



# FY2021 Corporate Presentation

25 November  
2021

EMERGING STRONGER TOGETHER



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# AGENDA

## MILESTONES

## OPERATIONS REVIEW

- Our Foodprint
- Strengthening Operations
- Synergising Growth with Strategic M&A

## FINANCIAL HIGHLIGHTS

## 2022 STRATEGIC GROWTH PLANS

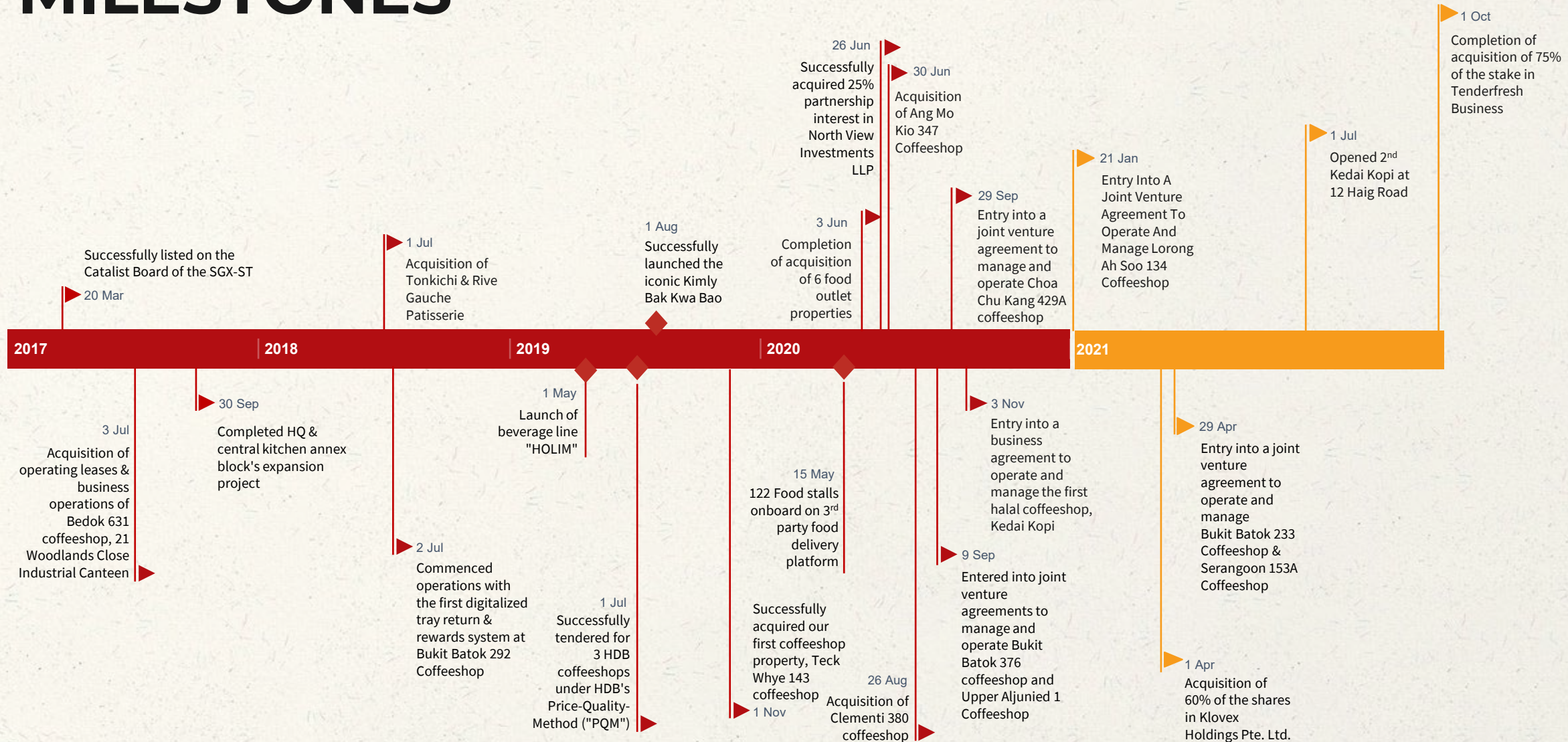
## SUSTAINABILITY EFFORTS

- For Our People
- For Our Earth





# 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 coffeeshops

## Accelerate Digitalisation



- ✓ NETS Unified Payment terminals deployed across all food outlets

## Diversify Product Offerings



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

## Improving Retail Operations



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



# OUR FOODPRINT



FOOD OUTLETS, FOODSTALLS, RESTAURANTS AND SHOPS



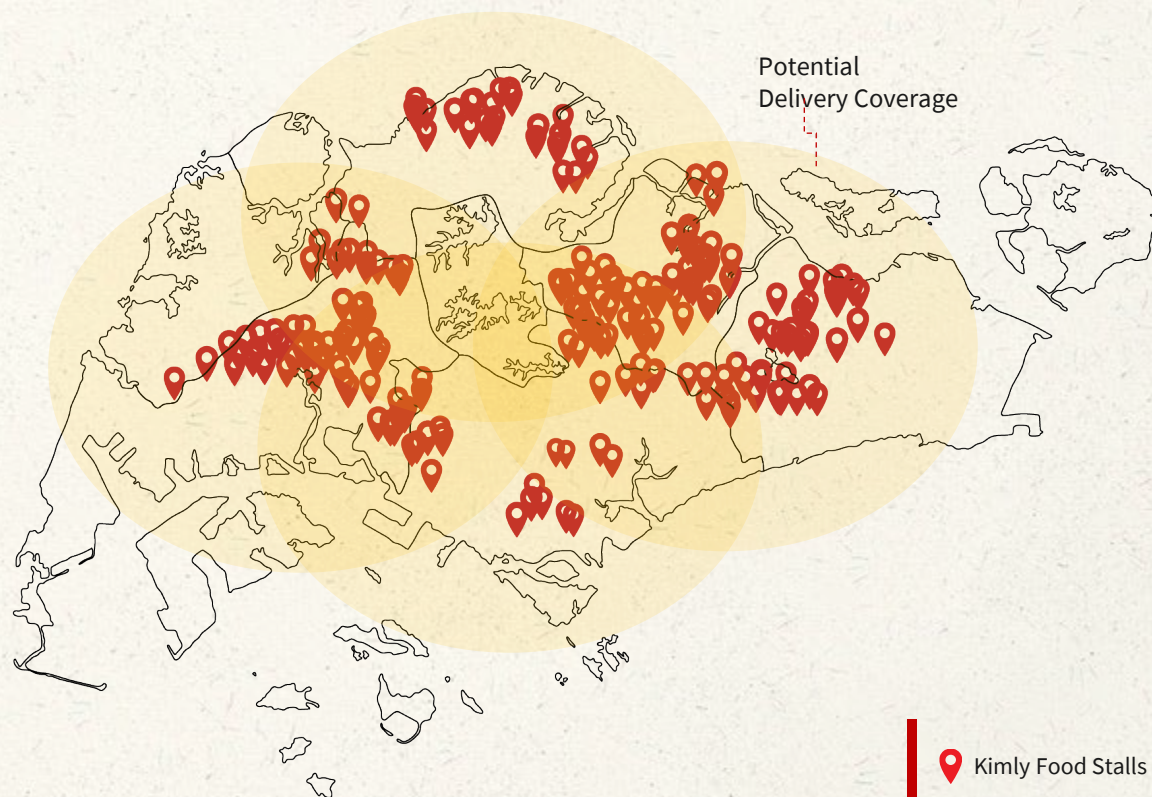


Food Outlets	FY2017	FY2018	FY2019	FY2020	FY2021
Traditional Coffeeshops	60	60	65	72	73
Halal Coffeeshops	-	-	-	-	2
Industrial Canteens	4	4	4	7	7
Food Courts/ Restaurant	4	3	3	4	3
<b>Total</b>	<b>68</b>	<b>67</b>	<b>72</b>	<b>83</b>	<b>85</b>

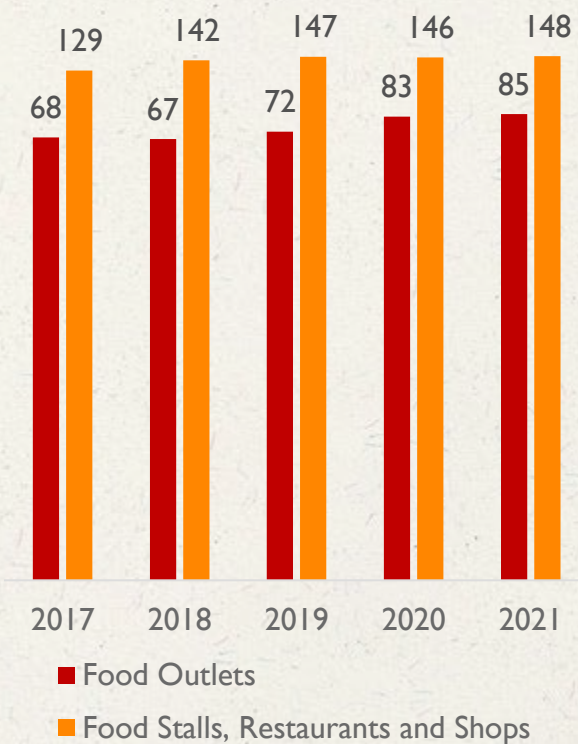
Food Retail	FY2017	FY2018	FY2019	FY2020	FY2021
Mixed Vegetable Rice Stalls	33	28	31	36	49
Rice Garden Stalls	16	18	22	20	8
Teochew Porridge Stalls	2	3	3	3	3
Dim Sum Stalls	46	49	50	48	49
Seafood “Zi Char” Stalls	31	30	29	29	28
Live Seafood Restaurant	1	1	-	-	-
Kanaaji Katsu Japanese Food Stalls	-	-	1	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, FOODSTALLS, 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

## 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 JVAs 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 have a 98% occupancy rate over a total of more than 670+ 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.



# SYNERGISING GROWTH WITH STRATEGIC M&A

Further strengthening topline, and enhancing shareholder's value

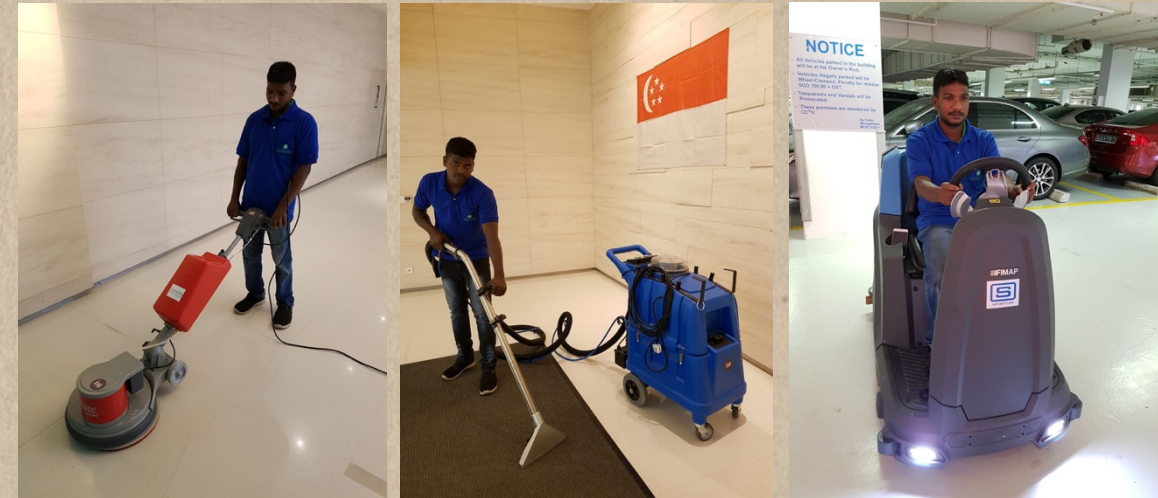
## Tenderfresh Business

| Leading and established Halal Food Retailer, Supplier and Wholesaler



- Widening customer base and tapping onto presence of Singapore's Halal F&B market
- New Food concepts and dining experience
- Expand product offerings and upscaling food retail businesses

## Klovex | Cleaning Solutions Provider



- Elevated importance and demand of hygiene and cleanliness in the midst of the pandemic.
- Capitalizing on Klovex's expertise to improve Group Business's hygiene standards.
- Diversify sources of revenue



# 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

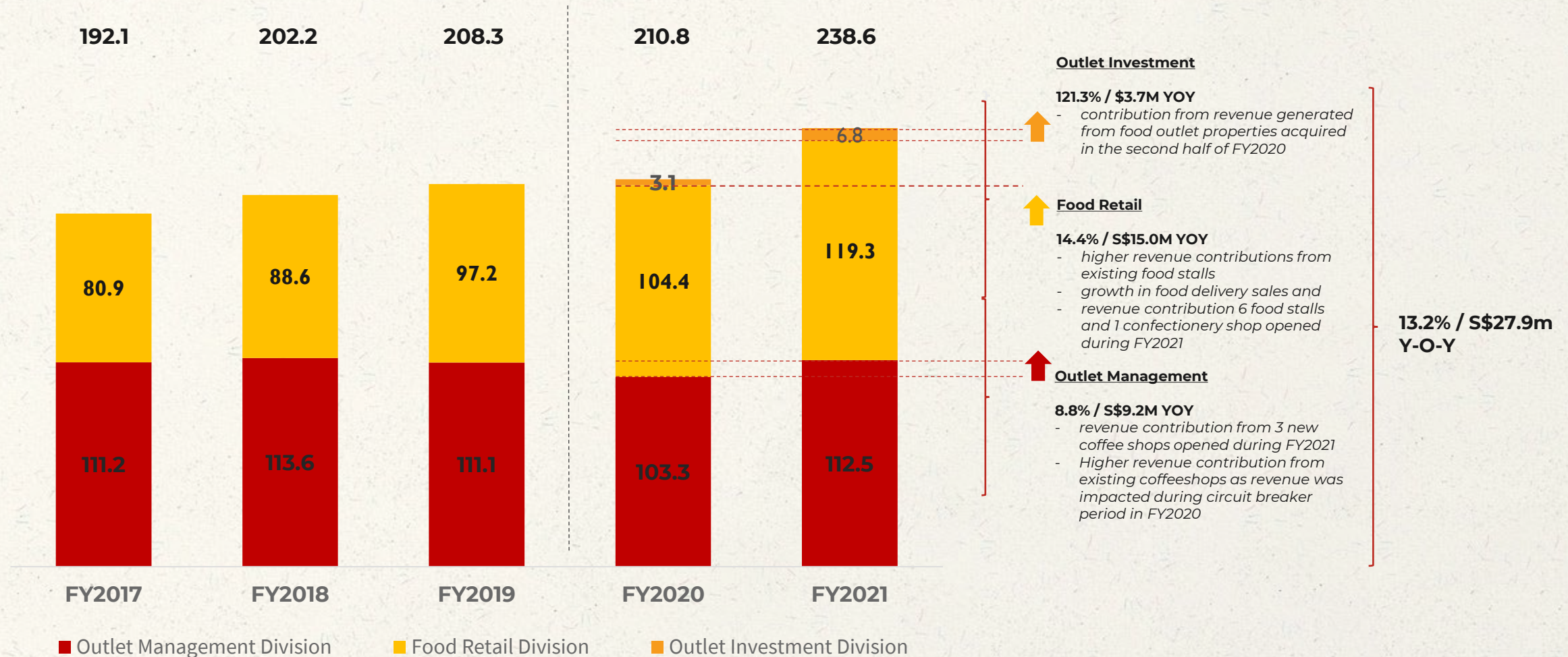
## Basic EPS

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



# RESILIENT REVENUE GROWTH

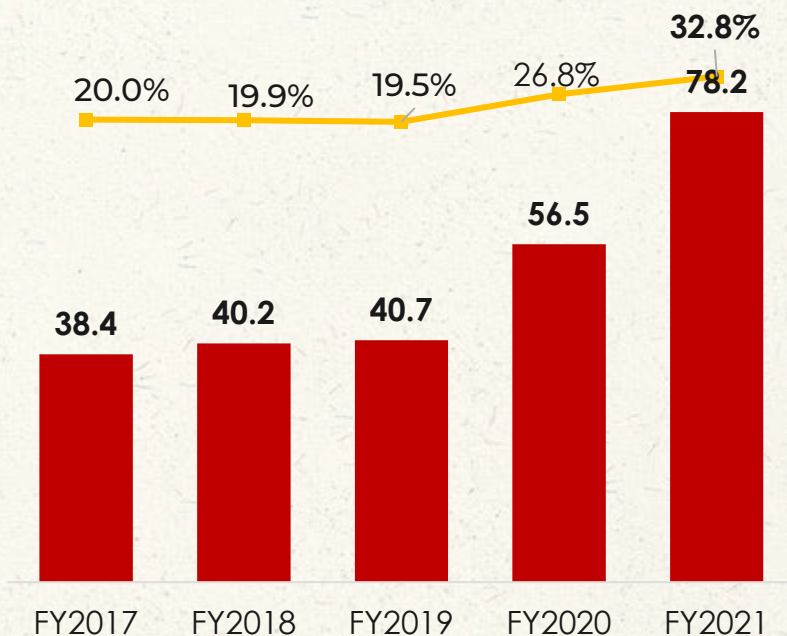
Revenue by Business Segment (\$Mil)



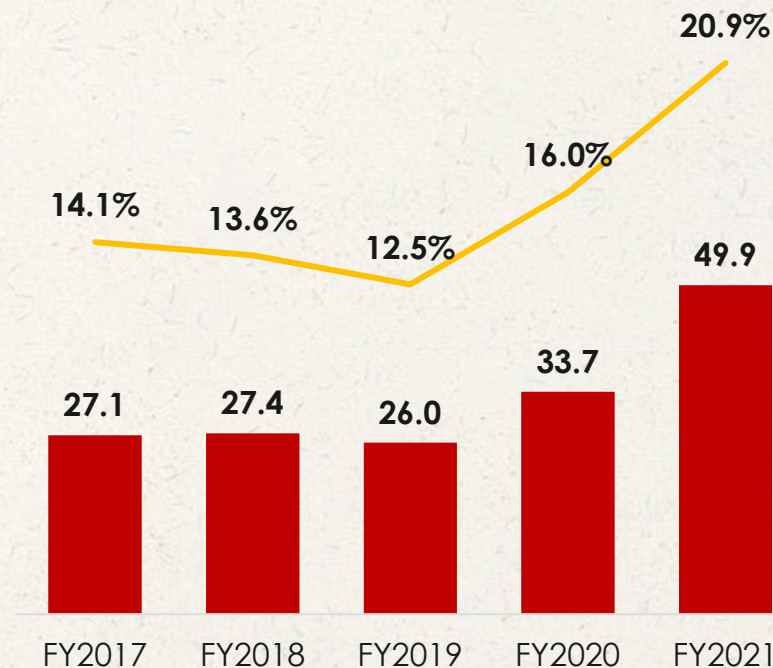


# PROFITABILITY

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



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

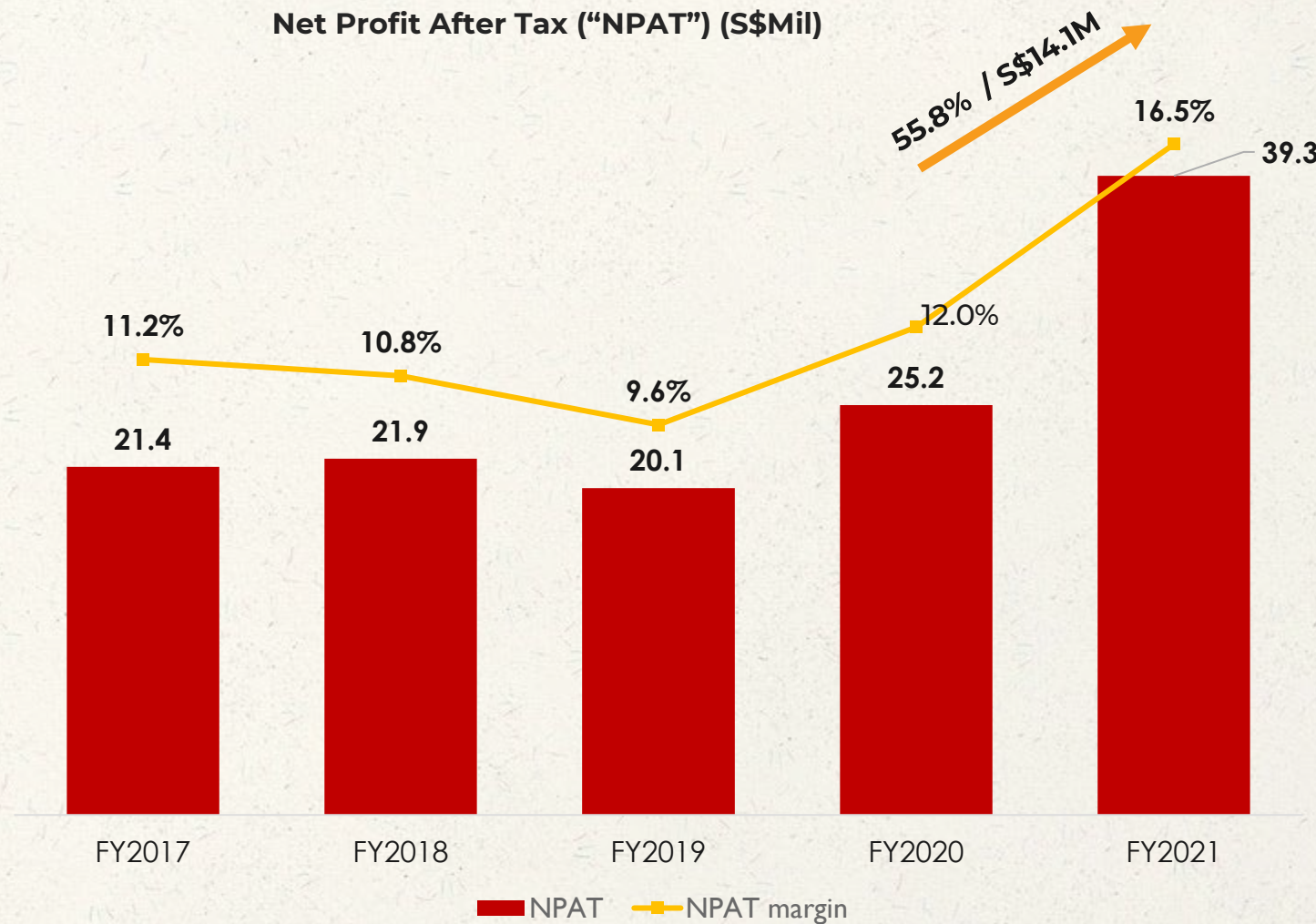


*\*Earnings before interest (Interest Income & Interest Expense on loans and borrowings), Taxes, Depreciation & Amortization ("EBITDA") after Depreciation of right-of-use assets and interest expense on lease liabilities*



# PROFITABILITY

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

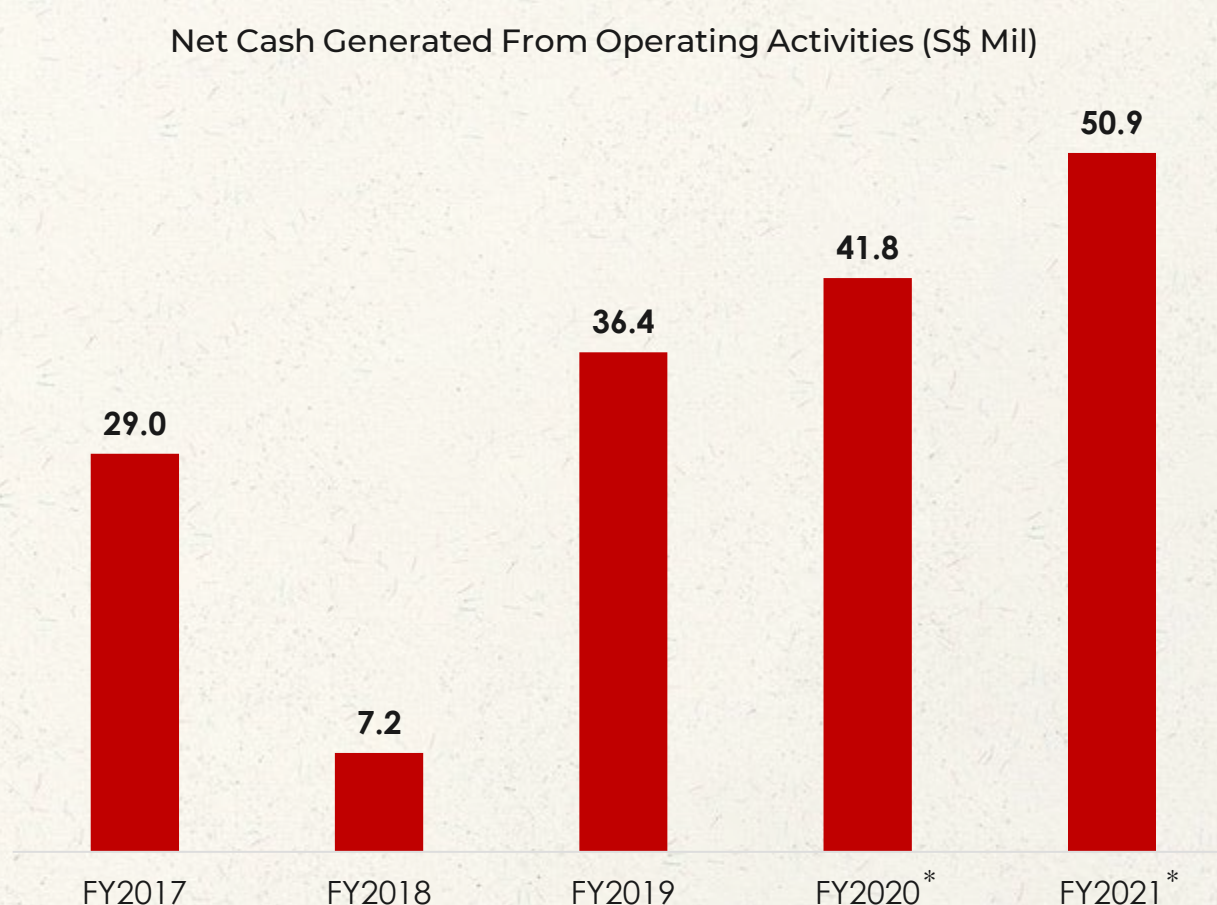




# CASH GENERATIVE BUSINESS

## LEADING TO STRONG OPERATING CASH FLOW

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



**S\$95.0M**  
Cash &  
Cash Equivalents  
as at 30 September 2021

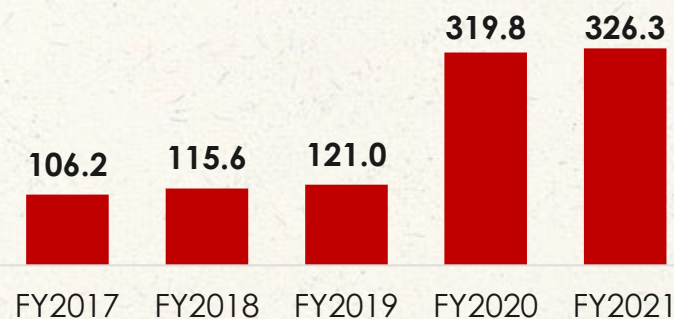
**S\$70.6M**  
Net Cash  
as at 30 September  
2021

\* 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)

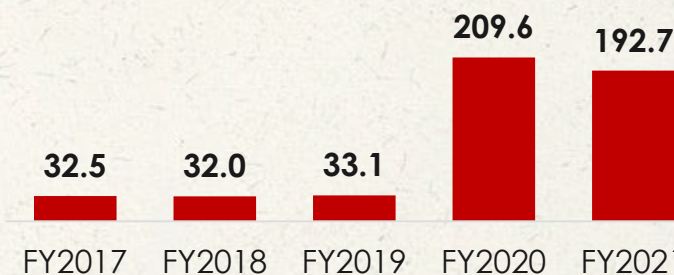


# STRONG BALANCE SHEET

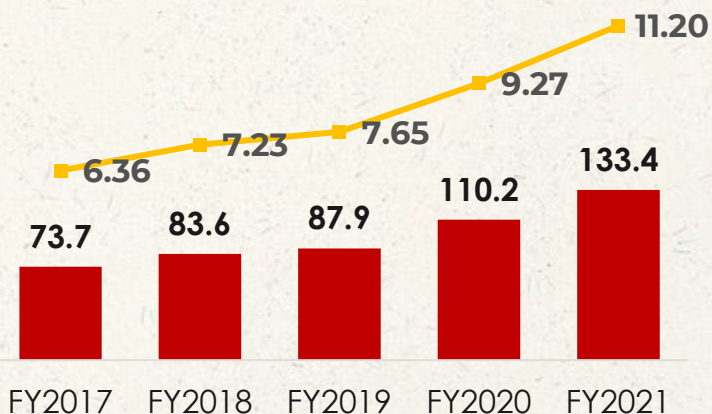
Total Assets (S\$ Mil)



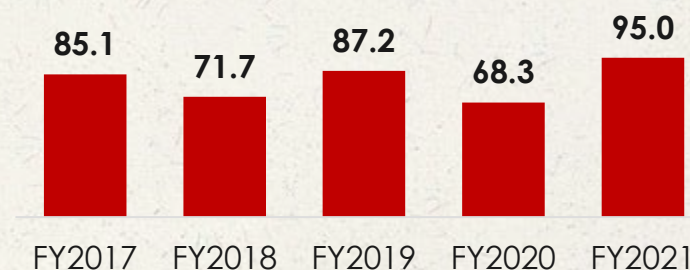
Total Liabilities (S\$ Mil)



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



Cash and Bank Balances (S\$ Mil)

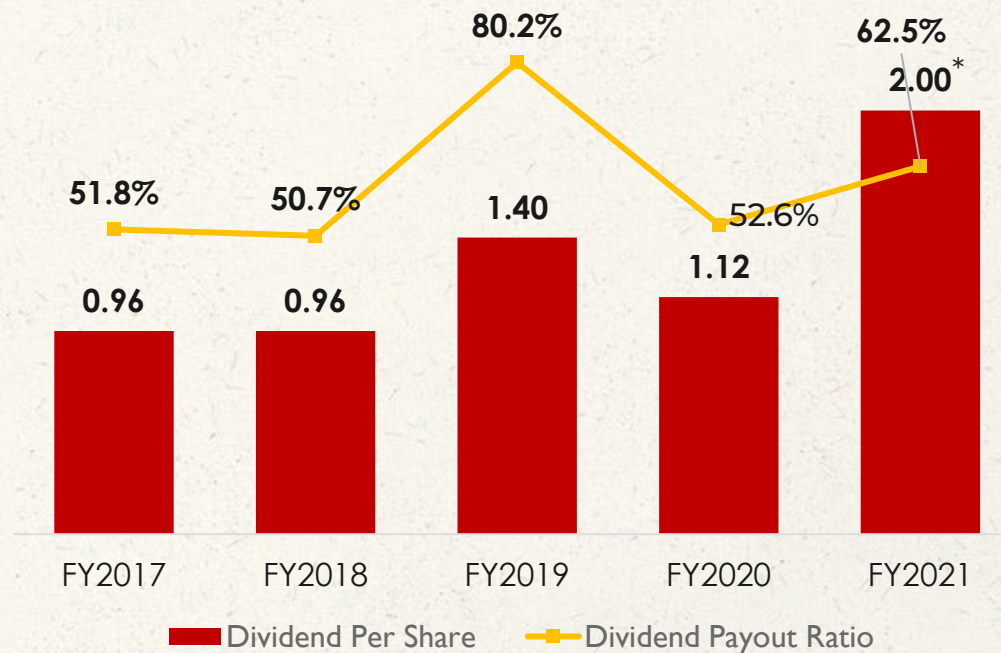




# ATTRACTIVE RECURRING DIVIDENDS

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

### Reinvesting in & Rewarding Employees

#### Long Service Award

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

#### Revising Pay Package For Lower Wage Employees

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





# 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.



## 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*