food outlets in 2020 amidst the unprecedented Covid-19 situation.

# INCREASING FOUNDATION LEASE To Provide Stability and Certainty

Types of Leases	IPO 2017		Sep 2020	
	Number of Outlets	Percentage of Outlet by Type	Number of Outlets	Percentage of Outlet by Type
<b>IPT Leases</b> Leases in coffee shops whereby the Executive Chairman holds partial interest	18	28.1%	18	21.7%
<b>HDB Leases</b> Coffee shops leased directly from HDB	14	21.9%	22	26.5%
<b>Food Outlet Properties Owned</b>	<b>0</b>	<b>0.0%</b>	<b>9</b>	<b>10.8%</b>
<b>Sub Total of Foundation Leases*</b>	<b>32</b>	<b>50.0%</b>	<b>49</b>	<b><u>59.0%</u></b>
<b>Private Leases</b> Coffeeshops and Industrial Canteens leased from private owners	23	35.9%	22	26.6%
<b>Managing Agent</b> Leases in Coffee shops managed under a third-party brand	5	7.8%	9	10.8%
<b>Private Leases (Institute of Higher Learning)</b> Leases in food courts, secured through tenders	4	6.3%	3	3.6%
<b>Sub Total</b>	<b>32</b>	<b>50.0%</b>	<b>34</b>	<b><u>41.0%</u></b>
<b>Grand Total</b>	<b>64</b>	<b>100%</b>	<b>83</b>	<b>100%</b>

\* Foundation Leases are leases or owned coffee shop properties where the Group is confident of securing its right-of-use assets or renewing the leases and accordingly provide stability and certainty to the Group in delivering long-term returns to its shareholders.



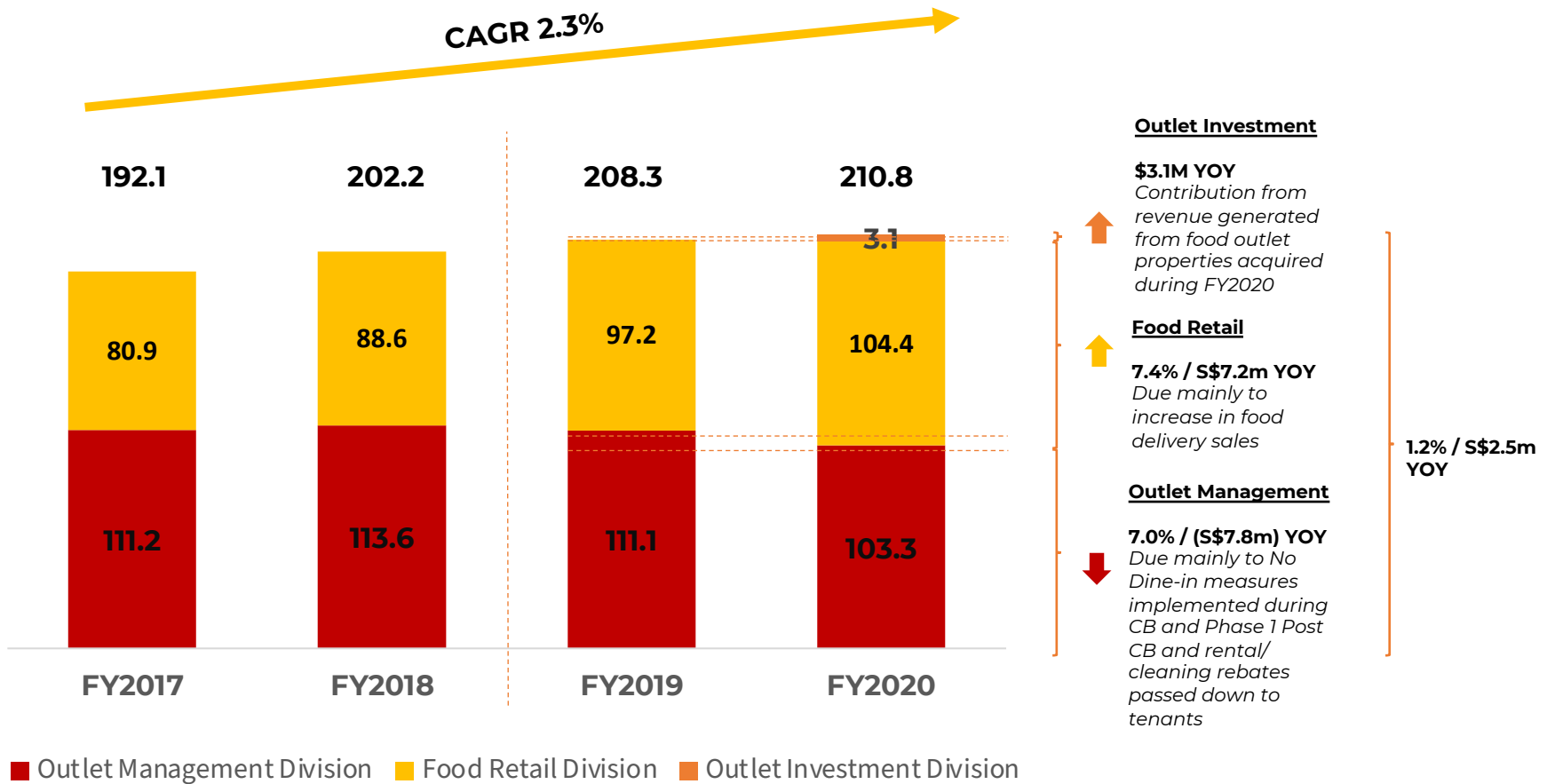
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FINANCIAL  
PERFORMANCE

# RESILIENT REVENUE GROWTH

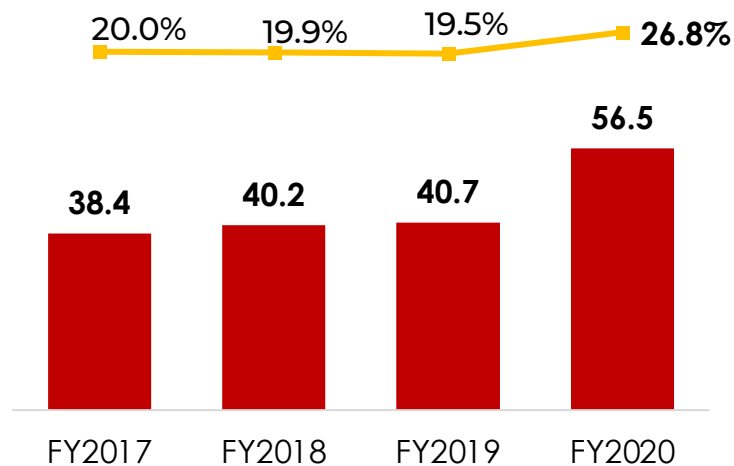
Revenue by Business Segment (\$Mil)

CAGR 2.3%

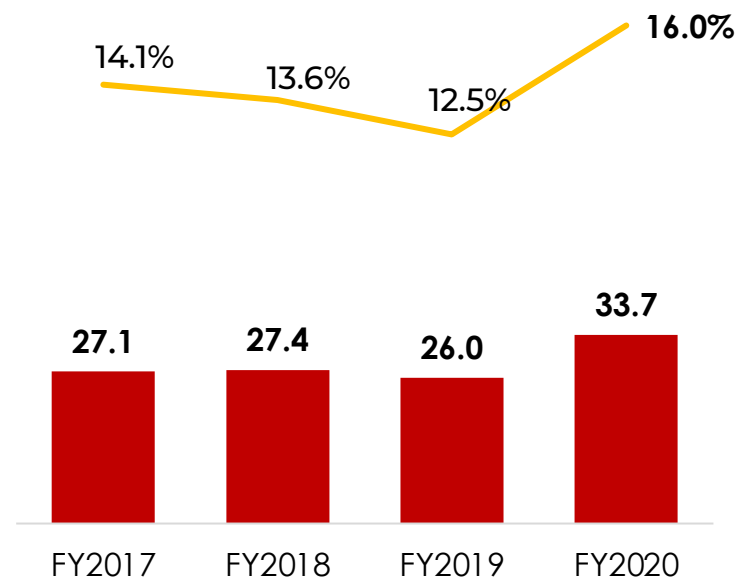


# SUSTAINABLE PROFITABILITY

Gross Profit (S\$ Mil) & Gross Profit Margin (%)



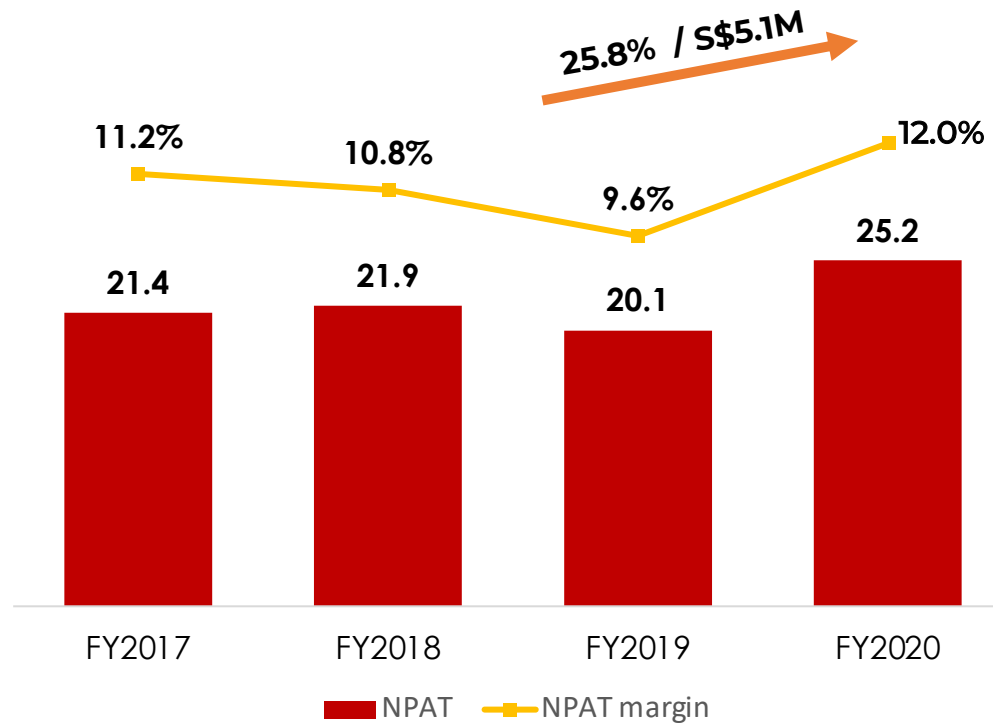
EBITDA (S\$ Mil) & EBITDA Margin (%)



*\*Earnings before interest, Taxes, Depreciation & Amortization ("EBITDA") after Depreciation of right-of-use assets and interest expense on lease liabilities*

# SUSTAINABLE PROFITABILITY

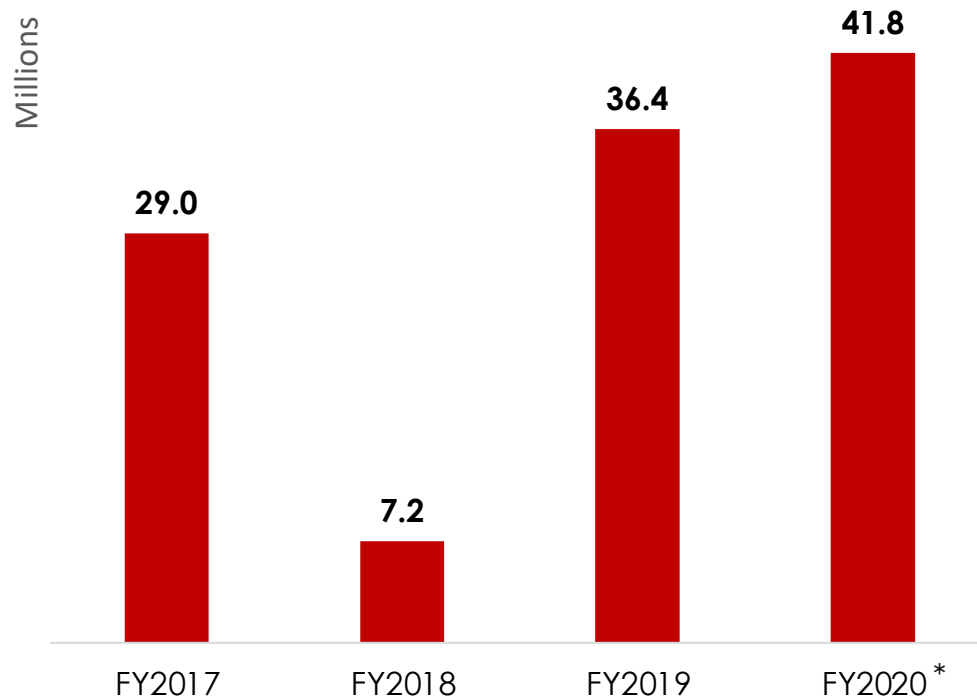
Net Profit After Tax ("NPAT") (\$Mil)





# CASH GENERATIVE BUSINESS LEADING TO STRONG OPERATING CASH FLOW

Net Cash Generated From Operating Activities (S\$ Mil)

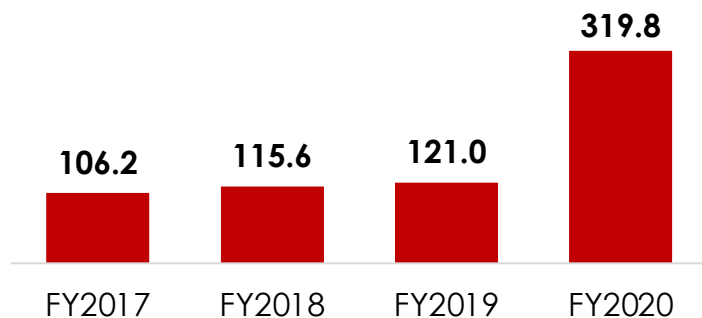


**S\$68.3M**  
Cash &  
Cash Equivalents  
as at 30 September 2020

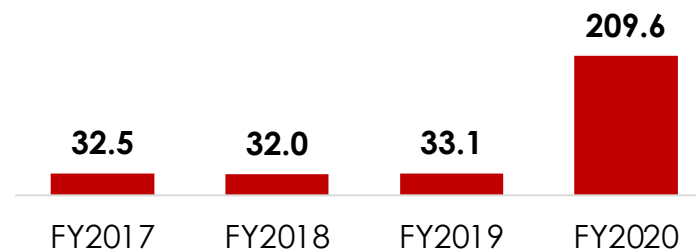
*\*Net Cash generated from operating activities and after repayment of lease liabilities and its related interest expense of S\$33.1 mil*

# STRONG BALANCE SHEET

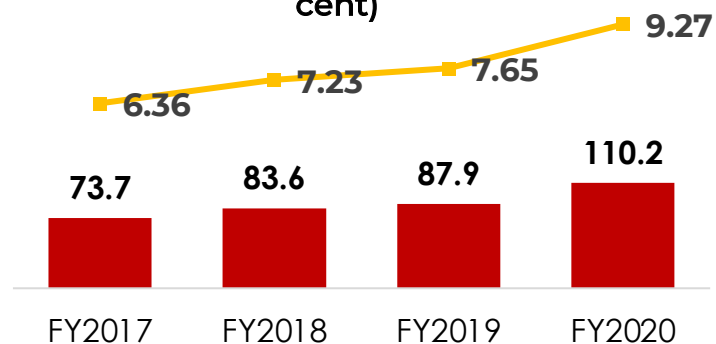
Total Assets (S\$ Mil)



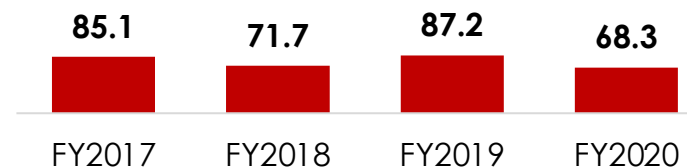
Total Liabilities (S\$ Mil)



Total Shareholder's Equity (S\$ Mil) & Net Asset Value Per Share (Singapore cent)

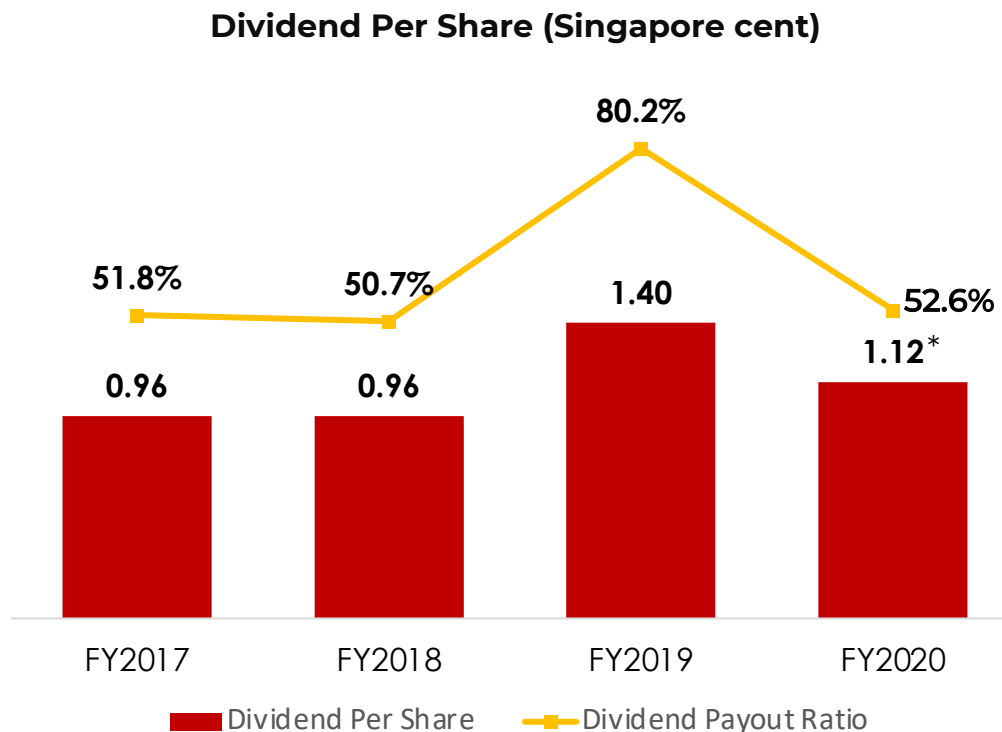


Cash and Bank Balances (S\$ Mil)



# ATTRACTIVE RECURRING DIVIDENDS

To declare dividends of not less than 50% of net profits attributable to shareholders each year



**FY2020  
Proposed  
Final Dividend  
S\$0.0084  
Per Ordinary Share**

*\*Inclusive of the interim dividend paid of S\$0.0028 per ordinary shares paid in July 2020. Proposed final dividend is subject to shareholders' approval at the forthcoming AGM of the Company.*

06

2021  
GROWTH  
PLANS



- 3. ...
- 4. Press your ...
- 5. Collect your recei...


Receipt Here

SCAN HERE

NETS

KEDAI KOPI

JOINT  
VENTURE  
KEDAI KOPI

OPENING SOON IN MID DEC 2020 | ADDRESS: 380 CLEMENTI AVE 5, S120380 |   KEDAIKOPISG

是好的 咖啡館  
KEDAI KOPI  
- SEJAK 2020 -



**BLK 380 CLEMENTI AVENUE 5**



## KIMLY'S 1<sup>st</sup> HALAL COFFEESHOP

“

Spanning approximately **5,000 ft<sup>2</sup>** with more than **200** seating, **KEDAI KOPI** provides an array of halal dining options to choose from at an affordable value. The mission is to provide quality, convenience, and a fun environment for all to enjoy and escape from the grind of the day.

”

# 2021 STRATEGIC GROWTH PLANS



## Expansion of Footprint

## Diversify Product Offerings

## Accelerate Digitalisation

## Improving Retail Operations

- Continue exploring possible M&A opportunities, complementing Kimly's core businesses and ecosystem.
- Continue the effort in increasing foundation leases and securing right-of-use assets.

- Central Kitchen to enhance R&D effort on product offerings to cater to changing consumer preferences and meal habits resulting from Covid-19.
- Work closely with delivery platforms to churn out Popular Menu.

- Progressively deploy NETS unified Payment system (cashless payments) through 2021.
- With capabilities of accepting more than 20 types of payment provider's services, through both TAP and SGQR.

- Enhance hygiene and cleaning standard across all retail fronts, through horizontal expansion.
- Multi-prong approach of synergizing Central Kitchens to retail fronts, optimizing efficiency while reducing manpower reliance.

*Like a Steady Ship in Rough Seas*