



# Annual General Meeting

27 October 2021

RE&S

# IMPORTANT NOTICE

## RE&S HOLDINGS LIMITED ANNUAL GENERAL MEETING

### **DISCLAIMER**

This presentation is prepared for information purposes only, without regard to the objectives, financial situation nor needs of any specific person. This presentation does not constitute, or form any part of any offer for sale or subscription of, or solicitation of any offer to buy or subscribe for, any securities nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or commitment whatsoever,

This presentation was prepared exclusively for the parties presently being invited for the purposes of discussion. Neither this presentation nor any of its content may be distributed, reproduced, or used without the prior written consent of RE&S Holdings Limited ("Company"). The Company does not make any representation or warranty, expressed or implied as to the accuracy of the information contained herein, and expressly disclaims any and all liability based, in whole or in part, on such information, errors therein or omissions therefrom.

### **FORWARD-LOOKING STATEMENTS**

This presentation may contain certain forward-looking statements with respect to the financial condition, results of operations and business of the Company and its subsidiaries and certain of the plans and objectives of the management of the Company and its subsidiaries. Such forward looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results or performance of the Company and its subsidiaries to be materially different from any future results or performance expressed or implied by such forward-looking statements. Such forward-looking statements were made based on assumptions regarding the present and future business strategies of the Company and its subsidiaries and the political and economic environment in which the Company and its subsidiaries will operate in the future. Reliance should not be placed on these forward-looking statements, which reflect the view of the management of the Company and its subsidiaries as of the date of this presentation only.

### **CONFIDENTIALITY**

This presentation is given to you on a confidential basis and solely for your information and must not be reproduced, disclosed, distributed or passed to any other person. No copy of this presentation shall be taken or transmitted to any country where distribution or dissemination of this presentation is prohibited. By accepting this presentation, you agree to be bound by the limitations and restrictions set out herein.

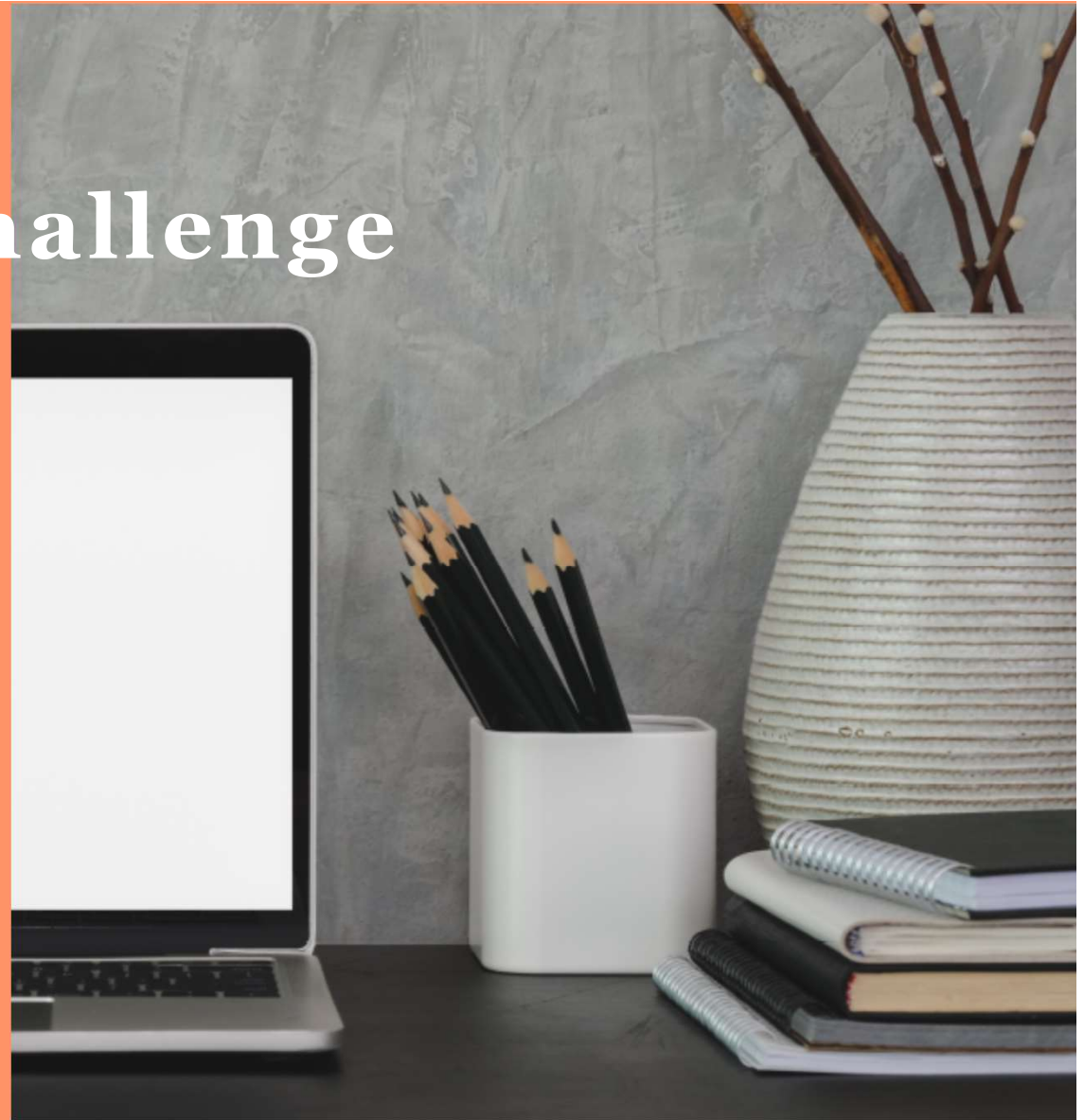


RE&S

# Rising to the Challenge

**Yap Fang Ling**

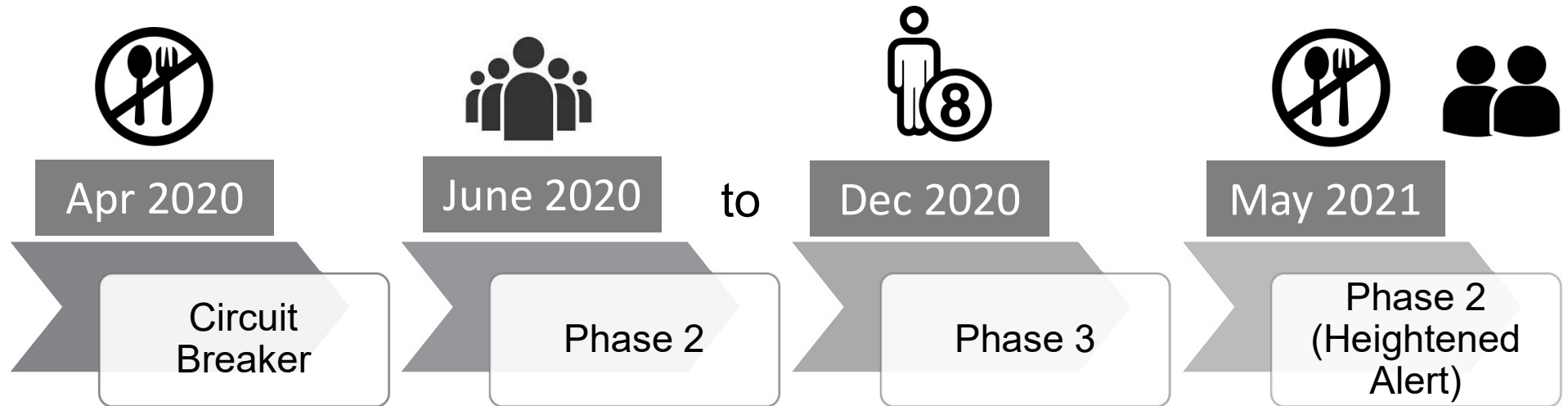
Financial Controller



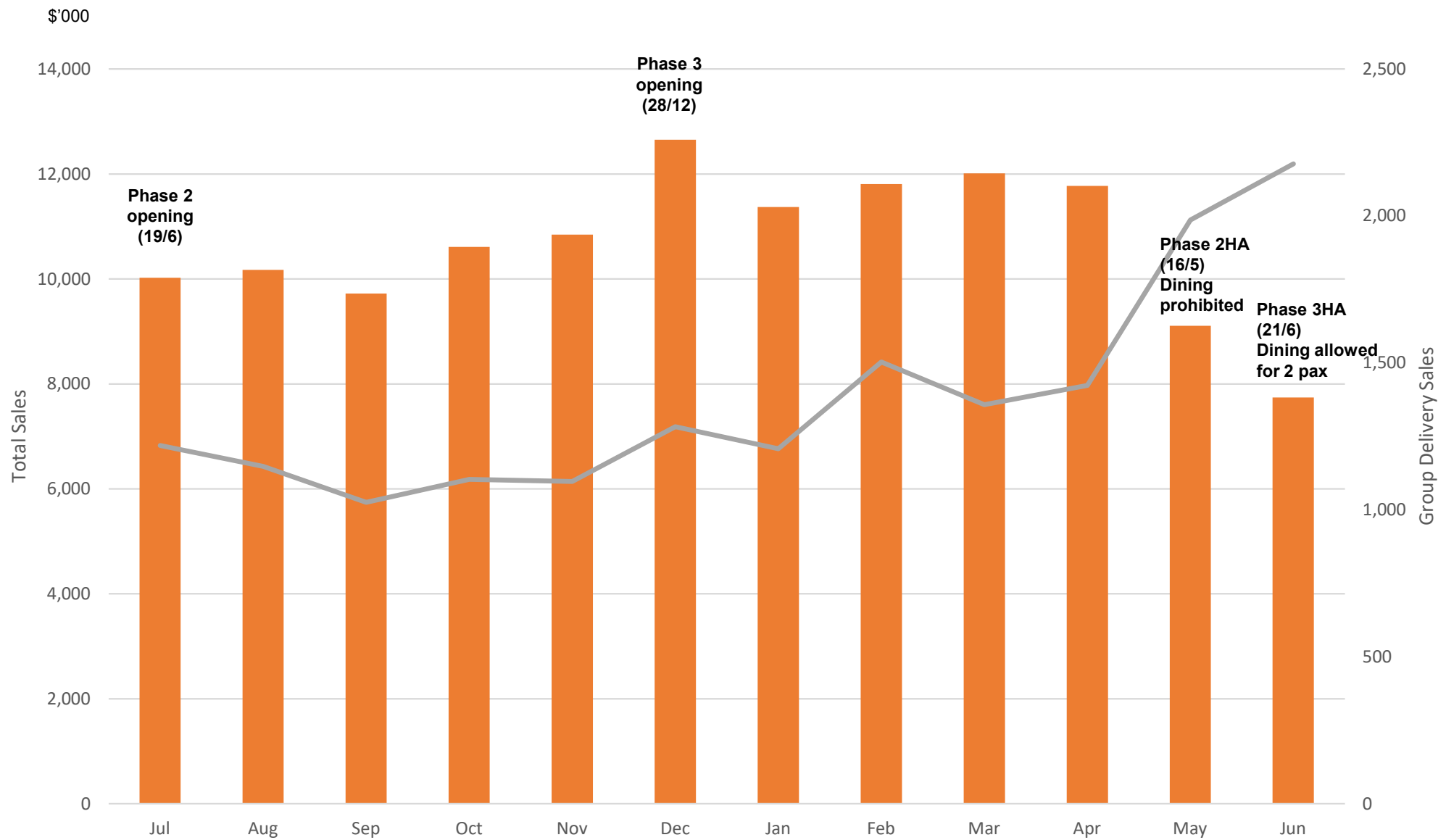
# AGENDA

- Coping with COVID
- A Resilient Performance
- The Future Beckons

# Covid-19 Events



# COVID 19 Overview – Group Sales



# AGENDA

- Coping with COVID
- A Resilient Performance
- The Future Beckons

# Consolidated Statements of P&L

	Group		
	FY2021	FY2020	Increase/ (decrease)
	S\$'000	S\$'000	%
<b>Revenue</b>	123,948	110,649	12.0%
Other operating income	9,388	10,603	(11.5%)
Raw materials and consumables used	(34,097)	(31,416)	8.5%
Changes in inventories of finished goods	(294)	(82)	258.5%
Employee benefits expense	(44,455)	(46,335)	(4.1%)
Operating lease expenses	(1,712)	(1,301)	31.6%
Utilities expenses	(3,437)	(3,860)	(11.0%)
Depreciation of property, plant and equipment	(5,899)	(6,839)	(13.7%)
Depreciation of right-of-use assets	(19,646)	(20,542)	(4.4%)
Other operating expenses	(8,566)	(9,804)	(12.6%)
Other expenses	(1,367)	(3,032)	(54.9%)
Finance costs	(2,986)	(3,661)	(18.4%)
<b>Profit (Loss) before income tax</b>	<b>10,877</b>	<b>(5,620)</b>	N.M.
Income tax (expense) income	(1,387)	274	N.M.
<b>Profit (Loss) net of income tax</b>	<b>9,490</b>	<b>(5,346)</b>	N.M.

Sales Increase due to

- i) Relaxation of some COVID-19 restrictions
- ii) Growth in Group's online delivery business

FY2021 JSS: \$6.2m (FY2020: \$4.2m)

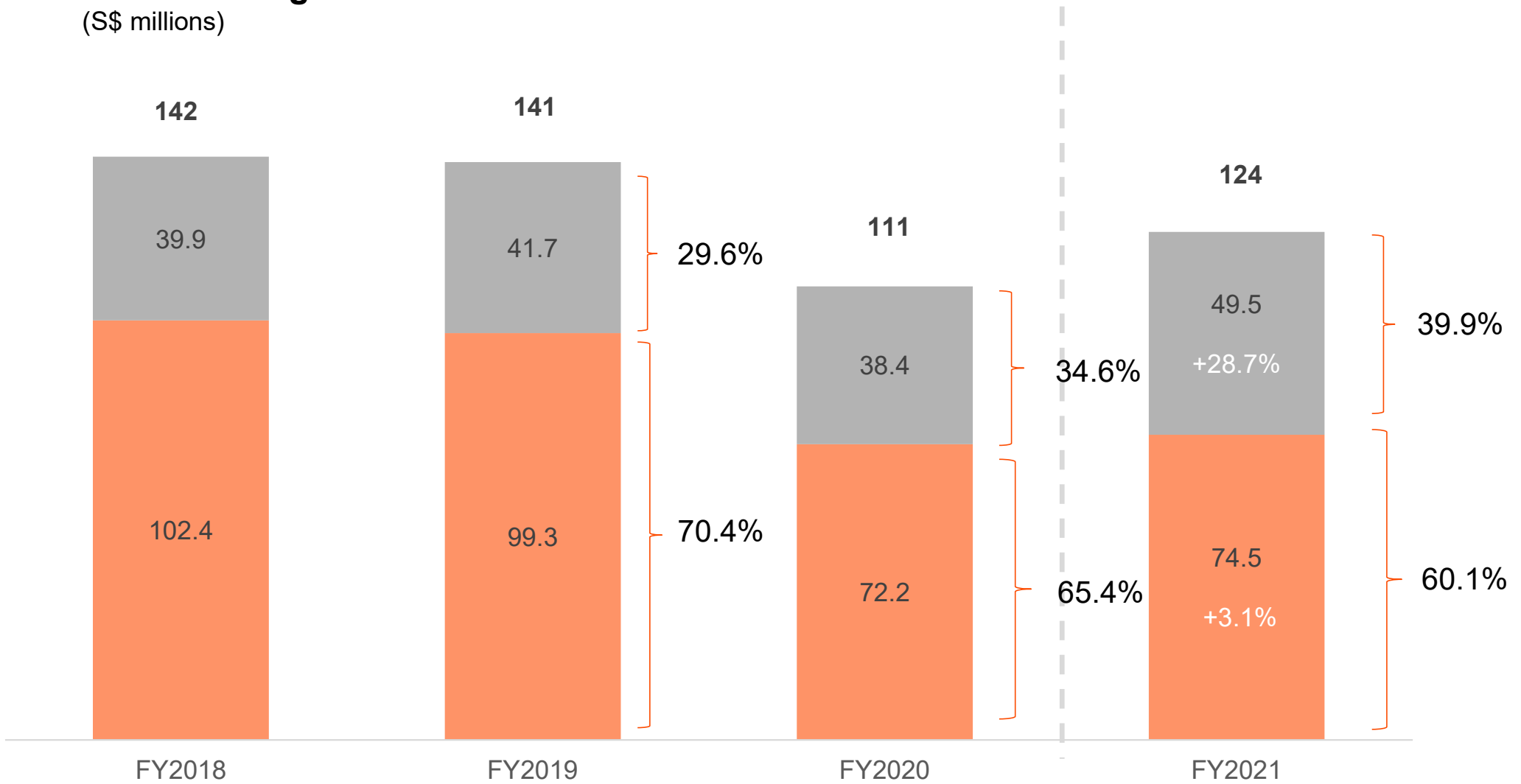




# Our Revenue Breakdown

## Business Segments

(S\$ millions)



■ Full-Service Restaurants

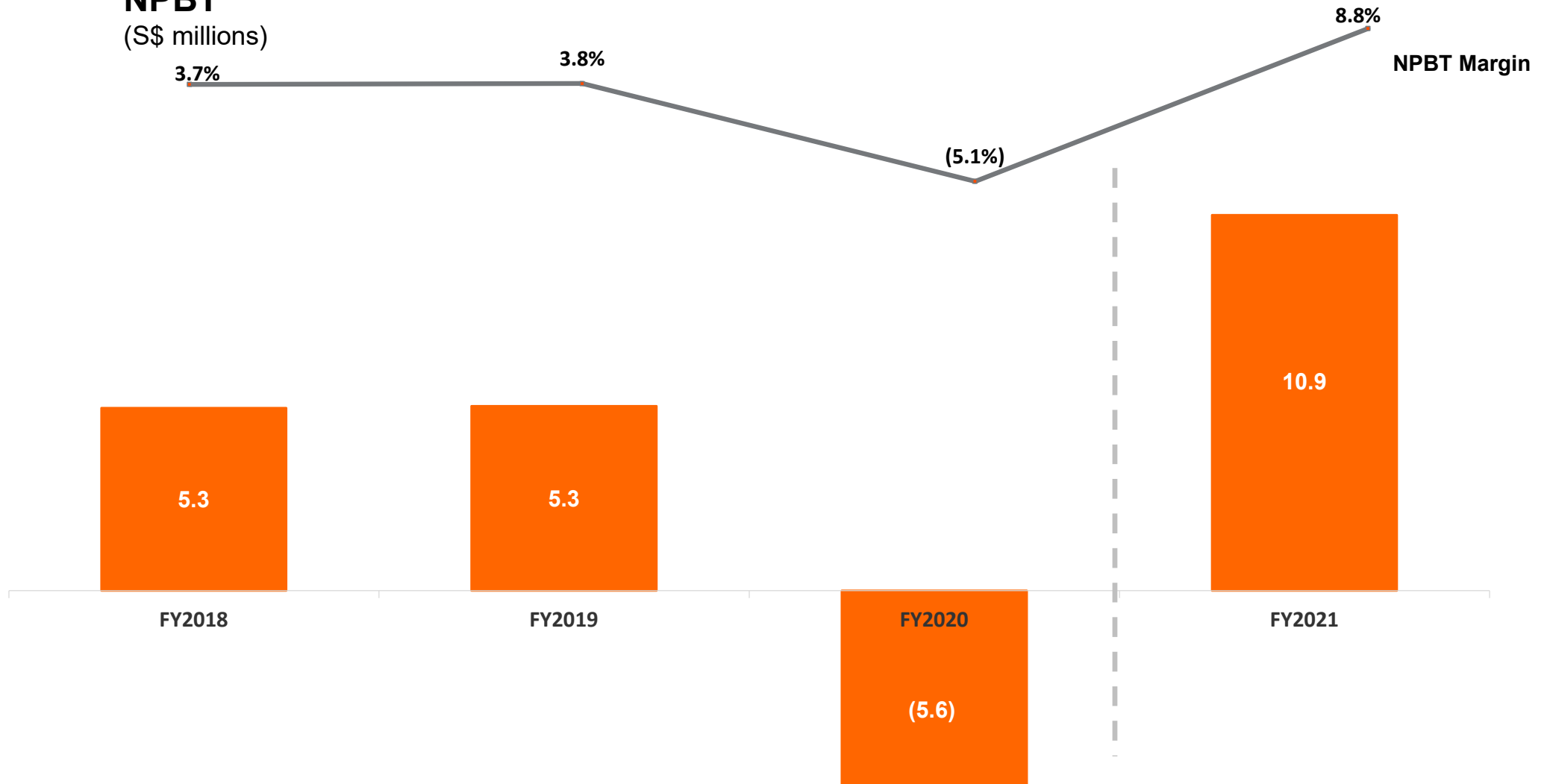
■ Quick-Service Restaurants, Convenience and Others



# Our Profitability

## NPBT

(S\$ millions)



FY2021 profitability is inclusive of a JSS grant amounting to \$6.2m (FY2020: \$4.2m)



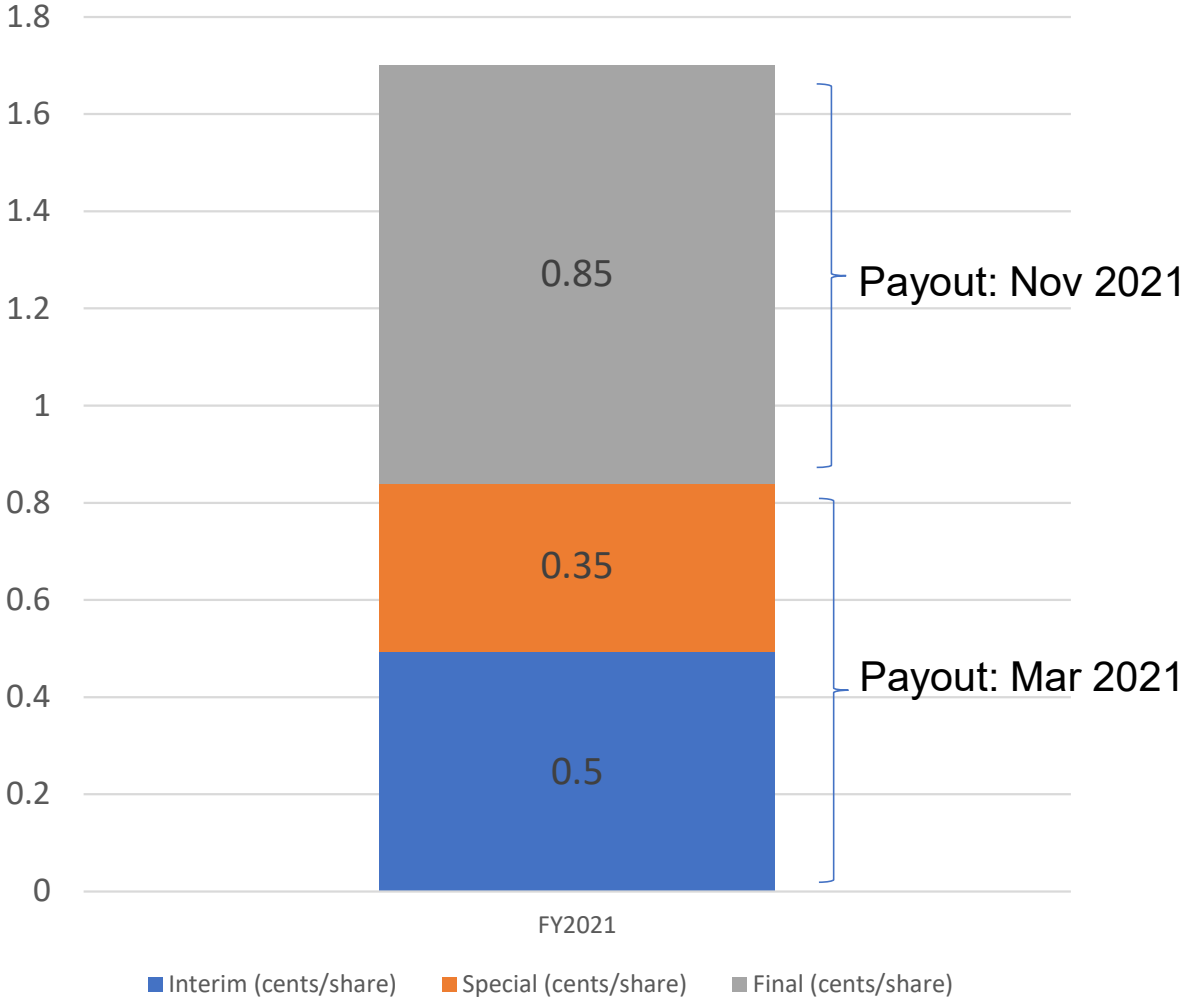
# Statement of Financial Position of Our Group

	As at 30-Jun-21 S\$'000	As at 30-Jun-21 S\$'000	
<b>ASSETS</b>		<b>EQUITY &amp; LIABILITIES</b>	
<b>Non-Current Assets</b>		<b>Equity attributable to owners of the parent</b>	
Property, plant and equipment	29,501	Share capital	32,307
Right-of-use assets	62,938	Merger Reserve	(18,149)
Investment in subsidiaries	0	Retained earnings	22,262
Other non-financial assets, non current	3,767	Foreign currency translation reserve	(53)
Goodwill	0	Equity attributable to owners of the parent	<u>36,367</u>
Deferred tax assets	54	Non-controlling interest	0
<b>Total non-current assets</b>	<u>96,260</u>	<b>Total equity</b>	<u><u>36,367</u></u>
<b>Current Assets</b>		<b>Non Current Liabilities</b>	
Inventories	3,272	Deferred tax liabilities	972
Trade and other receivables, current	1,908	Provisions, non-current	1,488
Other financial assets, current	0	Other financial liabilities, non-current	7,462
Other non-financial assets, current	3,269	Lease liabilities, non-current	48,813
Cash and bank balances	25,878	<b>Total non-current liabilities</b>	<u>58,735</u>
<b>Total current assets</b>	<u>34,327</u>	<b>Current Liabilities</b>	
<b>Total Assets</b>	<u><u>130,587</u></u>	Income tax payable	1211
		Trade and other payables	12,735
		Other financial liabilities, current	921
		Other non-financial liabilities	979
		Lease liabilities, current	19,639
		<b>Total current liabilities</b>	<u>35,485</u>
		<b>Total Liabilities</b>	<u>94,220</u>
		<b>Total equity &amp; liabilities</b>	<u><u>130,587</u></u>



# Dividend Payout

Cents / share



**63.0%**

Dividend Payout Ratio

**1.7 cents**

Dividend Per Share



# AGENDA

- Coping with COVID
- A Resilient Performance
- The Future Beckons



# Growth Strategies

**Fenton Foo**

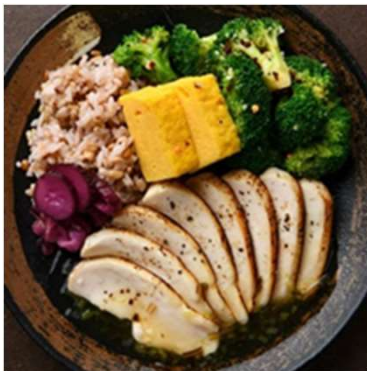
Chief Executive Officer



# Growth Strategies

## 1. Tapping into Growing Demand for Ready Meals

- R&D of **delivery-friendly** meals
- Digital marketing to reach new target segment
- Process improvement at Central Kitchen led by new management team targeting higher productivity



# Growth Strategies

## 2. Quick Service Restaurant (QSR) and Retail Expansion

- Labour-friendly and customer's delight
- Scalable for rapid growth
- Expansion of existing concepts
- Addition of new concepts with strong value proposition





# Growth Strategies

## 3. Revamp & Finetuning of Existing Concepts

- FSR remains a key focus of our business
- Refurbishment and upgrade of existing outlets
- Elevate customer service and maintain food quality
- Transformation of &JOY Japanese Food Street at NEX



# Moments of 2021



RE&S

**Thank You**