

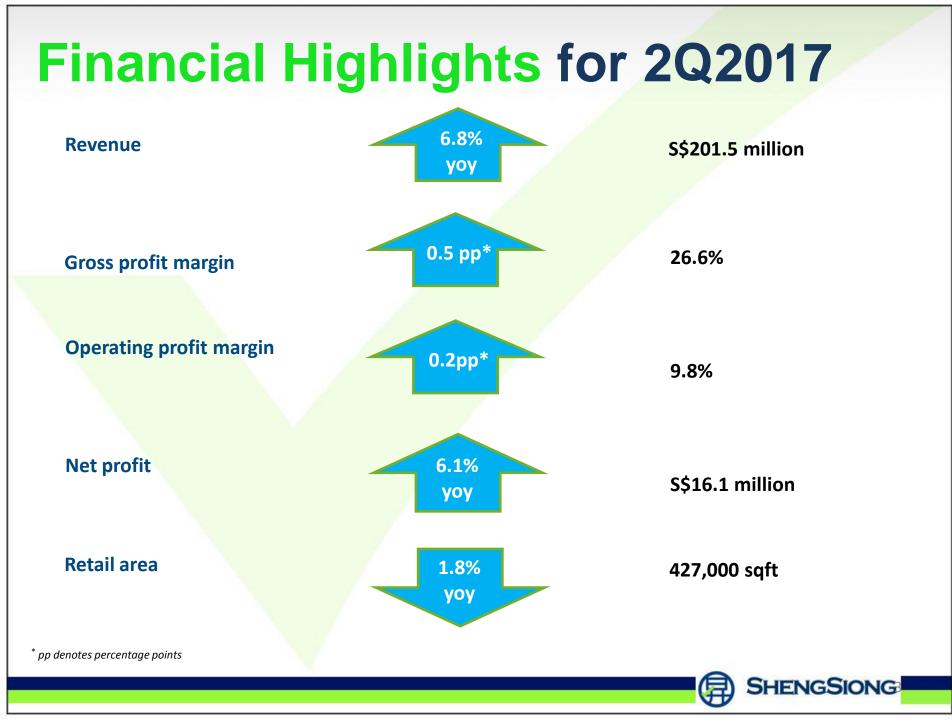
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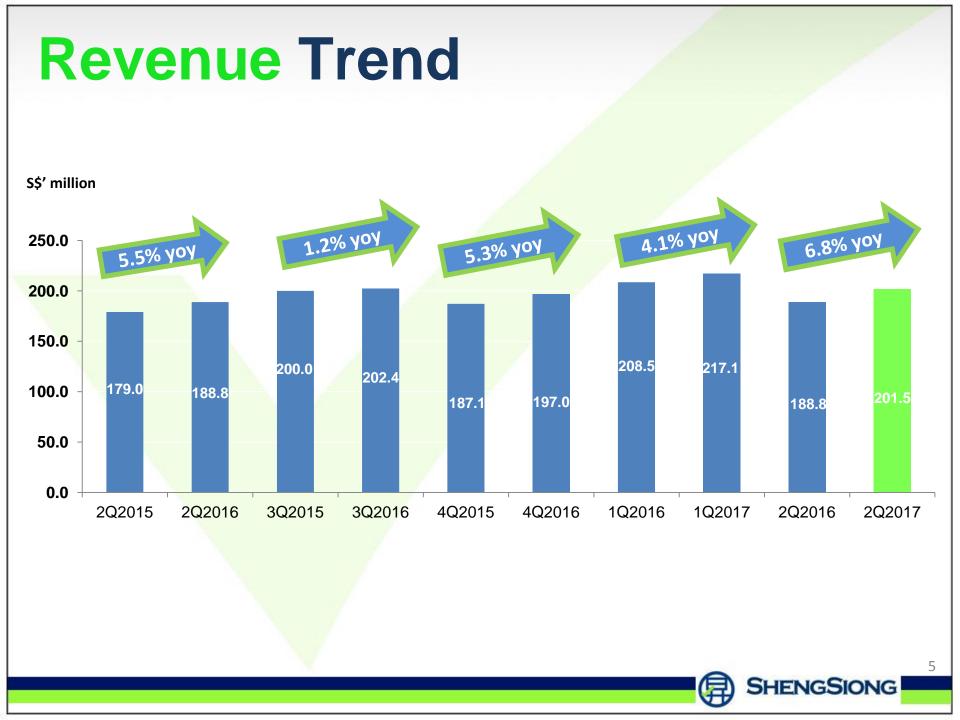






- Total outlets remained at 42 as at 30 June 2017 with the reopening of Loyang Point and the closure of The Verge.
- The key driver of our strategy will be to expand retail space in Singapore, particularly in areas where our potential customers are residing in.

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# **Breakdown of Revenue Growth**

	2Q2017	2Q2016
New stores	5.2%	6.0%
Comparable same store sales	0.9% <sup>(1)</sup>	2.2% <sup>(2)</sup>
Loyang Point and Verge <sup>(3)</sup>	0.7%	(2.7%)
Total revenue growth	6.8%	5.5%

<sup>(1)</sup> 1.7% if Woodlands store which is closing in October is excluded

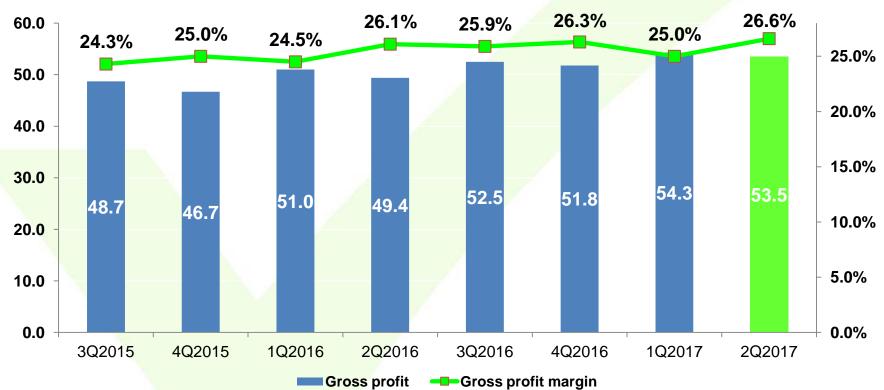
<sup>(2)</sup> 1.3% if McNair store which was closed for a month for renovation is excluded

<sup>(3)</sup> Loyang Point closed in April 2016 and reopened in February 2017 while The Verge closed in June 2017



## **Gross Profit Trend**

S\$' million



Gross margins improved to 26.6% in 2Q2017 compared with 26.1% in 1Q2017, mainly because of input cost which was lowered by efficiency gains derived from the central distribution centre and a higher level of suppliers' rebates; and a better sales mix of higher gross margin fresh versus non-fresh produce.

%

# **Balance Sheet Highlights**

S\$' Million	As at 30 June 2017	As at 31 Dec 2016	Remarks
Inventories	51.2	61.9	Goods which were purchased for Chinese New Year sales in 2017 were sold
Trade and other payables	100.2	117.5	Accrued bonus were paid
Property, plant and equipment (PPE)	248.3	252.0	Depreciation charges of \$7.5m, which was offset by capital expenditures of \$3.8m
Cash and cash equivalents	69.6	63.5	Lower payment for capex
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# Outlook

### **Business Outlook**

Competition in the supermarket industry is likely to remain keen.

### Retail space:

Oct 2017	Woodlands (closed)	- 41,500 square feet
Sept 2017	Fajar, Bukit Panjang	+ 4,000 square feet
Oct 2017	Woodlands (open)	+12,000 square feet

### **Growth strategy**

- Continue expanding network of outlets in Singapore, especially in areas with no presence
- Nurture growth of new stores

### **Continue margin enhancement initiatives**

- Increase direct sourcing and bulk handling
- Improve sales mix of higher margin products
- Increase selection and types of house brand products
- Remain vigilant on operating costs

### **E-commerce initiatives**

Continue learning from the pilot project







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### **Questions & Answers**

