

Corporate Presentation

August 2019



An F&B group with diversified portfolio of internationally popular brands

ST Group Food Industries Holdings
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01 **Company Overview**

Our F&B Brand Portfolio

Geographical Reach

Our Customers

Average Spending

Key Milestones

Store Count

Accreditations & Award

02 **Competitive Strengths**

Competitive Strengths

Management Team

Identifying New Trends &

Adapting to Changing Consumer Preferences

*Established Franchise System and Good Relationships with
Major Landlords*

Established Track Record & Strong Network of Sub-Franchisees

*Central Kitchen Maintains Food Quality & Consistency,
Increases Productivity & Cost Efficiency*

03 **Financial Highlights**

Revenue

Revenue Breakdown By Business Segments

Revenue Breakdown By Geographical Segments

Cost Breakdown

Profitability

PAT & EBITDA Margins

Income Statement

Balance Sheet

04 **Future Plans**

Upcoming Outlets

Company Overview



CONTENT OVERVIEW

Our F&B Brand Portfolio

Exclusive Franchise and License Rights



Own Brand Concepts



Outlets by Brand

PappaRich



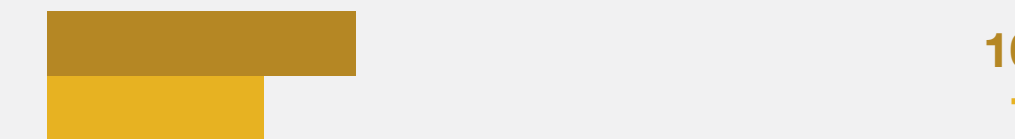
TOTAL
35

NeNe Chicken



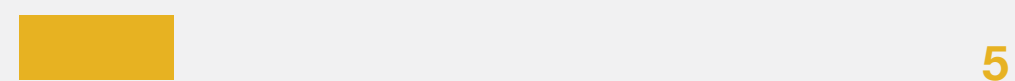
TOTAL
29

Hokkaido Baked Cheese Tart



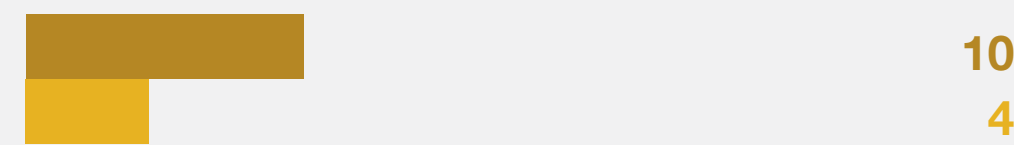
TOTAL
17

iDarts



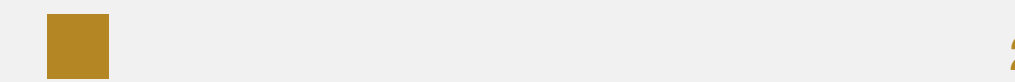
TOTAL
5

Gong Cha



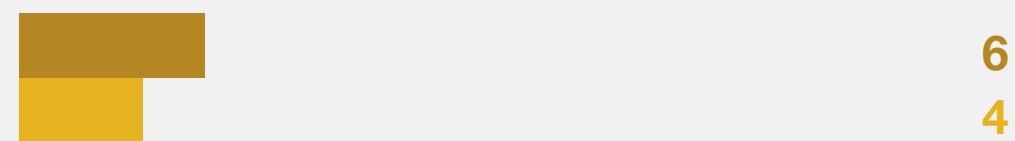
TOTAL
14

Ippudo



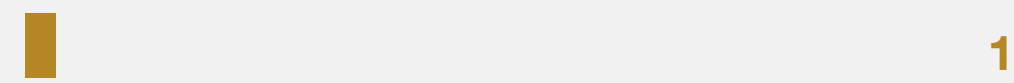
TOTAL
2

Pafu



TOTAL
10

Kurimu



TOTAL
1

Group Total



TOTAL
113
OUTLETS

■ Company Owned ■ Sub-franchised / Sub-licensed

Information as at 20 August 2019



COMPANY OVERVIEW

Geographical Reach

F&B NETWORK ACROSS

4 COUNTRIES

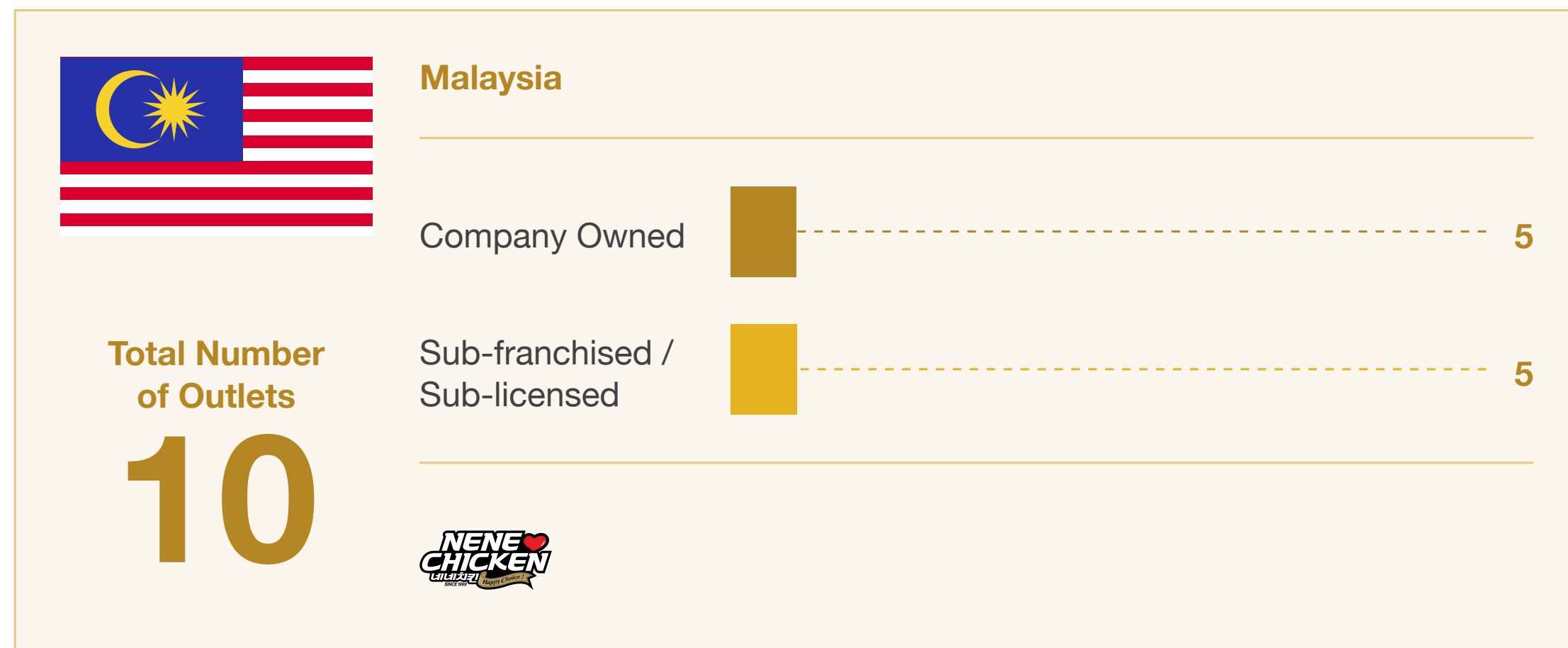
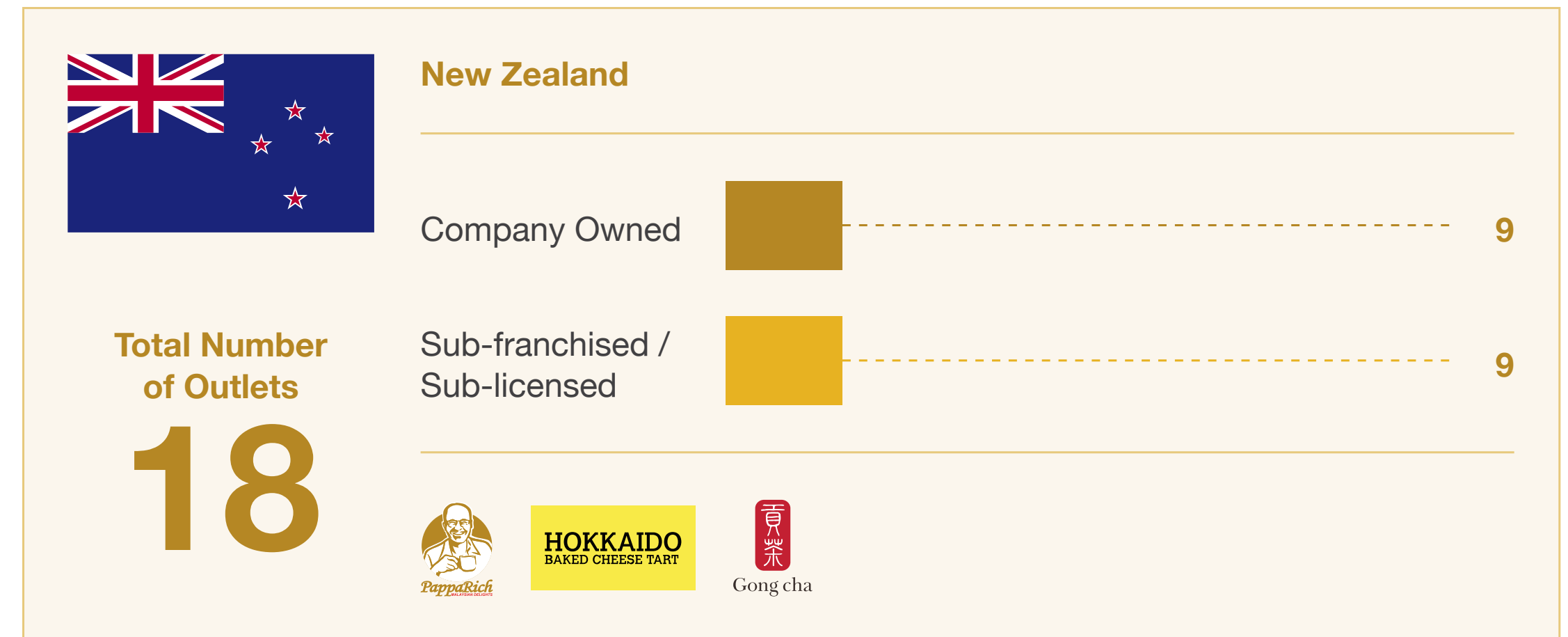
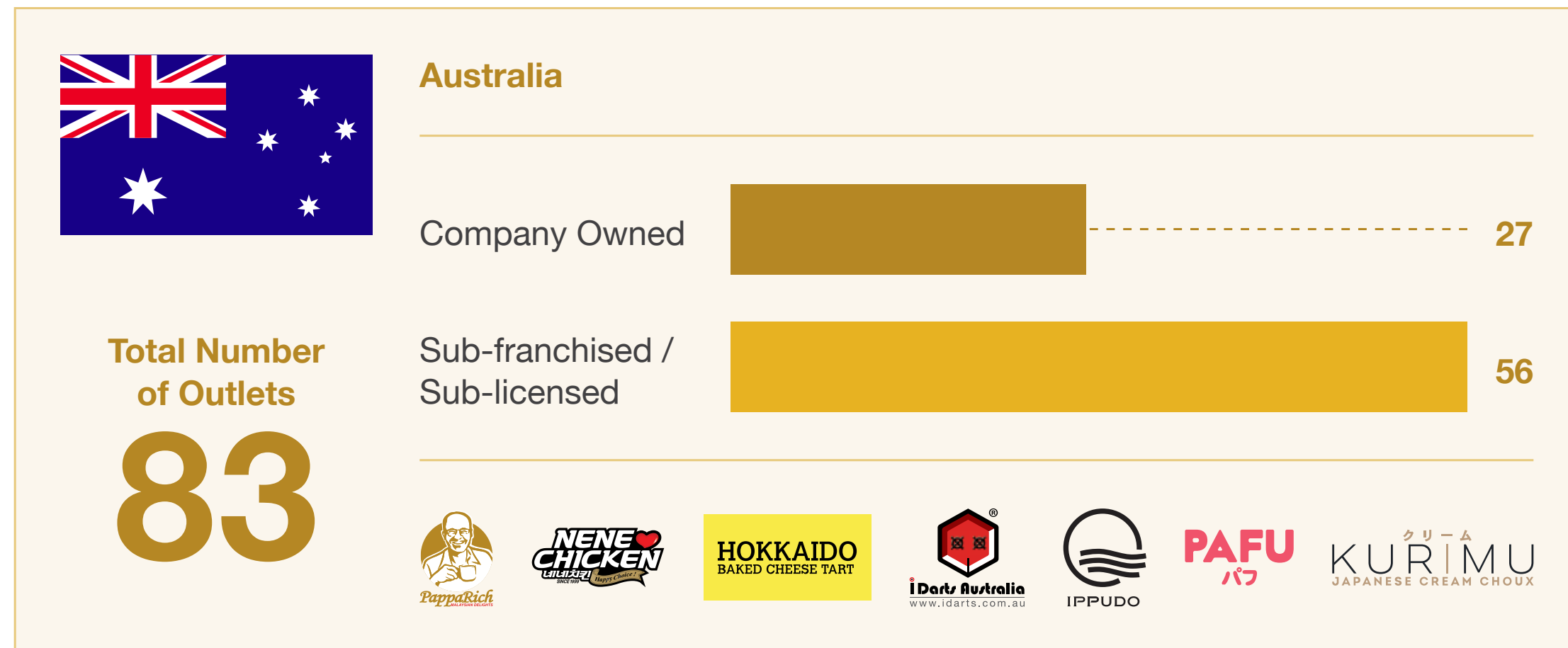
Australia

| New Zealand

| Malaysia

| England, United Kingdom

COMPANY OVERVIEW
Geographical Reach



COMPANY OVERVIEW
Our Customers

OUR NETWORK OF OUTLETS SERVES

8.8m

CUSTOMERS PER ANNUM.

24,225

CUSTOMERS PER DAY.

Approximation based on company customers data only.



COMPANY OVERVIEW
Average Spending

AVERAGE SPEND PER CUSTOMER PER VISIT:

Australia	PappaRich	AUD 19.70
	NeNe Chicken	AUD 15.00
	Hokkaido Baked Cheese Tart	AUD 11.10
	Pafu	AUD 8.30
	Ippudo	AUD 21.20
	Kurimu	AUD 7.80
New Zealand	PappaRich	NZD 23.00
	Hokkaido Baked Cheese Tart	NZD 11.30
	Gong Cha	NZD 8.30
Malaysia	NeNe Chicken	MYR 21.00
England, United Kingdom	Gong Cha	GBP 4.40

Approximation based on company customers data only.



CONTENT OVERVIEW
Key Milestones



2012

Established **Central Kitchen 100 sqm**
in Melbourne Australia
Opened first "**PappaRich**" restaurant
in Melbourne Australia

2013

Expanded **Central Kitchen to 3,000 sqm**
in Melbourne Australia
Opened first "**iDarts**" bar
in Melbourne Australia

2015

Opened first "**PappaRich**" restaurant
in New Zealand
Opened first "**NeNe Chicken**" restaurant
in Melbourne Australia
Opened first "**Gong Cha**" outlet
in Auckland, New Zealand

2016

Opened first
"**Hokkaido Baked Cheese Tart**"
outlet in Melbourne Australia

2017

Opened first Group-owned brand
"**PAFU**" outlet in Melbourne Australia

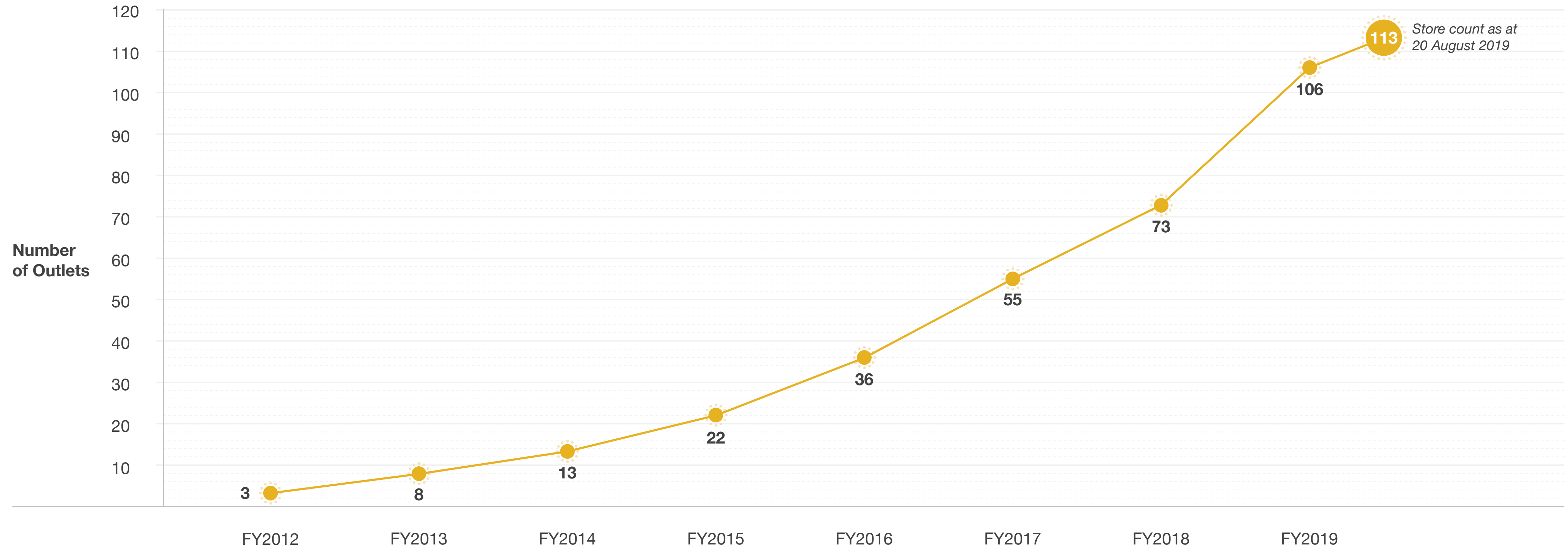
2018

Opened first "**NeNe Chicken**" restaurant
in Genting Highlands, Malaysia
Opened first "**IPPUDO**" restaurant
in Perth Australia

2019

Opened first "**KURIMU**" outlet
(a Group-owned brand) in
Melbourne Australia
Opened first "**Gong Cha**" outlet
in England, United Kingdom

CONTENT OVERVIEW
Store Count



CONTENT OVERVIEW

Accreditations & Awards

Accreditations

HACCP (Hazard Analysis & Critical Control Points) – Central Kitchen

PappaRich
Central (Melbourne) Pty Ltd

Awarded / Expiry:
April 2014 / April 2020

Awarding Organisation:
HACCP Australia Pty Ltd

Lord Mayor's Choice Award

PappaRich

Year
2018

Awarding Organisation:
Lord Mayor Andrew Wilson Parramatta
Sydney, Australia

Chadstone 2018 Annual Retail Excellence Awards – Winner in the Food Category

PappaRich

January 2018 & July 2018

Awarding Organisation:
Chadstone Shopping Centre
Melbourne, Australia

City of Monash Golden Plate Award for 5 Stars in the Food Safety Assessment

PPR Co Outlets Pty Ltd

Year
2017

Awarding Organisation:
City of Monash Public Health Unit
Australia

Best New Concept

ST Group,
Hokkaido Baked Cheese Tart

Year
2017

Awarding Organisation:
QSR Media Detpak Awards 2017
Australia

ISO 9001:2015 Quality Management

PappaRich
Central (Melbourne) Pty Ltd

Granted / Expiry:
February 2018 / February 2021

Awarding Organisation:
ICG Compliance Pty Ltd

5 Star Food Safety Awards in Recognition of 5 Star Food Safety Practices

PappaRich Express

Year:
2017

Awarding Organisation:
City of Manningham
Victoria, Australia

Fast 50 Contender

Gong Cha

Year:
2018

Awarding Organisation:
Deloitte Fast 50 2018 Regional Awards
New Zealand

Best Café of the Year 2018

Gong Cha Newmarket

Year:
2018

Awarding Organisation:
Newmarket Business Awards 2018
New Zealand

The BrandLaureate SMEs BESTBRANDS™ Awards – F&B Korean Fried Chicken

NeNe Chicken

Year:
2018 - 2019

Awarding Organisation:
The BrandLaureate Malaysia

Competitive Strengths





COMPETITIVE STRENGTHS

1

An entrepreneurial and dedicated management team with established track record

2

Able to identify new trends and adapt to changing consumer preferences to grow a diversified portfolio of brands

3

An established franchise system and good working relationships with landlords

4

Established track record and strong network of sub-franchisees

5

Central Kitchen enables us to maintain high standard of food consistency and quality, lower operating and labour costs

*An Entrepreneurial and
Dedicated Management Team
with Established Track Record*



Mr Saw Tatt Ghee

Executive Chairman and CEO

- Founder of the Group
- Over 17 years of experience in the F&B industry
- Responsible for overseeing overall development and performance of the Group
- Sets and executes strategic directions and expansion plans for growth and development

Ms Saw Lee Ping

Executive Director and CAO

- Over 10 years of experience in financial and transaction advisory services and over 10 years of experience in the F&B industry
- Responsible for managing our Group's administrative function
- Supports the CEO in executing strategic directions and expansion plans

COMPETITIVE STRENGTHS

Management Team



Ms Chin Poh Yeen

Financial Controller

- 14 years of experience in accountancy, audit and corporate advisory services
- Formerly with Ernst & Young and Financial Controller of a public listed company
- Responsible for overseeing all the financial, accounting and corporate secretarial matters in our Group
- Member, Malaysian Institute of Certified Public Accountants



Mr Ng Yee Siang

Operations Manager

- Responsible for the overall management and oversight of the operations of our outlets
- Assisted to establish and expand franchise network under “Gong Cha” and “Hokkaido Baked Cheese Tart” brands in New Zealand
- Prior to joining our Group in 2011, he was a manager and director of an international F&B franchise in Australia



Mr Tan Tee Ooi

Operations Manager

- 10 years of experience in F&B
- Responsible for the overall management and oversight of the operations of our outlets
- Has been involved in managing and supervising outlet operations under “PappaRich” and “Hokkaido Baked Cheese Tart” brands



Mr Leong Weng Yu

Central Kitchen Production Manager

- Over 10 years’ F&B experience
- Responsible for the overall management and oversight of our Central Kitchen, including overseeing the central procurement process, processing and preparation process and quality control
- Also responsible for developing new food concepts and products made in the Central Kitchen



Mr Pang Kher Chink

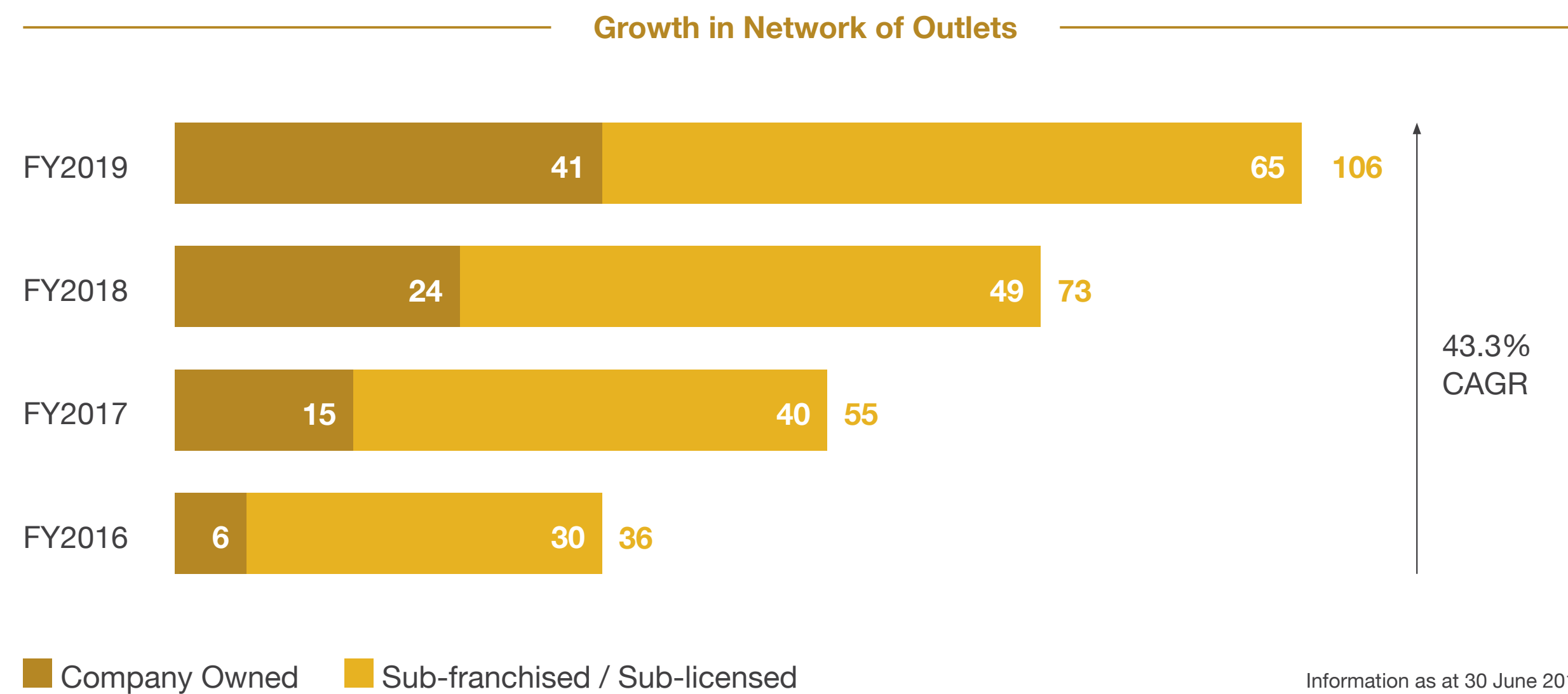
Operations Manager

- Responsible for the overall management and oversight of the operations of our outlets
- Joined our Group in 2011
- Assisted to establish outlets under “IPPUDO” brand
- Prior to joining our Group, he has worked in other F&B establishments as a supervisor

COMPETITIVE STRENGTHS

Identifying New Trends & Adapting to Changing Consumer Preferences

Able to Identify New Trends and Adapt to Changing Consumer Preferences to Grow a Diversified Portfolio of Brands



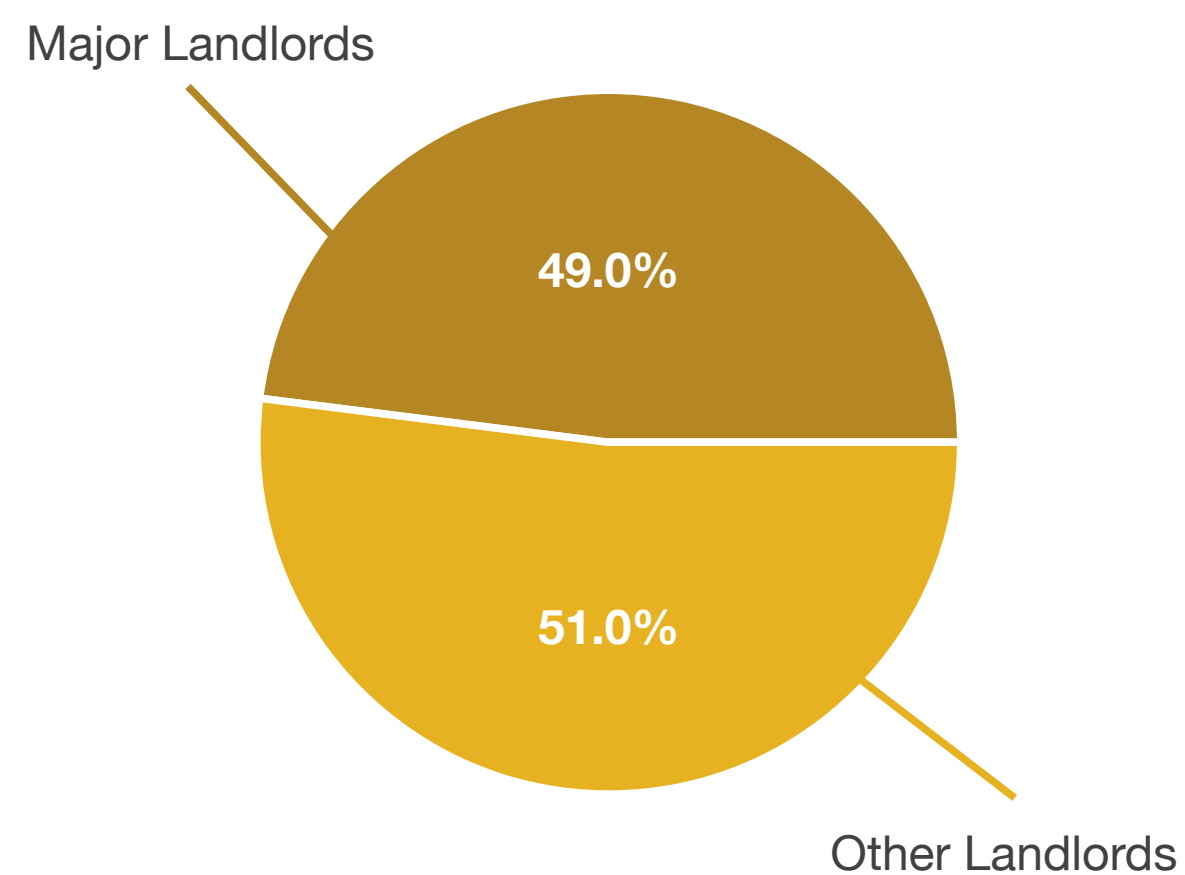
- In 2014, we secured the master franchise for "NeNe Chicken" and introduced the brand to Australia after observing a global trend of the Korean Wave (Hallyu)
- Introduce new brands, such as "IPPUDO", "PAFU" and "KURIMU" which capitalise on the current trends in the market
- Successfully grown the number of brands in our portfolio and our franchise network
- We cater to the evolving tastes and preferences of consumers and capture a wider group of consumer segments

COMPETITIVE STRENGTHS

Established Franchise System and Good Relationships with Major Landlords

An Established Franchise System and Good Working Relationships with Landlords

- Developed franchise system supported by our Central Kitchen and logistics system
- Food ingredients and products prepared by our Central Kitchen are delivered to outlets across Australia and New Zealand at least 3 times a week
- Outlets assured of timely supply of key ingredients for business operations without having to maintain a high level of inventories
- Enabled us to grow our franchise network beyond the state of Victoria to other states in Australia and New Zealand, open outlets in a relatively short time, and introduce new brands to the market



We lease approximately 49.0% of our outlets in Australia and New Zealand from landlords of major shopping centres



Our rentals as percentage of revenue are generally **stable**

COMPETITIVE STRENGTHS

Established Track Record & Strong Network of Sub-Franchisees

Established Track Record and Strong Network of Sub-Franchisees

- We believe we have established a reputation as a successful master franchisee or master licensee for the various brands in our portfolio, in our key markets in Australia, New Zealand and Malaysia.
- Established market presence and portfolio of internationally popular brands enable us to attract local partners to join us as sub-franchisees and sub-licensees, expanding our franchise network in different geographical regions.
- Our franchise network has grown over the years and our sub-franchisees and sub-licensees often express interest in sub-franchising or sub-licensing other brands in our portfolio after joining our franchise network and experiencing success in the business.



Relationships with sub-franchisees and sub-licensees enables us to leverage on their understanding of local consumers' tastes and preferences in various regions to grow our business



COMPETITIVE STRENGTHS

Central Kitchen Maintains Food Quality & Consistency, Increases Productivity & Cost Efficiency

Central Kitchen Enables Us to Maintain High Standard of Food Consistency and Quality, Lower Operating and Labour Costs

- Achieve scalability and maintain high standard of consistency and food quality through central production
- Maintain freshness of our food ingredients and products before they are distributed to the outlets
- Optimise use of space at the outlets by reducing kitchen space, reduce food preparation time
- Reliable logistics system which enables us to make deliveries to all outlets in our franchise network across Australia and New Zealand



HACCP
(Hazard Analysis & Critical Control Points)



ISO9001:2015
Quality Management System Certified



Automated Inventory Management System

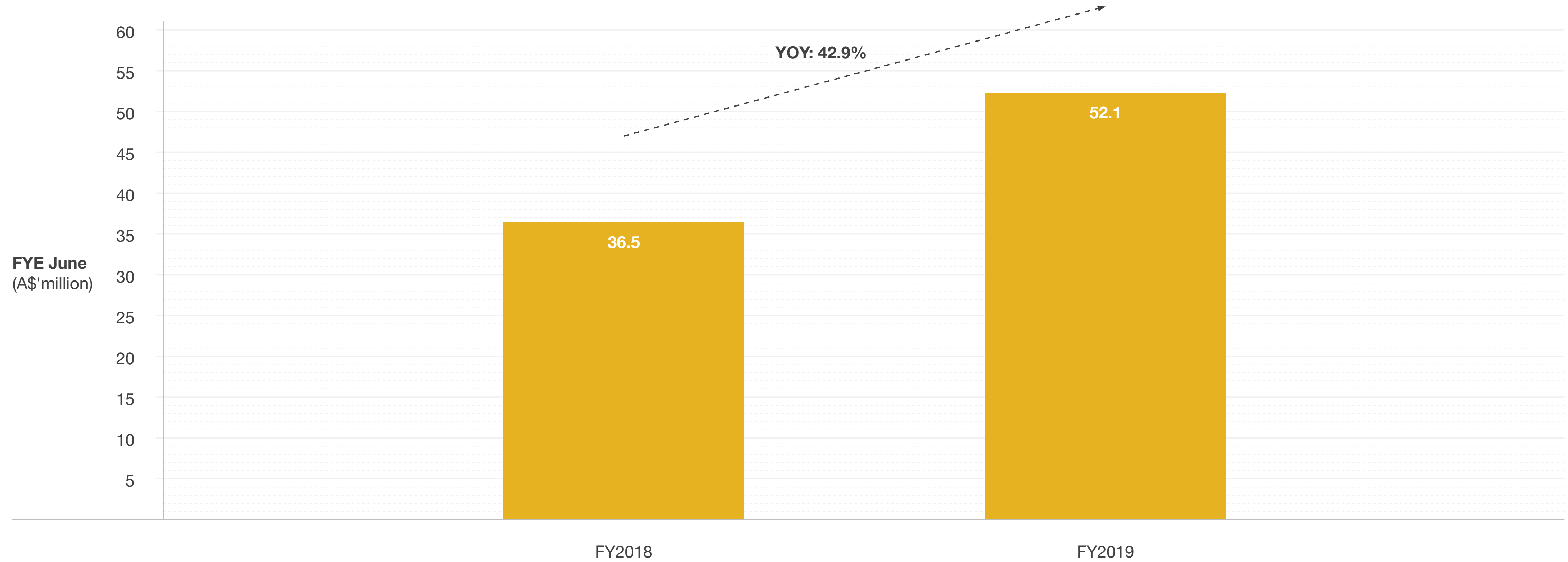


Digital Temperature - Controlled Cool Zones

Financial Highlights

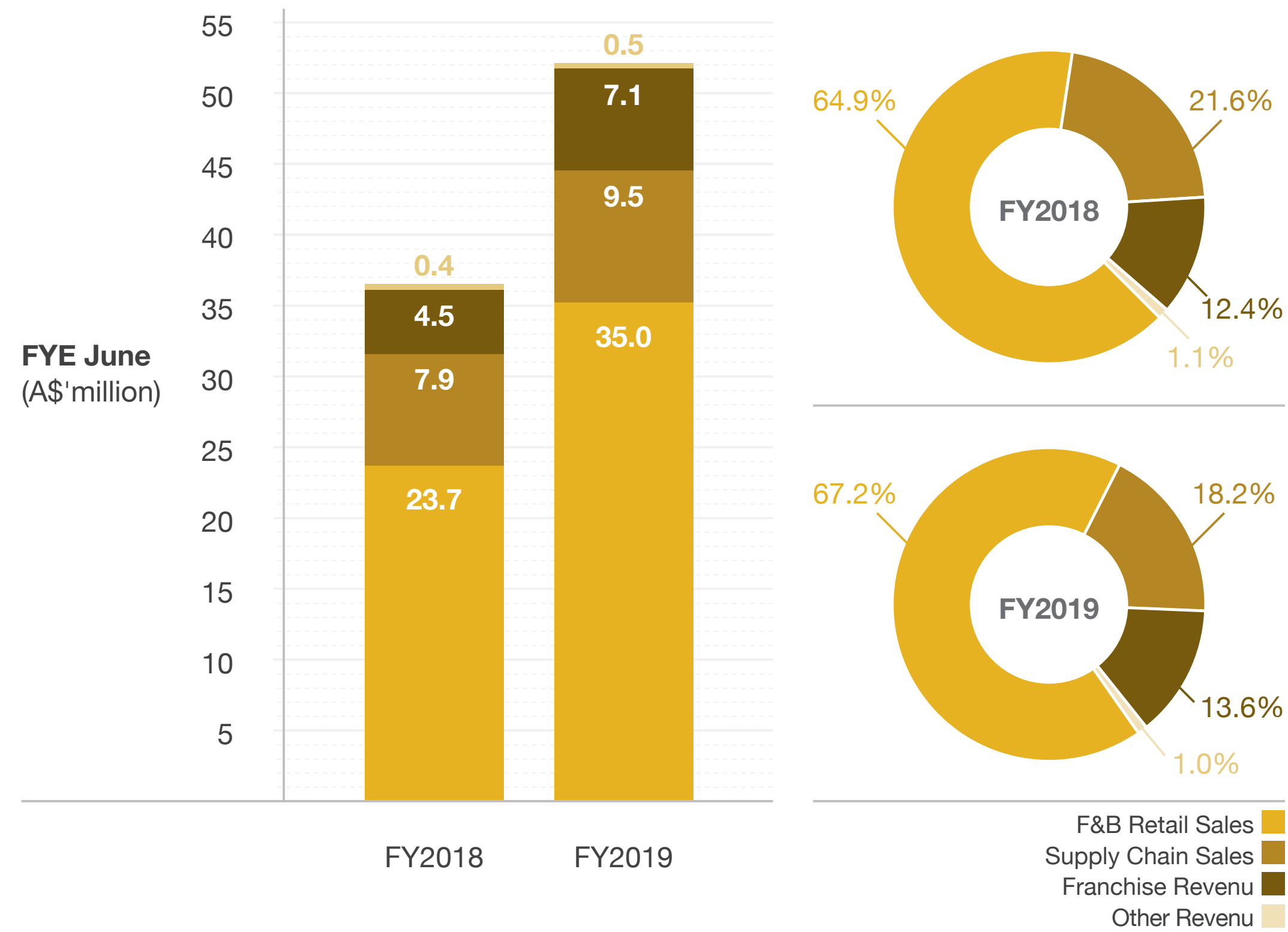


FINANCIAL HIGHLIGHTS
Revenue

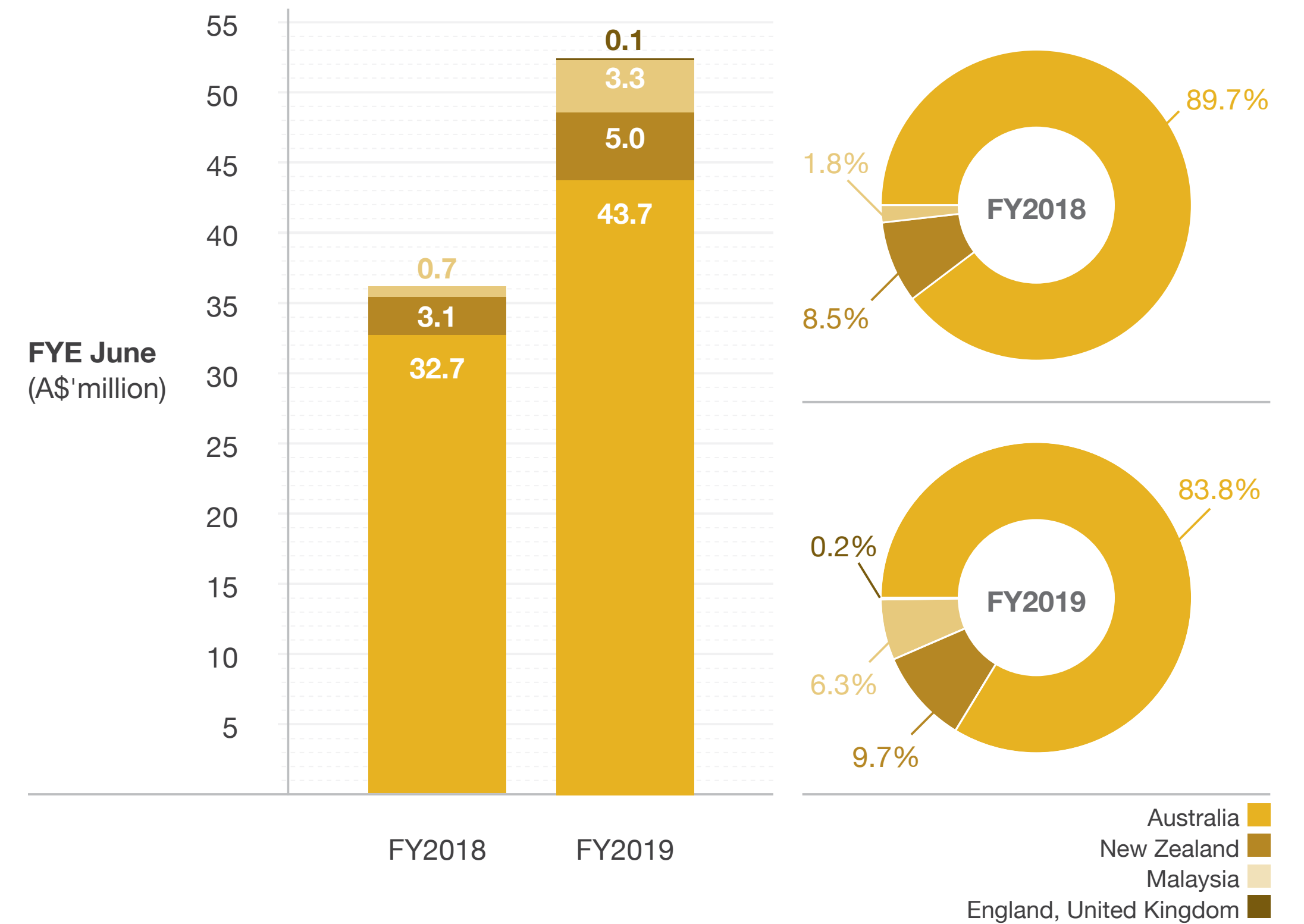


FINANCIAL HIGHLIGHTS
Revenue Breakdown

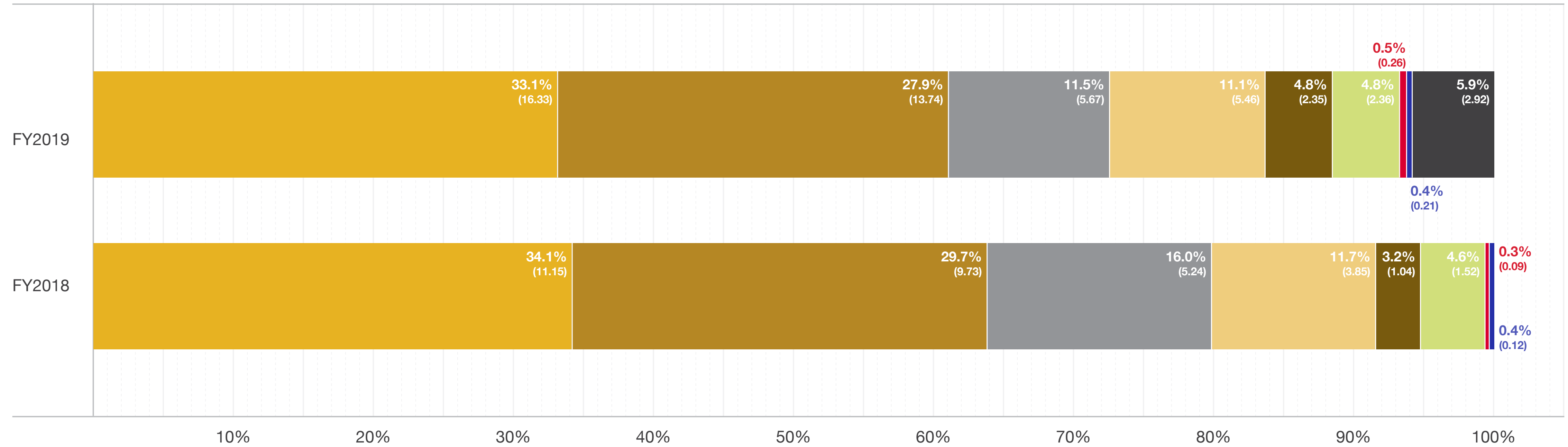
Breakdown by Business Segments



Breakdown by Geographical Segments



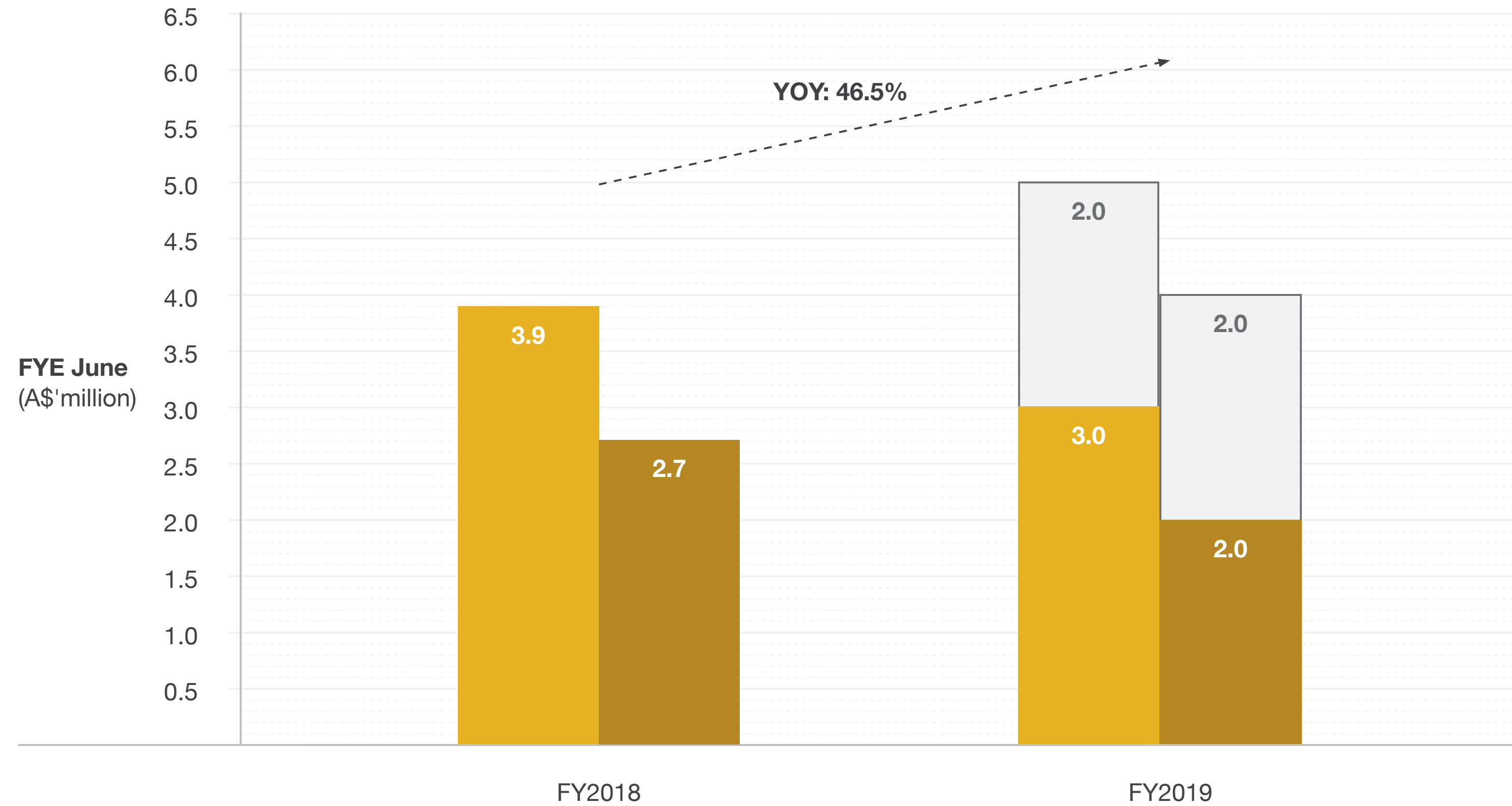
FINANCIAL HIGHLIGHTS
Cost Breakdown



- Staff cost
- Purchases & Changes in inventories
- Other expenses
- Rentals
- Franchise restaurants & outlet related establishment cost
- Depreciation
- Amortisation
- Finance costs
- IPO Expenses

	Rental / Revenue (%)	Staff Cost / Revenue (%)	Depr / F&B and Supply Revenue (%)
FY2019	10.5%	31.3%	5.3%
FY2018	10.6%	30.6%	4.8%

FINANCIAL HIGHLIGHTS
Profitability



PATMI FY2019

A\$2.0m

IPO Expenses (Net of Tax)

A\$2.0m

PATMI Excluding IPO Expenses

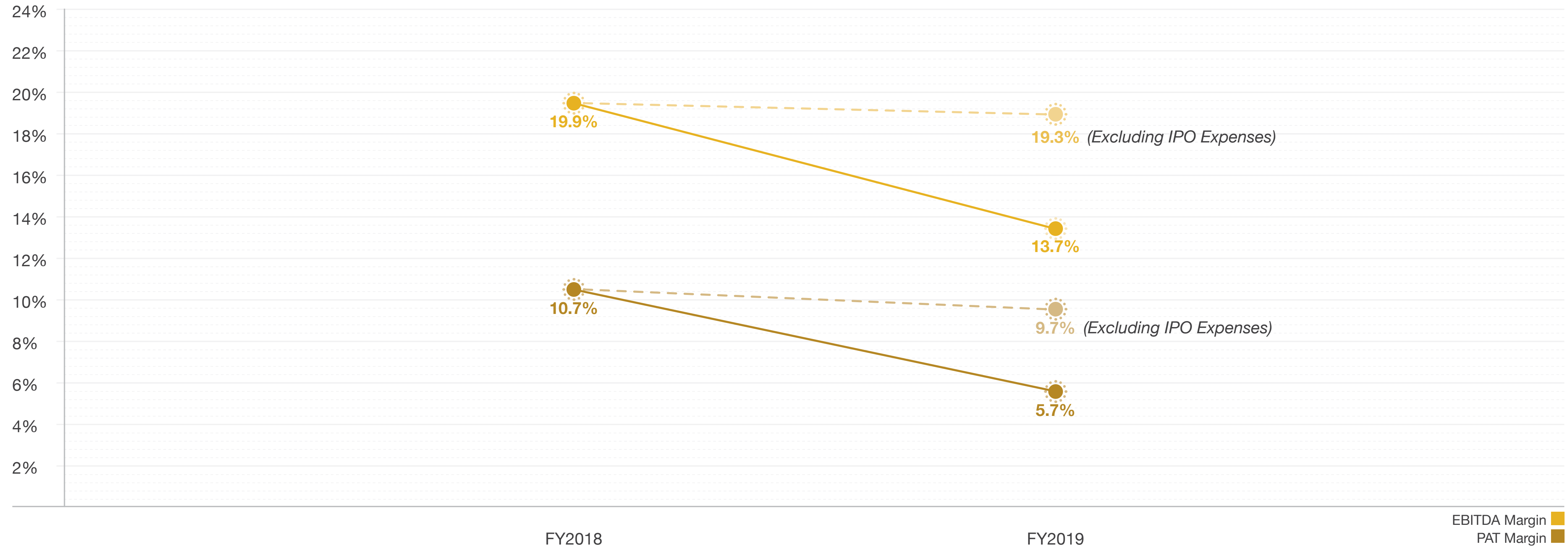
A\$4.0m

**PATMI Year on Year Growth
 Excluding IPO Expenses**

46.5%

PAT ■
 PATMI ■
 Excluding IPO Expenses □

FINANCIAL HIGHLIGHTS
PAT & EBITDA Margins



FINANCIAL HIGHLIGHTS
Income Statement

	FY2019 (AUD)	FY2018 (AUD)	Variance (FY2018 & FY2019)
Revenue	52,144,689	36,478,590	43%
Other income	1,457,871	1,780,582	(18%)
Expenses			
Changes in inventories	442,652	275,595	61%
Purchases of inventories	(14,181,939)	(10,004,136)	42%
Franchise restaurants and stores related establishment costs	(2,353,868)	(1,040,793)	NM
Rental on operating leases	(5,459,454)	(3,852,479)	42%
Staff costs	(16,328,477)	(11,151,513)	46%
Depreciation expense	(2,365,052)	(1,516,953)	56%
Amortisation expense	(255,632)	(88,797)	NM
Finance costs	(206,738)	(122,321)	69%
IPO expenses	(2,919,397)	-	NM
Other expenses	(5,674,293)	(5,240,113)	8%
Share of results of associates	-	7,508	NM
Profit before tax	4,300,362	5,525,170	(22%)
Tax expense	(1,313,668)	(1,606,823)	(18%)
Profit for the year	2,986,694	3,918,347	(24%)
EBITDA	7,127,784	7,253,241	(2%)
Profit attributable to equity holders of the Company	1,953,979	2,728,113	(28%)

NM = Not meaningful

FINANCIAL HIGHLIGHTS

Balance Sheet

ASSETS

	As at 30 June 2019 (AUD)	As at 30 June 2018 (AUD)
Non-current assets		
Property, plant and equipment	13,717,296	9,937,035
Intangible assets	3,541,376	1,965,615
Investment in associated companies	-	21,267
Available-for-sale financial assets	-	110,150
Financial assets at fair value through other comprehensive income	88,120	-
Deferred tax asset	2,418,675	999,805
Restricted cash	1,856,293	1,011,620
Trade and other receivables	508,878	257,820
Total non-current assets	22,130,638	14,303,312
Current assets		
Contract assets	155,148	-
Inventories	1,886,739	1,422,821
Trade and other receivables	5,873,150	4,506,479
Cash and bank balances	4,197,272	7,652,772
Total current assets	12,112,309	13,582,072
Total assets	34,242,947	27,885,384

EQUITY AND LIABILITIES

	As at 30 June 2019 (AUD)	As at 30 June 2018 (AUD)
Equity		
Share capital	47,490,345	6,700,941
Other reserves	(39,522,749)	(219,043)
Retained earnings	4,585,647	3,641,668
Equity attributable to equity holders of the Company, total	12,553,243	10,123,566
Non-controlling interests	2,914,641	2,062,330
Total equity	15,467,884	12,185,896
Non-current liabilities		
Borrowings	1,771,022	1,326,921
Trade and other payables	1,745,790	1,420,216
Contract liabilities	1,158,776	606,910
Total non-current liabilities	4,675,588	3,354,047
Current liabilities		
Trade and other payables	9,885,628	9,210,000
Contract liabilities	621,513	653,475
Borrowings	1,201,153	1,022,457
Tax payable	2,391,181	1,459,509
Total current liabilities	14,099,475	12,345,441
Total liabilities	18,775,063	15,699,488
Total equity and liabilities	34,242,947	27,885,384

Future Plans



FUTURE PLANS
Upcoming Outlets

Expected Opening	Brand	Location	City / State	Country	Business Type
August 2019	Gong Cha	WestCity Waitakere	Auckland	New Zealand	Sub-franchised
September 2019	PappaRich	Parliament Square	Hobart, Tasmania	Australia	Sub-franchised
	Gong Cha	Riccarton Rd	Christchurch, South Island	New Zealand	Sub-franchised
October 2019	Ippudo	Westfield Newmarket	Auckland	New Zealand	Company Owned
November 2019	PappaRich	The Glen Shopping Centre	Melbourne, Victoria	Australia	Sub-franchised
	Gong Cha	Westfield Newmarket	Auckland	New Zealand	Company Owned
	Gong Cha	Wellington	Wellington	New Zealand	Sub-franchised
	Kurimu	Glen Waverley	Melbourne, Victoria	Australia	Company Owned
December 2019	Gong Cha	Westfield Albany	Auckland	New Zealand	Company Owned

Information as at 20 August 2019



ST GROUP

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