



# FY2021 Corporate Presentation

ANNUAL GENERAL MEETING  
26 JANUARY 2022

EMERGING STRONGER TOGETHER

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# AGENDA

## OVERVIEW

## MILESTONES

## OPERATIONS REVIEW

- Our Foodprint
- Strengthening Operations
- Accelerating Digitalisation
- Diversifying Product Offerings
- Synergising Growth with Strategic M&A

## FINANCIAL HIGHLIGHTS

## 2022 STRATEGIC GROWTH PLANS

## SUSTAINABILITY EFFORTS

- For Our People
- For Our Society
- For Our Earth



# KIMLY CORPORATE VIDEO



Bringing the Flavours of Life to You

# OVERVIEW

A leading and established traditional coffeshop operator in Singapore with a proven track record with more than 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
- Tenderfresh Halal Fried & Roasted Chicken

## Outlet Investment Business

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



**2017****2018****2019****2020****2021**

▶ **20 MAR** Successfully listed on the Catalist Board of the SGX-ST

▶ **3 JUL** Acquisition of operating leases & business operations of Bedok 631 coffeeshop, 21 Woodlands Close Industrial Canteen

▶ **30 SEP** Completed HQ & central kitchen annex block's expansion project

▶ **1 JUL** Acquisition of Tonkichi & Rive Gauche Patisserie

▶ **2 JUL** Commenced operations with the first digitalized tray return & rewards system at Bukit Batok 292 Coffeeshop

▶ **1 MAY** Launch of beverage line "HOLIM"

▶ **1 JUL** Successfully tendered for 3 HDB coffeeshops under HDB's Price- Quality-Method ("PQM")

▶ **1 AUG** Successfully launched the iconic Kimly Bak Kwa Bao

▶ **1 NOV** Successfully acquired our first coffeeshop property, Teck Whye 143 coffeeshop

▶ **15 MAY** 122 Food stalls onboard on third party food delivery platform

▶ **3 JUN** Completion of acquisition of 6 food outlet properties

▶ **26 JUN** Successfully acquired 25% partnership interest in North View Investments LLP

▶ **30 JUN** Acquisition of Ang Mo Kio 347 Coffeeshop

▶ **26 AUG** Acquisition of Clementi 380 Coffeeshop

▶ **9 SEP** Entered into joint venture agreements to manage and operate Bukit Batok 376 Coffeeshop and Upper Aljunied 1 Coffeeshop

▶ **29 SEP** Entered into a joint venture agreement to manage and operate Choa Chu Kang 429A Coffeeshop

▶ **3 NOV** Entered into a business agreement to operate and manage the first halal coffeeshop, Kedai Kopi

▶ **21 JAN** Entered into a joint venture agreement to operate and manage Lorong Ah Soo 134 Coffeeshop

▶ **1 APR** Acquisition of 60% of the shares in Klovex Holdings Pte. Ltd.

▶ **29 APR** Entered into a joint venture agreement to operate and manage Bukit Batok 233 Coffeeshop and Serangoon 153A Coffeeshop

▶ **1 JUL** Opened second Kedai Kopi at 12 Haig Road

▶ **1 OCT** Completion of acquisition of 75% of the stake in Tenderfresh Business

# MILESTONES

# OPERATIONS REVIEW

## Expansion of Footprints



- ✓ Entry into a business agreement Tenderfresh Fried & BBQ Chicken Pte Ltd, opened two Kedai Kopi outlets
- ✓ Increased presence in the cleaning services industry with acquisition of 60% of the shares in Klovex Holdings Pte Ltd
- ✓ Entry into Joint Venture Agreements to operate and manage 3 coffeshops

## Improving Retail Operations



- ✓ Refining recipes and cost control
- ✓ Commissioning machinery to improve production efficiency

## Accelerate Digitalisation



- ✓ NETS Unified Payment terminals deployed across all food outlets
- ✓ Developed in-house web application to facilitate the submission and compilation of the weekly FET results

## Diversify Product Offerings



- Adapted product offerings to suit current situations – smaller meals, affordable prices
- ✓ Kimly Dimsum, Kimly Seafood with monthly refreshed bundles

# Our Foodprint

Food Outlets, Food Stalls, Restaurants and Shops

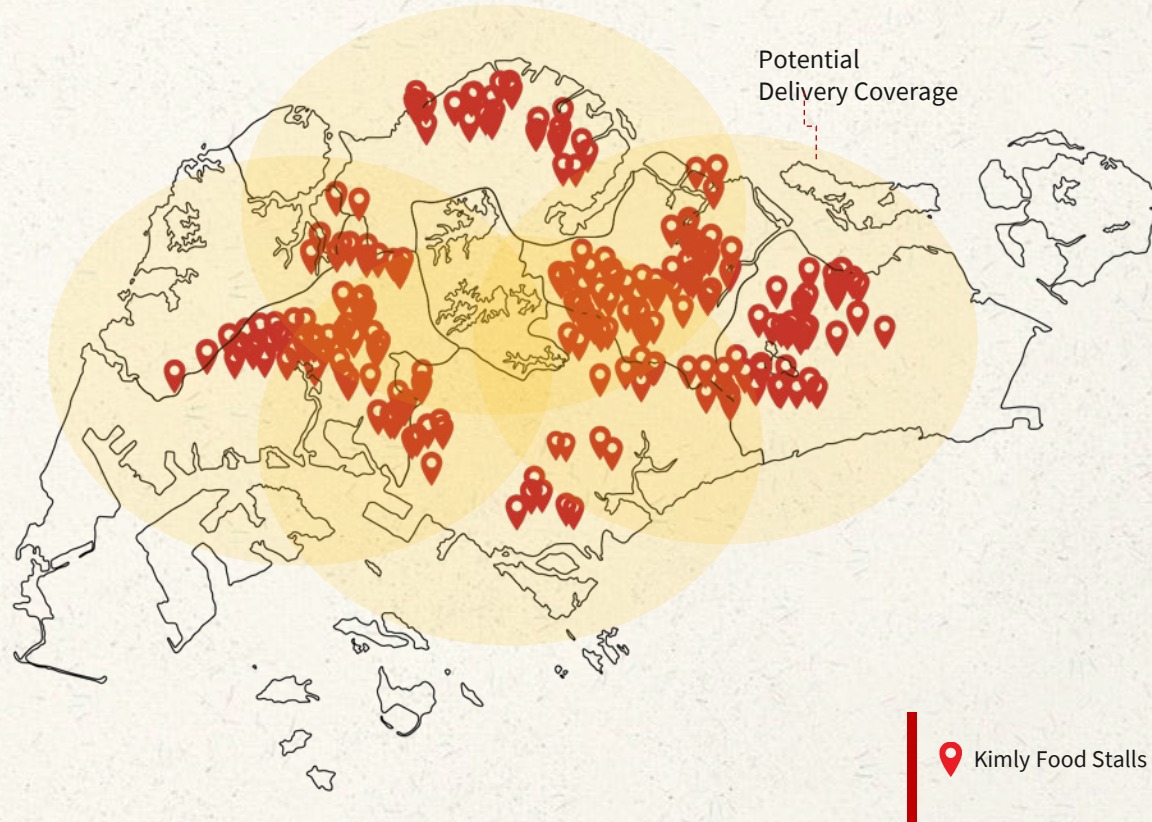




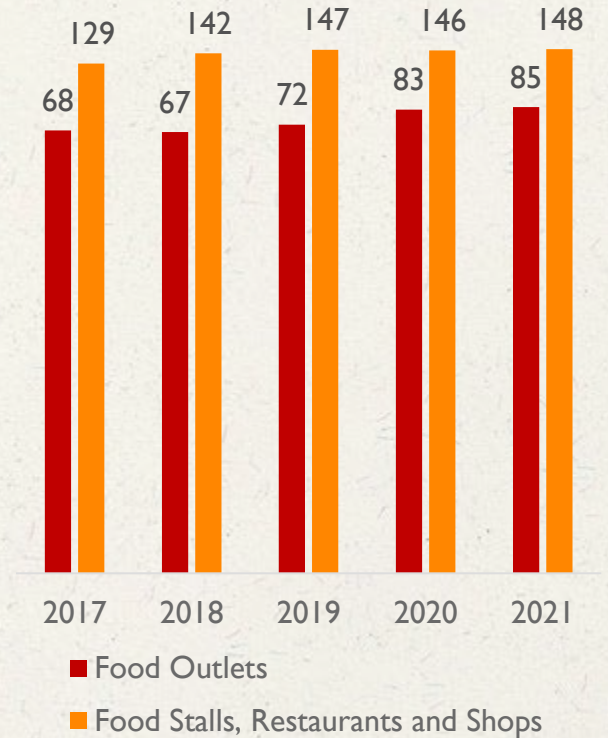
Food Outlets	FY2017	FY2018	FY2019	FY2020	FY2021
Traditional Coffeeshops	60	60	65	72	73
Halal Coffeeshops	-	-	-	-	2
Industrial Canteens	4	4	4	7	7
Food Courts/ Restaurant	4	3	3	4	3
<b>Total</b>	<b>68</b>	<b>67</b>	<b>72</b>	<b>83</b>	<b>85</b>

Food Retail	FY2017	FY2018	FY2019	FY2020	FY2021
Mixed Vegetable Rice Stalls	33	28	31	36	49
Rice Garden Stalls	16	18	22	20	8
Teochew Porridge Stalls	2	3	3	3	3
Dim Sum Stalls	46	49	50	48	49
Seafood “Zi Char” Stalls	31	30	29	29	28
Live Seafood Restaurant	1	1	-	-	-
Kanaaji Katsu Japanese Food Stalls	-	-	1	1	2
Tonkichi Restaurants	-	3	2	2	2
Rive Gauche Patisserie	-	10	9	7	7
<b>Total</b>	<b>129</b>	<b>142</b>	<b>147</b>	<b>146</b>	<b>148</b>

# FOOD OUTLETS, FOOD STALLS, RESTAURANTS AND SHOPS



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



# INCREASING FOUNDATION LEASE\*

To Provide Stability and Certainty

Types of Leases	IPO 2017		Sep 2021	
	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	21.2%
<b>HDB Leases</b> Coffee shops leased directly from HDB	14	21.9%	25	29.4%
<b>Food Outlet Properties Owned</b>	<b>0</b>	<b>0%</b>	<b>9</b>	<b>10.6%</b>
<b>Sub Total of Foundation Leases*</b>	<b>32</b>	<b>50%</b>	<b>52</b>	<b><u>61.2%</u></b>
<b>Private Leases</b> Coffeeshops and Industrial Canteens leased from private owners	23	35.9%	22	25.8%
<b>Managing Agent</b> Leases in Coffee shops managed under a third-party brand	5	7.8%	9	10.6%
<b>Private Leases (Institute of Higher Learning)</b> Leases in food courts, secured through tenders	4	6.3%	2	2.4%
<b>Sub Total</b>	<b>32</b>	<b>50%</b>	<b>33</b>	<b>38.8%</b>
<b>Grand Total</b>	<b>64</b>	<b>100%</b>	<b>85</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.

# Strengthening Operations

Improving Efficiency And Productivity





# New Outlets in the Heartlands

Resilient Business With Diversified And A Favourable  
Geographical Spread

# STRENGTHENING OPERATIONS

## Enhancing Foundation Lease

3 New Coffeeshops,  
2 Kedai Kopi Outlets<sup>1</sup>

### Enhancing Stable Lease

- Providing stability and certainty to the Group in delivering long-term returns to its shareholders.

<sup>1</sup> Traditional Coffeeshop located at 116 Bukit Merah View, Halal Coffeeshops, Kedai Kopi located at 380 Clementi Ave 5 and 12 Haig Road  
Traditional Coffeeshops under JVs located at 134 Lorong Ah Soo and 233 Bukit Batok East Ave 5

## Outlet Revitalisation

*\*Refurbishment & Extension*

6 Existing Coffeeshops<sup>2</sup>

### Outlet Revitalization Program:

- Amenities upgraded enhancing hygiene and dining experience
- New Food Stalls and food products are introduced into the Coffeeshops to maintain vibrancy
- Increasing food outlet's lettable area

<sup>2</sup> Traditional Coffeeshops located at 2A Eunos Crescent, 346 Jurong East St 32, 280 Bishan St 24, 345 Clementi Ave 5, 232 Ang Mo Kio Ave 3 and 292 Bukit Batok East Ave 6

# STRENGTHENING OPERATIONS

## Quality Food Tenants and Anchor Tenants



As of 30 September 2021, we enjoyed 98% occupancy rate over a total of 680 food stalls within the 85 food outlets under our management.

## Upgrading Capabilities of the Central Kitchen



Reducing Man Hours Through Automation and Refining Recipes



## Tray Return Preparations Rollout for 1<sup>st</sup> Jan 2022



Continuing to contribute to the national effort in driving cultural shift in tray return.

# Upgrading Capabilities of the Central Kitchen

- We continuously refine our recipes whilst maintaining cost discipline. We focused towards more automation and commissioning machinery to reduce man hours.
- Under the Dim Sum Food Division, our team has successfully created a new dumpling (Siew Mai) Skin recipe in-house that helps in cost savings of over **\$80,000** annually.
- With the commissioning of new machinery for dumpling (Siew Mai) Skin, it has saved an approximately **3,000 hours** annually.





# Accelerating Digitalisation

Continued Effort On Embracing Digitalisation



# Accelerating Digitalisation

## E-payment Volume Soars



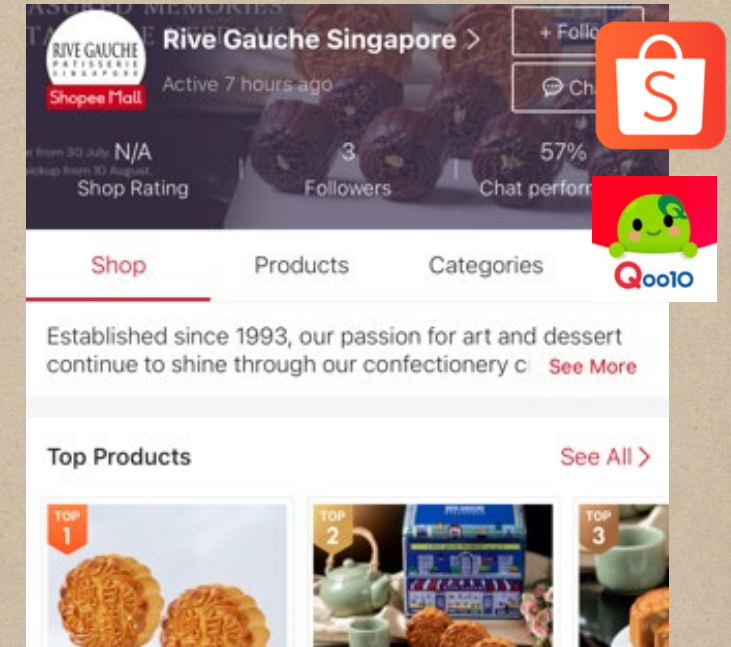
- completed the deployment of NETS Unified Payment Terminals in our island-wide network of more than 220 POS terminals.
- e-payment volume has risen sharply across our operations.

## Using Technology to Boost Productivity



- developed in-house web application to facilitate the submission and compilation of the weekly FET results for over 4,000 of our operations staff, both third party stall operators and our own employees.

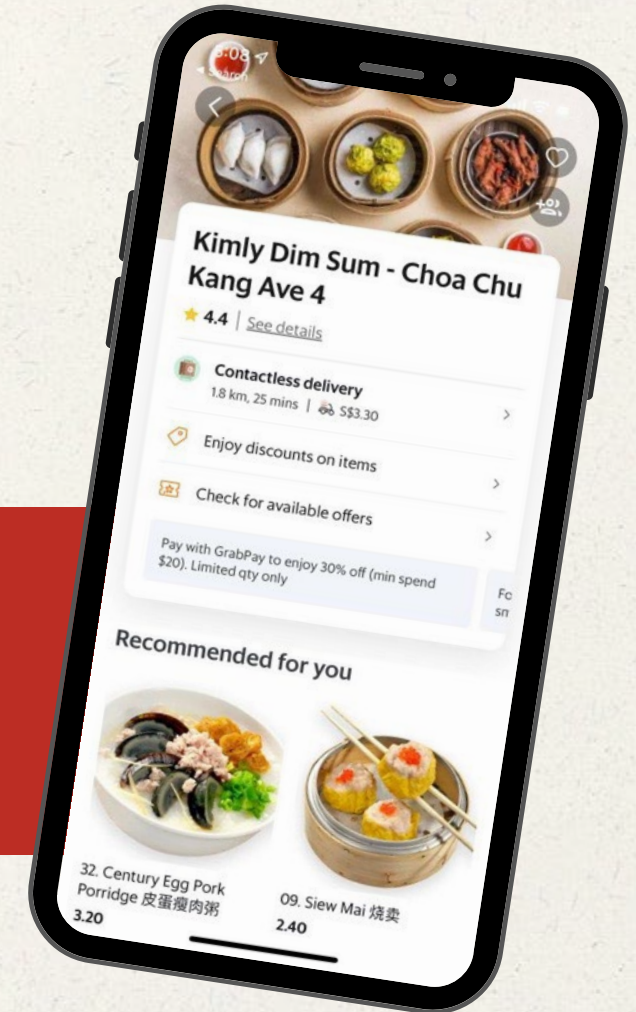
## Stepping Up Digital Marketing Efforts



- Opened additional online sales channels – Shopee & Qoo10.
- Our Facebook campaigns generated close to 8 million impressions, reaching out to more than 1.5 million users.

# Diversifying Product Offerings

Reinventing, Innovate, Upgrade Menu Offerings

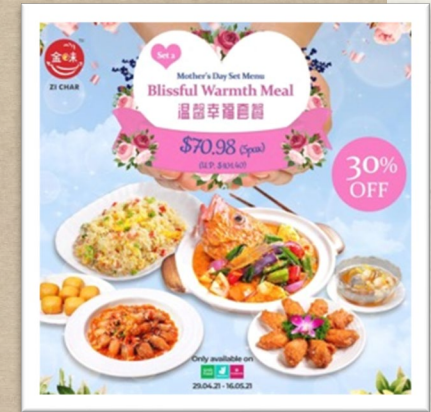


## Changing Consumer Preferences

- WFH remains the default towards the end of 2021 and has become a new normal
- the Group has benefited from customers staying at home during WFH and leaving home for their meals at nearby eateries
- on-going partnerships with Grabfood, Foodpanda and Deliveroo, provide quick and responsive delivery to our customers
- frequent special promotions are posted on social media to invite customers to enjoy different fares in their homes



## Seasonal Promotions



# KEDAI KOPI

Coffeeshop with Halal-Certified Food stalls



# KANAAJI KATSU

Japanese Katsu Specialty Food Stall



# Synergising **Growth** with Strategic M&A



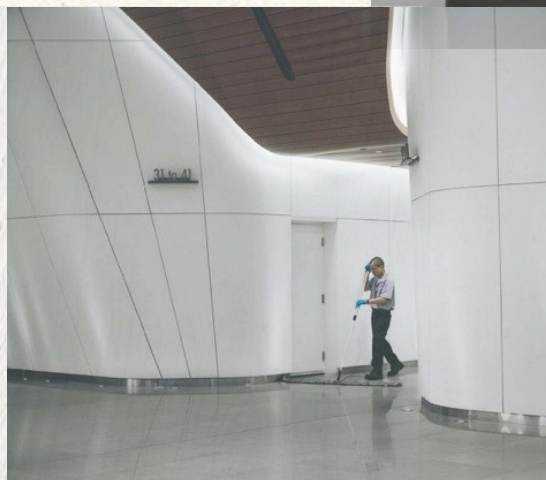
Strengthening topline and enhancing  
shareholders' value

# KLOVEX



*Cleaning Services  
Provider*

| April 2021



- elevated importance and demand of hygiene and cleanliness in the midst of the pandemic
- capitalising on Klovex's expertise to improve the Group's hygiene standards
- diversify sources of revenue



# TENDERFRESH BUSINESS

## Food Unity Division

- Acquisition of a 75% stake in Tenderfresh Business for S\$54 million on 1 Oct 2021
- widening customer base and tapping presence of Singapore's Halal F&B market
- new food concepts and dining experiences
- expand product offerings and upscaling food retail business

1 OCTOBER 2021



tenderfresh GROUP 

# FINANCIAL Highlights



## Revenue

**\$238.6M**Up 13.2% y-o-y

## Gross Profit

**78.2M**Up 38.3% y-o-y

## Gross Profit Margin

**32.8%**Up 6.0 p.p. y-o-y

## EBITDA

after depreciation-of right-of-use assets and  
interest expense on lease liabilities**\$49.9M**Up 48.4% y-o-y

## Net Profit

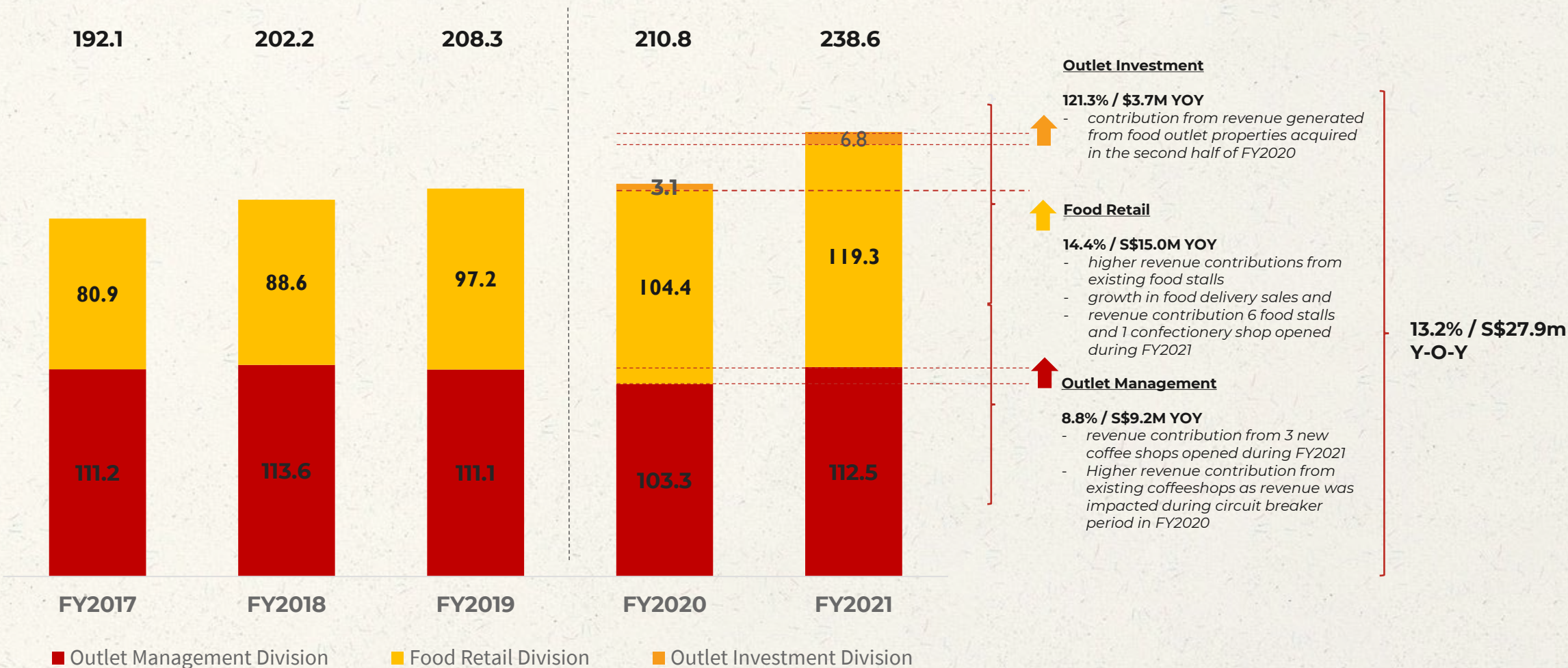
after tax attributable to the owners of the  
company**\$39.3M**Up 55.7% y-o-y

## Basic EPS

**3.30 cents**Up 51.4% y-o-y

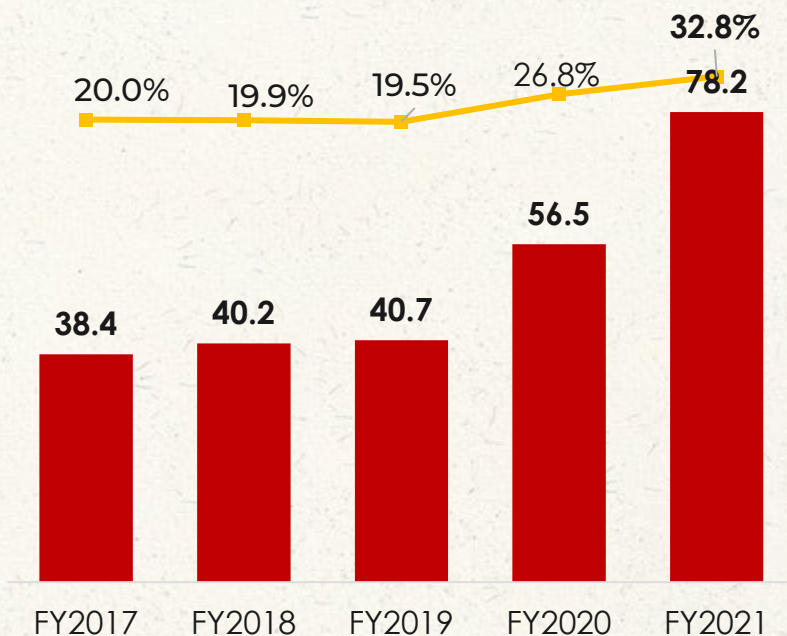
# RESILIENT REVENUE GROWTH

Revenue by Business Segment (\$Mil)

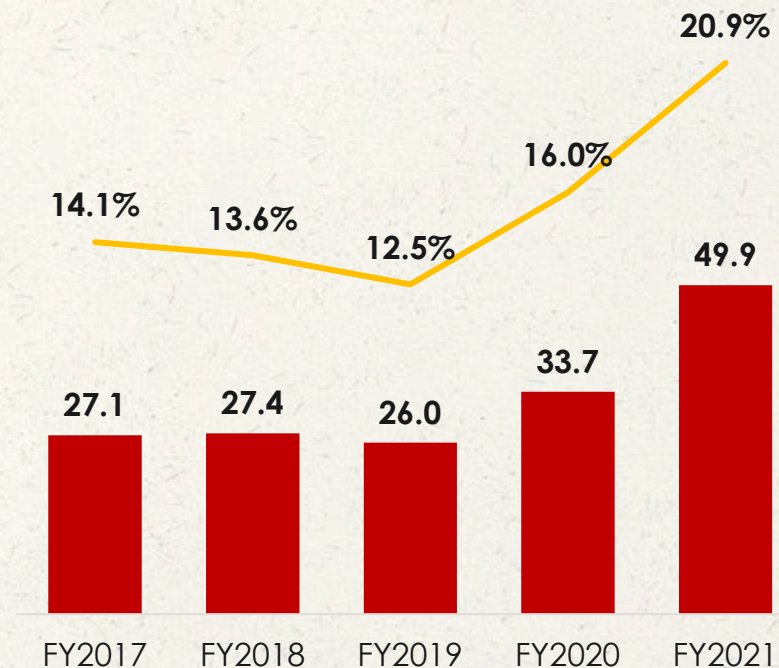


# PROFITABILITY

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



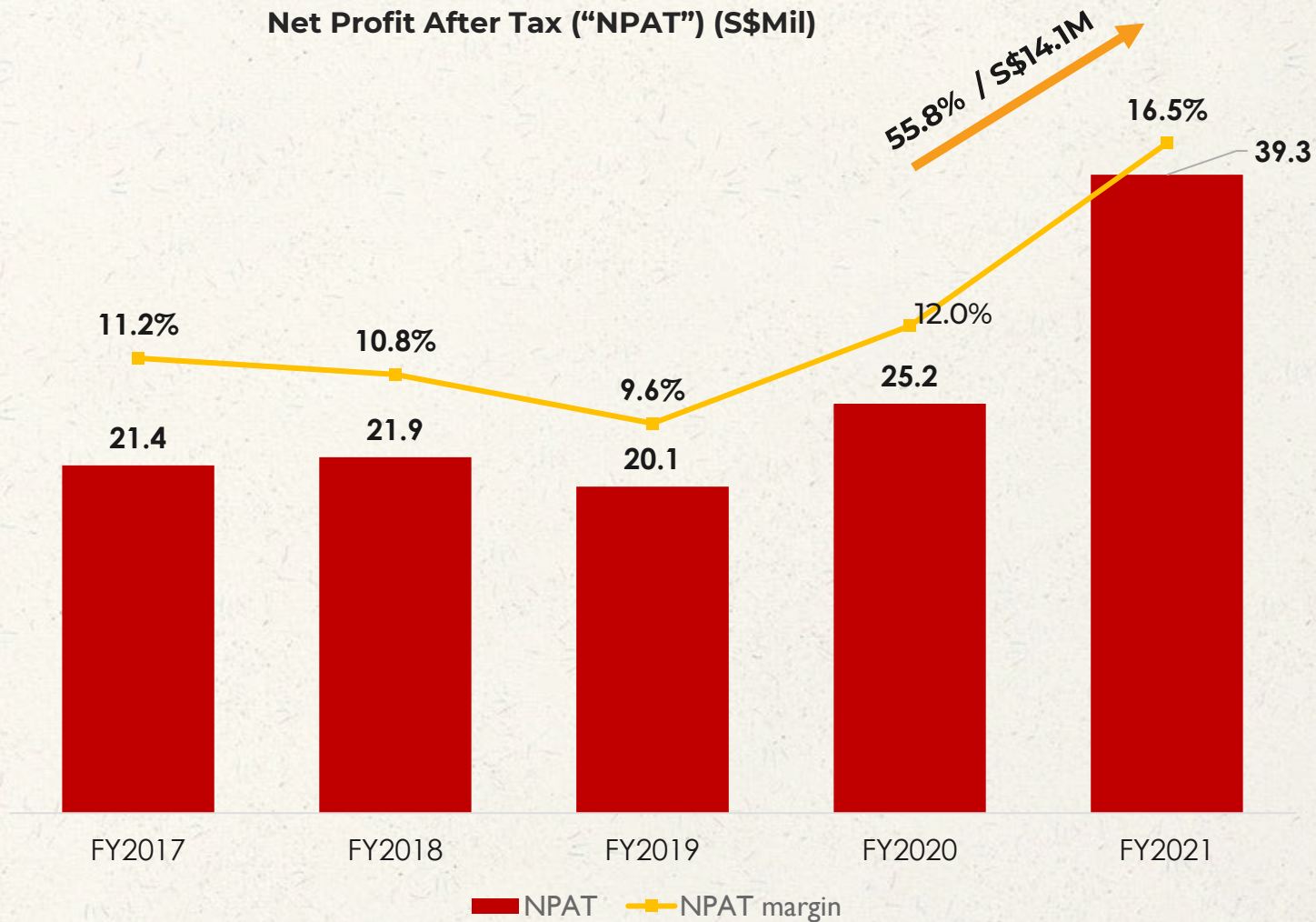
**EBITDA (S\$ Mil) & EBITDA Margin (%)**



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

# PROFITABILITY

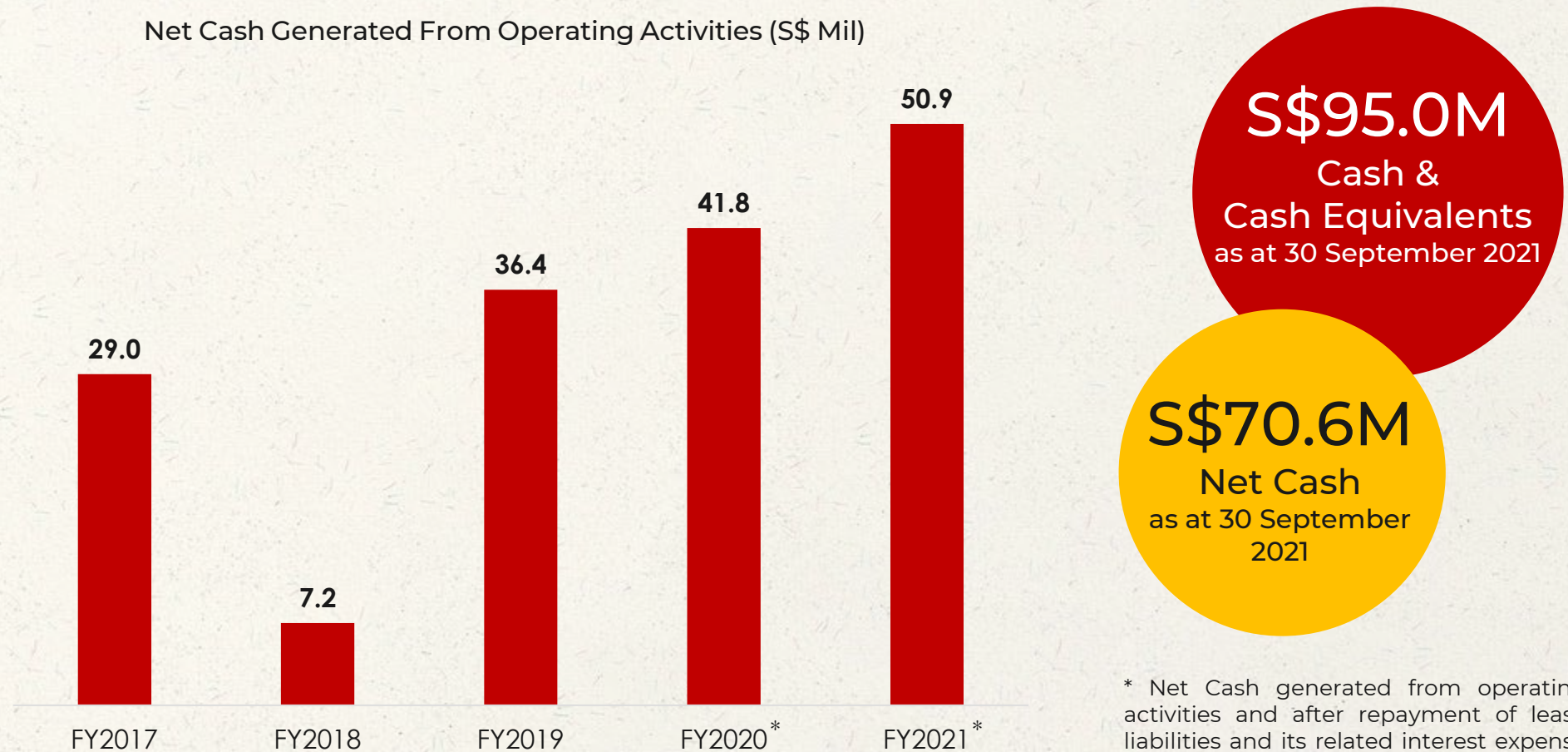
Net Profit After Tax ("NPAT") (\$Mil)



# CASH GENERATIVE BUSINESS

## LEADING TO STRONG OPERATING CASH FLOW

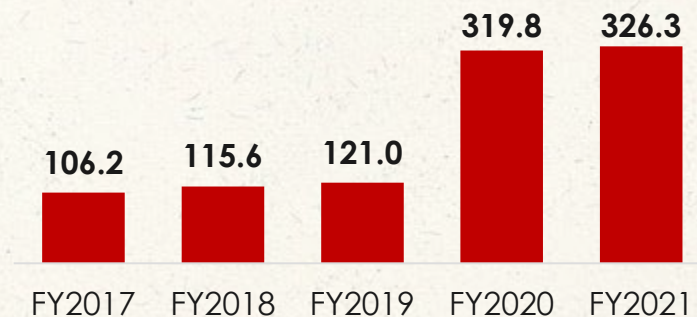
Net Cash Generated From Operating Activities (S\$ Mil)



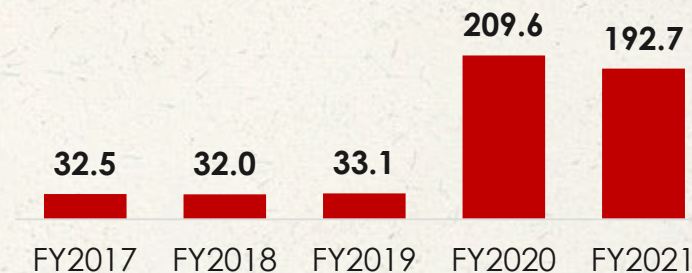
\* Net Cash generated from operating activities and after repayment of lease liabilities and its related interest expense of S\$39.2 mil (FY2020: S\$33.1mil)

# STRONG BALANCE SHEET

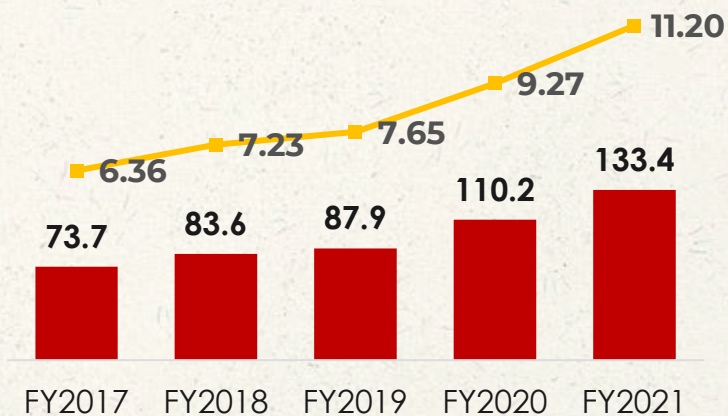
Total Assets (S\$ Mil)



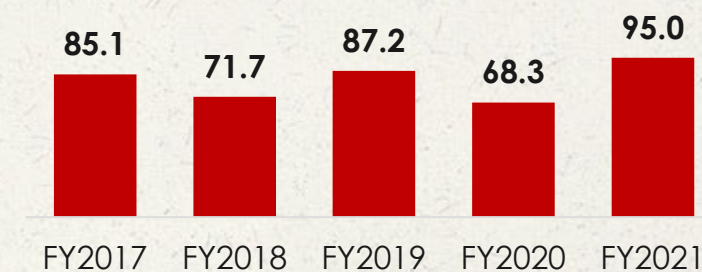
Total Liabilities (S\$ Mil)



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



Cash and Bank Balances (S\$ Mil)

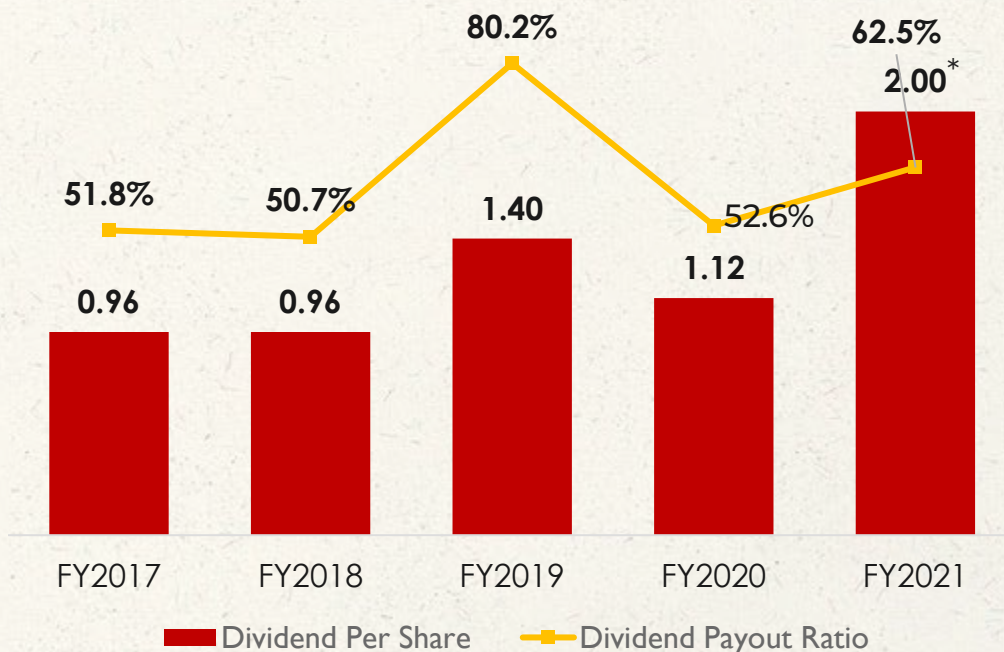




# ATTRACTIVE RECURRING DIVIDENDS

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

Dividend Per Share (Singapore cent)



**FY2021  
Proposed  
Final Dividend  
S\$0.0084**  
Per Ordinary Share

**Proposed  
Special  
Dividend  
S\$0.006**  
Per Ordinary Share

*\*Taking into consideration the interim dividend of S\$0.0056 per ordinary shares paid in July 2021.  
Proposed final and special dividend is subject to shareholders' approval at the forthcoming AGM of the Company.*

# 2022 STRATEGIC GROWTH PLANS



## Expansion of Footprints

Continued efforts in increasing foundation leases and securing right-of-use assets.



## Diversify Product Offerings and Revenue Channels

Moving forward, we will continue to reinvent our menu offerings to attract and retain our online customers, while continue to expand our both brick and mortar, and online businesses channels to increase the Group's revenue.



## Expansion of Food Unity Division

Over the years, we have grounded our food retail division on a strong foundation, the acquisition of 75% stake in the Tenderfresh Business provided the strong impetus to further grow our food retail division.



## Strengthening Operation Capabilities

Our continued efforts to upgrade our central kitchens through technology to improve productivity and operational efficiency.

# Sustainability Efforts



## For Our People

- Appreciation Award For Lower Wage Staffs
- Refining Remuneration Packages Of Lower Wage Local Staffs



## For The Society

- 2021 Bring Your Own Container Promotion/Initiative
- \$50,000 (approx.) worth of donations in support of the Sayang Sayang Fund - for the needs of the CV 19 Frontline fighters and vulnerable communities affected by the Covid-19 pandemic.
- Sponsorship of \$600 Cash vouchers for Game On Nila!



## For The Earth

- Award-winning sustainable keepsakes for Rive Gauche's Mid Autumn Packaging
- Encouraging Reusable cutleries due to cultural shift towards Online Food Delivery.
- Upgrade of energy saving facilities, eg: energy saving bulbs, motion sensor taps, to further conserve energy and water usage.
- BYOC initiatives at Food Retail fronts.

# FOR OUR People

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## Reinvesting In & Rewarding Employees

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LONG SERVICE AWARD - \$500 to \$800 cash awarded to long-serving staffs of 5-10 years. Cash award amounted to more than **\$75,000**

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## Revising Pay Package For Lower Wage Employees

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Upwards adjustments of more than \$200 /month, for lower wage employees, coupled with quarterly NTUC/Kimly Food vouchers.



# FOR THE Society

Donations of approx.  
**\$50,000**

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## Sayang Sayang Fund Donations

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Launched by Community Foundation of Singapore. The proceeds went into goodie bags given to the COVID-19 frontline fighters and vulnerable communities affected by COVID-19 pandemic.



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## Game On Nila!

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Sponsorship for SportsSG's Team Nila for their initiative and activities in encouraging elderlies maintaining an active lifestyle.

\$600 worth of Kimly F&B vouchers will be used for refreshment after elderly's activities.

# FOR THE Earth

## BYOC Initiative at Food Retail Stores

Food Retail stalls, Kimly Mixed Rice, Kimly Zichar, Kimly Dimsum encourage customers to bring their own containers. Selected outlets at Kimly Zichar reward a \$0.20 off per purchase for BYOC.

## Award-winning Rive Gauche Mooncake Packaging Keepsake

Reminiscent of a Parisian building, Rive Gauche's #GiftaBoxofRiveGauche encourages our customers to gift responsibly, reduce unnecessary packaging waste and promotes upcycling.



Singapore Packaging  
**STAR AWARD**  
2021

### AWARD WINNER

Sales & Display Product Category  
**RIVE GAUCHE PATISSERIE**

Rues De Paris Mooncake Box

Design & Produce by : DPC Design Packaging Concept

### Inspiration

Inspired by the art-deco architecture of Rive Gauche situated at Left bank of Paris, our client wants to showcase the quiet serene side of streets with multi-faceted shops' services with Rive Gauche Patisserie leading at the front façade. The buildings are inspired by young, trendy and festive Parisian Butte aux Cailles Art Nouveau architecture.

### Sustainability

Our client's vision is Environmentally friendly thus tin was the main structure. Further instructions are to use sustainable designs to last it over its shelf life. The final looks have to be appealing and everlasting art piece which can be reuse on any shelf space.

### Description

Due to the intrinsic properties and economic value of tin, and also to the Client's commitment to environmental causes, this material is the best choice to suit its programme.



Organised by:



*Emerging Stronger Together*