



Annual General Meeting

26 October 2020



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RE&S HOLDINGS LIMITED ANNUAL GENERAL MEETING

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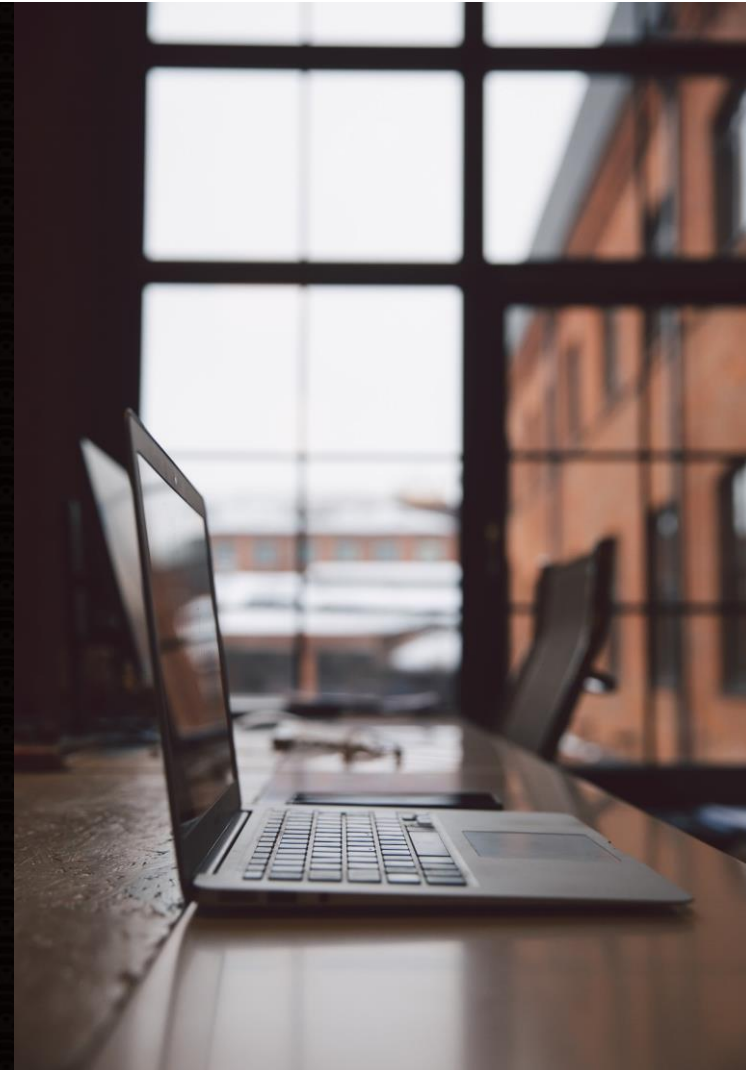
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Fenton Foo

Chief Executive Officer



AGENDA

- COVID – The Great Reset
- Looking Back
- Outlook: Forging the Road Ahead

Calendar of Events

Safe Distancing

- Social distancing
- Seats reduced by 40%
- Mall entry restrictions
- **Implemented cost control measures**

Phase 2

- Resumed Dine-in for all outlets

7 Feb

27 March

7 April

19 June onwards

DORSCON turned orange

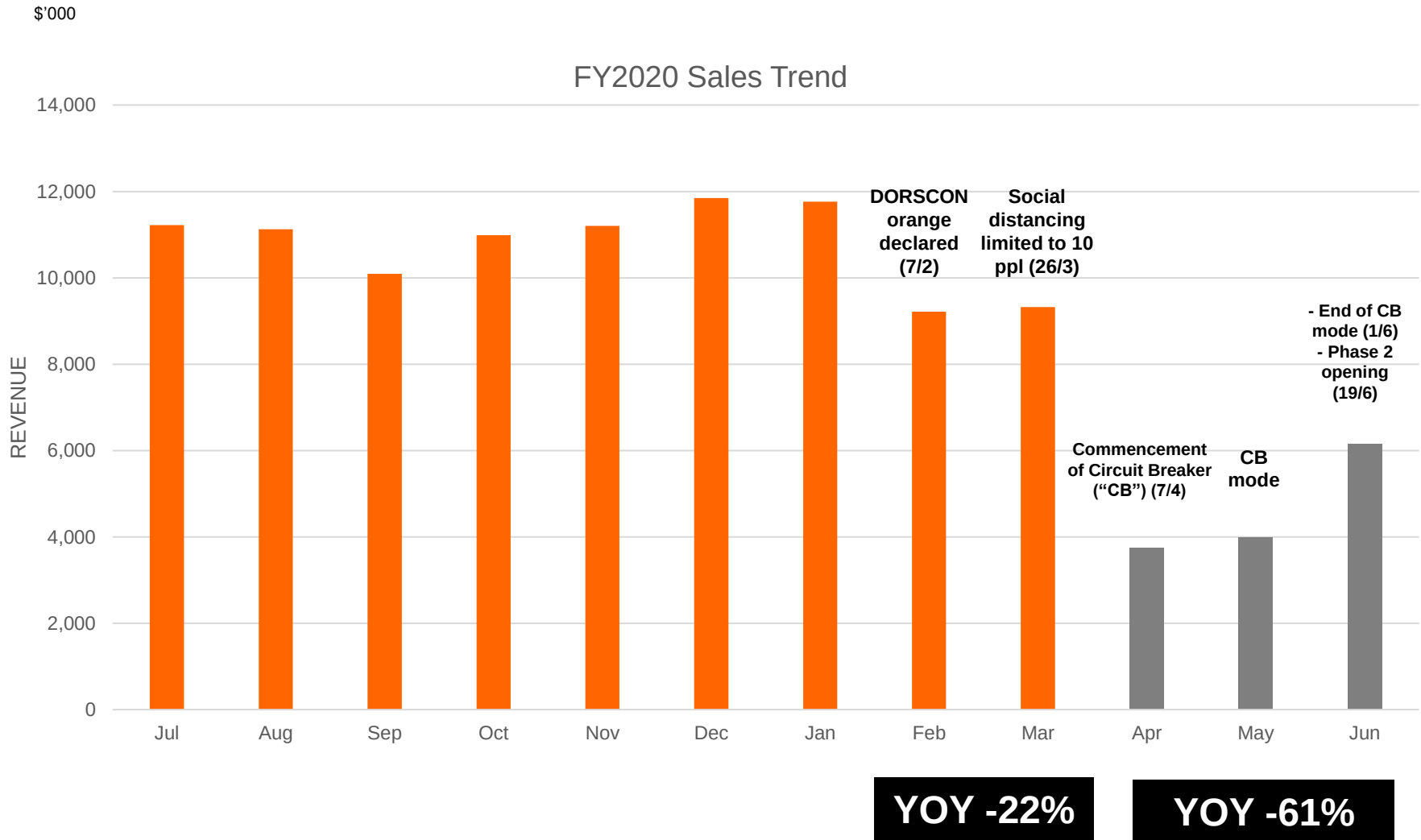
- Climate of fear; panic buying for stay-home crowd
- Significant drop in customer count
- **BCP plans formulated**

Circuit Breaker (CB) Period

- Home-Based Learning & Work-from-Home
- No dine-in; only takeaways and deliveries allowed
- Received govt rental rebates & subsidies
- **Onboarded major delivery platforms; actively increased takeaway businesses**



Impact of COVID-19 pandemic



Operating Amidst Social Distancing

- Our established brands seeing a strong support from returning customers
- Total sales recovering to pre-CB level with the support of online delivery & improvement in sales in heartland outlets
- Tight labour market amidst competitive environment



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Annual Review

Q1
Jul-Sep
2019

Q2
Oct-Dec
2019

Q3
Jan-Mar
2020

Q4
Apr-Jun
2020

Open/
Renovate

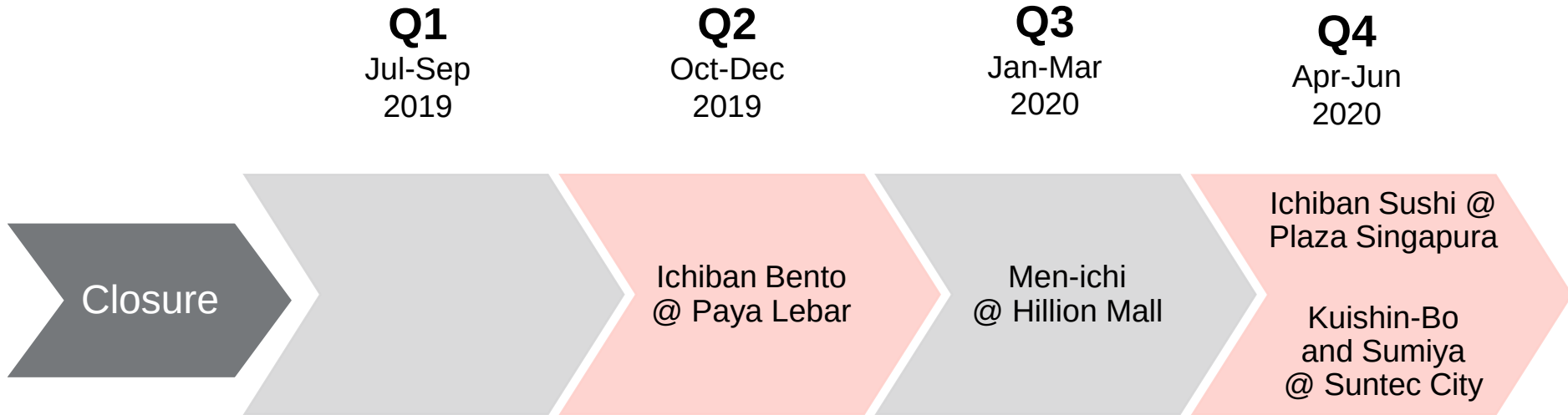
&Joy Dining Hall
@ Jurong Point

&Joy Dining Hall
@ Great World

CRM Launch



Annual Review



Consolidated Statements of P&L

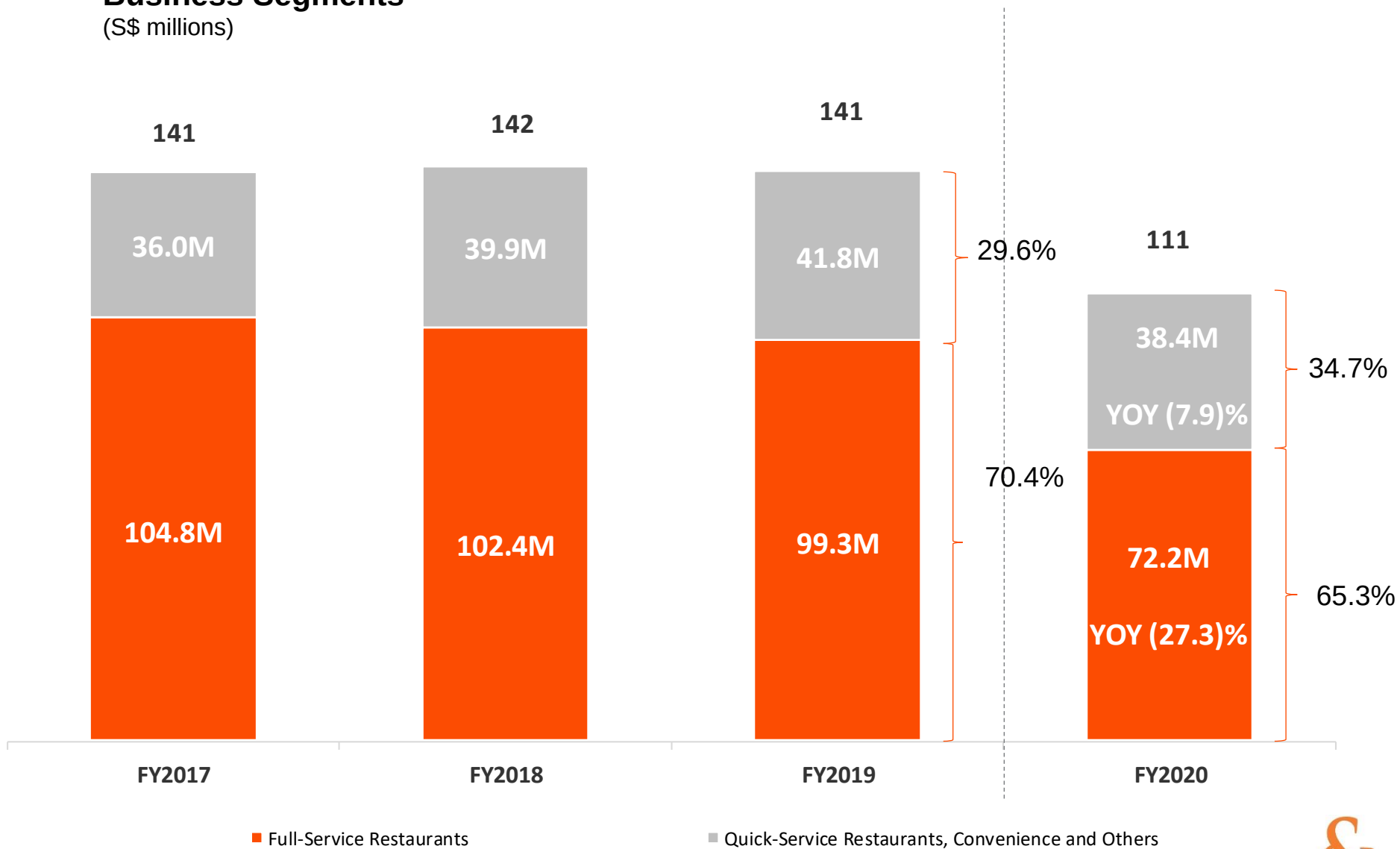
	Group			
	FY2020	FY2019	Increase/ (decrease)	
	S\$'000	S\$'000	%	
Revenue	110,649	141,004	(21.5%)	Sales Decline due to i) Interim closure of Great World outlet ii) No dine-in sales during CB iii) Closure of outlets
Other operating income	10,603	2,751	285.4%	Increase due to Govt & landlord support in relation to COVID-19
Raw materials and consumables used	(31,416)	(38,702)	(18.8%)	
Changes in inventories of finished goods	(82)	(220)	(62.7%)	
Employee benefits expense	(46,335)	(49,060)	(5.6%)	Non-recurring and non-cash share based payment of S\$2.6M
Depreciation of property, plant and equipment	(6,839)	(8,062)	(15.2%)	
Depreciation of right-of-use assets	(20,542)	0	N.M.	Adoption of SFRS(I)16; additional expenses of S\$1.3M
Operating lease expenses	(1,301)	(24,933)	(94.8%)	
Utilities expenses	(3,860)	(4,350)	(11.3%)	
Finance costs	(3,661)	(288)	N.M.	
Other operating expenses	(9,804)	(9,697)	1.1%	
Other expenses	(3,032)	(3,099)	(2.2%)	Plant & Equip. write-off of S\$0.9M
(Loss) Profit before income tax	(5,620)	5,344	N.M.	
Income tax income (expense)	274	(1,365)	N.M.	
(Loss) Profit net of income tax	(5,346)	3,979	N.M.	



Our Revenue Breakdown

Business Segments

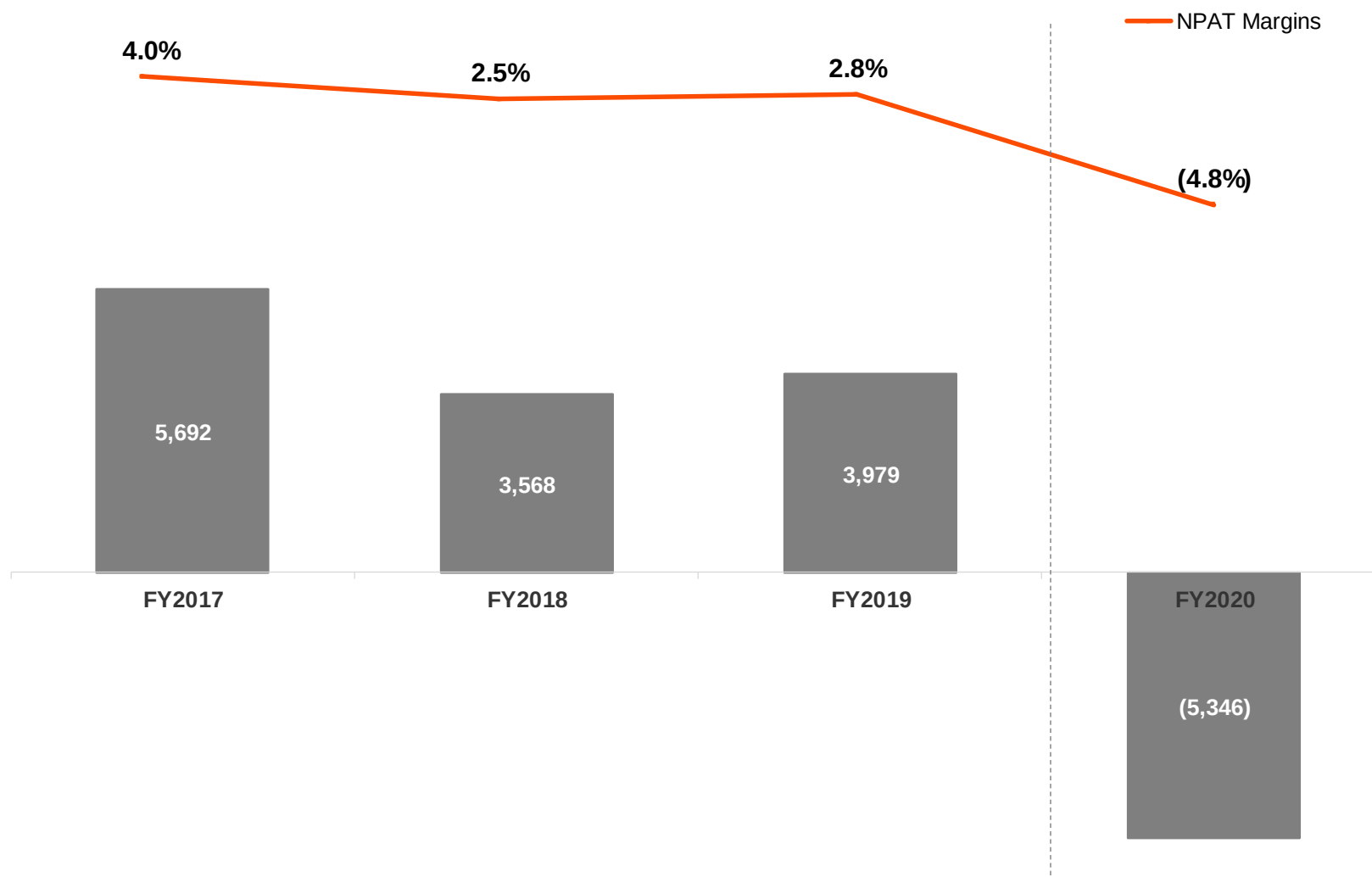
(S\$ millions)



Our Profitability

Profit net of income tax

(S\$' 000)



Statement of Financial Position of Our Group

	As at 30-Jun-20 S\$'000
ASSETS	
Non-Current Assets	
Property, plant and equipment	32,573
Right-of-use assets	76,085
Investment in subsidiaries	0
Other non-financial assets, non current	3,825
Goodwill	0
Deferred tax assets	23
Total non-current assets	112,506
Current Assets	
Inventories	2,978
Trade and other receivables, current	2,019
Other financial assets, current	0
Other non-financial assets, current	2,412
Cash and bank balances	14,918
Total current assets	22,327
Total Assets	134,833

Adoptions of SFRS(I)16; decline in retained earning of S\$4.3M

	As at 30-Jun-20 S\$'000
EQUITY & LIABILITIES	
Equity attributable to owners of the parent	
Share capital	32,307
Merger Reserve	(18,149)
Retained earnings	15,808
Foreign currency translation reserve	(34)
Equity attributable to owners of the parent	29,932
Non-controlling interest	(27)
Total equity	29,905
Non Current Liabilities	
Deferred tax liabilities	962
Provisions, non-current	1,641
Other financial liabilities, non-current	8,415
Lease liabilities, non-current	61,955
Total non-current liabilities	72,973
Current Liabilities	
Income tax payable	215
Trade and other payables	10,265
Other financial liabilities, current	875
Other non-financial liabilities	1,051
Lease liabilities, current	19,549
Total current liabilities	31,955
Total Liabilities	104,928
Total equity & liabilities	134,833



Dividends

FY2020

Due to the Company's loss position for FY 2020 and in view of a challenging economic situation, the Board has taken a prudent stance to conserve its cash for operational use and has not recommended dividend for FY2020.



AGENDA

- COVID – The Great Reset
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Strategies for FY2021 & Beyond

i) New Opportunities for Ready-meals

- New verticals with optimisation of Central Kitchen for 'digital-first environment'
- Expanding e-commerce channels for bigger online market share





Type your location

PITTARINO

GOKOKU

&JOY EATS

SUSHI GO

MY GOHAN

ROMAN TEI

KIOU RAMEN

WADORI

BEVERAGES

Wadori

My Gohan

Roman Tei

Ramen KIOU

&Joy Eats



Wagyu Jyo Karubi Jyu

Wagyu special short rib with yakiniku sauce rice box

+



Roasted Beef Inari

Roasted beef sushi in sweet beancurd skin

+



Diced Beef

beef steak



Assorted Niku Inari

beef Inari

Meat Sushi-GO

3 pcs. Spicy onion chashu sushi, black pepper kamo sushi & inari soboro

SGD 4.80

Teri Mayo-GO

3 Pcs. Teriyaki mayo salmon sushi, teriyaki mayo ebi sushi & teriyaki mayo tamato sushi

SGD 4.80

GO-DIY Sushi Set

from SGD 9.80

Mentai Mayo Aburi Set

10 Pcs. Assorted mentai mayo sushi (salmon, maguro, ebi, kajiki, kani stick)

SGD 13.80

GO-Maki Set A

12 Dns. Assorted maki (california roll, tamaan maki, kani stick)

Hot Pick-GO

3 Pcs. Spicy onion salmon sushi clam gunkan

SGD 4.80

Inari Sushi-GO

4 Pcs. inari tuna mayo, inari co. lobster salad

SGD 6.50

Double Salmon Set

4pcs salmon sushi & 4pcs mentai

SGD 10.80

Spicy Aburi Set

10 Pcs. Assorted spicy sushi (sushi stick)

SGD 13.80

GO-Maki Set B

12 Dns. Assorted maki (california roll, salmon maki, mentai)



Wadori

My Gohan

Roman Tei

Pittarino

Gokoku

KIOU Ramen

More

Honey jam (no sugar added) available in the following flavo...

\$12.60



KIOU Ramen

Toro-Tamago

Seasoned egg.

\$1.70



Chashu Ramen

KIOU salt-based tonkotsu broth with 5pcs homemade chashu.

\$19.70



KIOU Ramen

KIOU salt-based tonkotsu broth with 2pcs homemade chashu.

\$15.30



Shoyu Tonkotsu Ramen

Soy sauce-based rich tonkotsu broth with 1pc homemade cha...

\$14.20

★ Popular



17

Strategies for FY2021 & Beyond

ii) Expanding Quick Service Segment (Quick Service Restaurant)

- Establish higher market awareness of &JOY Dining Hall
- Actively explore new Quick Service Restaurant concepts
- Reduce manpower reliance via digitalised solutions such as BYOD

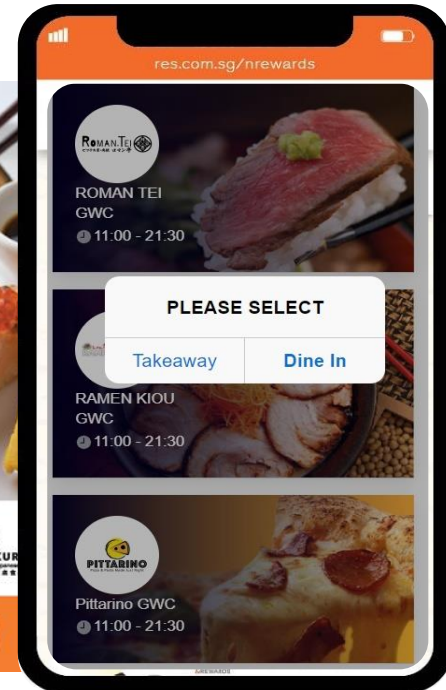
&JOY
DINING HALL

Japanese
multi-concept
dining hall
with over 8
unique specialty
cuisines

Jurong Point
Great World



RE&S



RE&S & JOY Dining Hall

Tucked in a remote corner of the newly renovated basement of Great World is a hidden gem which you might easily (dis)miss if you happen to be at Great World hunting for something to eat. It is located where the old food court used to be, but the place is now smaller and cosier and houses a few Japanese eateries!



The place is operated by RE&S, the company behind Boshi. That explains why it is named &JOY Dining Hall. A particular thing for the *ampersand* (&).

Ad closed by Google

搭乘新干线的寿司



本周“吃货”TP推介大家 Sushi-GO的新菜单!



日本
红糖

炙明
太子



TP
UFM100.3副音乐总监。
加入电台7年，相信人生欲望
寥寥几种，如果食欲得不到
满足，那还了得？！
好吃不分价格，不论流派，
味蕾开心，大脑也开心。
@tpcafe_by_tp

如果说回转寿司是普通JR列车，Sushi-GO就是新干线！开个玩笑，但他们真的有新干线。Sushi-GO的寿司上菜服务，用手机扫描QR code之后，由每桌旁边的新干线列车，从厨房3秒喷射到你手边，还没去打卡过的话，真的还挺好玩的。新干线送餐轨道有上下两层，每次可以送6碟到你身边，不像回转寿司般慢慢运行，而是以最快速度，把刚刚包好的寿司送到食客手边，取下盘餐之后，空列车会自动回厨房。

周一到周四午餐推出了\$1.80特惠限定盘，每天有不同的促销主打星。人均\$18-\$28的消费也是周末朋友聚餐的好选择。TP本文介绍几道是我个人的口味，首先是麻辣双星！Mala Clam Gunkan 麻辣啦啦军舰寿司，2颗\$1.80，啦啦用麻辣酱汁浸透，再放在军舰寿司上。水分与饭粒融合，一口一个TP能吃4个，非常过瘾。当然，如果你更喜欢“全肉”，也可以选择\$3.20的Mala Clam，完完全全就是一碟麻辣啦啦。

TP爱吃辣，也爱吃甜。Mentai Tamago火炙的明太子，盖满手作蛋烧，口感真美妙，甜味、水分、明太子的鲜味混搭。Ebi Fry是现炸蝴蝶虾(\$2.80)，面粉皮很薄，虾肉软嫩，炸好由新干线最快速度送上桌，非常好。GO-Tsumami Sushi则是这里的高端产品，鲑鱼、鲑鱼卵、蟹腿肉包起来两大口，\$5.50不算贵。另外TP还喜欢\$2.30的Spicy Onion Chashu Sushi，红油叉烧，符合现代人的创新口味。甜点我的选择是\$3.20的Matcha Wasabi Mochi，这个是点睛之笔！制作非常用心，使用的红糖不是我们常吃的椰糖，而是日本红糖，不找替代，回归原味，吃完还想打包一份Mochi回家再吃。



Sushi-GO
#B1-47/48, Japanese Food Street @
Jurong Point B1



Family
What
Yumm
and h
shinka



& REWARDS

実りある食事体験

A REWARDING DINING EXPERIENCE

SIGN UP
OR LOG IN

SCAN
HERE



Earn 1 stamp with
every **\$20** spent.

Earn double stamps on all
transactions **on your birthday**.



Exclusive member **offers**.

Complete your digital card to win
up to **\$80** voucher.



Discover the full range of tantalising & Rewards benefits at our members' portal

<https://www.res.com.sg/nrewards>



RE&S

Thank You