

DFI Retail Group (SGX: D01)

Corporate Overview



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Our Purpose Statement

A clear focus on the well-being of our people, communities and environment

Committed to being a steadfast pillar of each community we serve, with care and quality of service

Sustainably serve Asia
for generations
with **everyday** moments

We show up day by day — in moments big and small, ready to serve with passion and compassion

To be a lasting influence for the industry and broader community

Our Management Committee



Scott Price
Group Chief Executive



Tom van der Lee
Group Chief Financial Officer



Martin Lindström
Chief Executive Officer,
DFI IKEA



Curtis Liu
Chief Executive Officer,
Food



Yoep Man
Chief Executive Officer,
7-Eleven



Andrew Wong
Chief Executive Officer,
Health & Beauty



Crystal Chan
Group Chief Technology
and Information Officer



Ella Chan
Group Chief Strategy Officer



Erica Chan
Group Chief Legal, Sustainability
and Corporate Affairs Officer



Wee Lee Loh
Group Chief Digital and
yu Rewards Officer



Joy Jinghui Xu
Group Chief People &
Culture Officer

Diversified Portfolio

Across 12 Asian Markets and 5 Formats

7,400+ Outlets (includes associates and joint ventures)
81K+ Team Members

Health and Beauty

Convenience

Food

Home Furnishings

Restaurants



Diversified Portfolio

Across 12 Asian Markets and 5 Formats

Health and Beauty ↗

Convenience

Food

Home Furnishings

Restaurants



Diversified Portfolio

Across 12 Asian Markets and 5 Formats

- Health and Beauty
- Convenience** ↗
- Food
- Home Furnishings
- Restaurants



Diversified Portfolio

Across 12 Asian Markets and 5 Formats

- Health and Beauty
- Convenience
- Food**
- Home Furnishings
- Restaurants



Diversified Portfolio

Across 12 Asian Markets and 5 Formats

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Diversified Portfolio

Across 12 Asian Markets and 5 Formats

- Health and Beauty
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- Restaurants



Well-known Brands Across Format

Health and Beauty

萬寧
mannings

guardian

Home Furnishings



Convenience



Restaurants

Sub-brands:



Food



3hreesixty



Loyalty



Strategic Framework



Customer First

By placing our customers at the heart of everything we do, we ensure that their needs guide our initiatives.



People Led

As a People Led organisation, we are focused on deeply embedding our values throughout the Group to improve Inclusion, Equity, Diversity and ensure local relevancy of decision-making to our customers.



Shareholder Driven

We are committed to driving shareholder returns through continued market share gain with a disciplined approach in capital allocation that creates sustainable returns and supports the achievement of our ESG goals.



01. Business Overview

Health and Beauty Overview



2024 Sales

US\$2.5bn

2024 Operating Profit

US\$211m

Hong Kong

- Leading Health and Beauty chain
- Healthcare category accounts for >50% of sales
- Strong brand equity as the trusted advisor in health and wellness
- Launched Health Pod at the IFC flagship store – an AI wellness assessment, personalised consultation and product recommendation service
- Expanding into Pharmacare services in partnership with major medical insurer
- Integrated Own Brand team in Food and H&B to drive enhanced customer value and margin

Southeast Asia

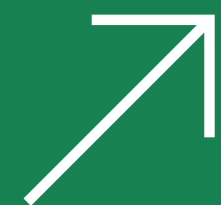
- Market share gain in most key markets
- Robust store pipeline, particularly in Indonesia and Malaysia

Omnichannel

- Strong e-commerce volume growth
- Launched Mannings app in Hong Kong and Guardian app in Singapore in 4Q24
- Launched MYguardian rewards loyalty programme in Malaysia in 1Q25

Note: Store network and operational figures at 31 December 2024

Convenience Overview



2024 Sales

US\$2.4bn

2024 Operating Profit

US\$102m

Hong Kong

- Leading convenience store chain
- Expanding wallet share with ready-to-eat (RTE)
- Favourable product mix shift towards higher-margin RTE supports margin expansion
- 70%+ network coverage with 7CAFÉ and 30%+ with hot food counter
- 16% RTE sales contribution as of FY24

Singapore

- Leading convenience store chain
- 23% RTE sales contribution as of FY24

South China

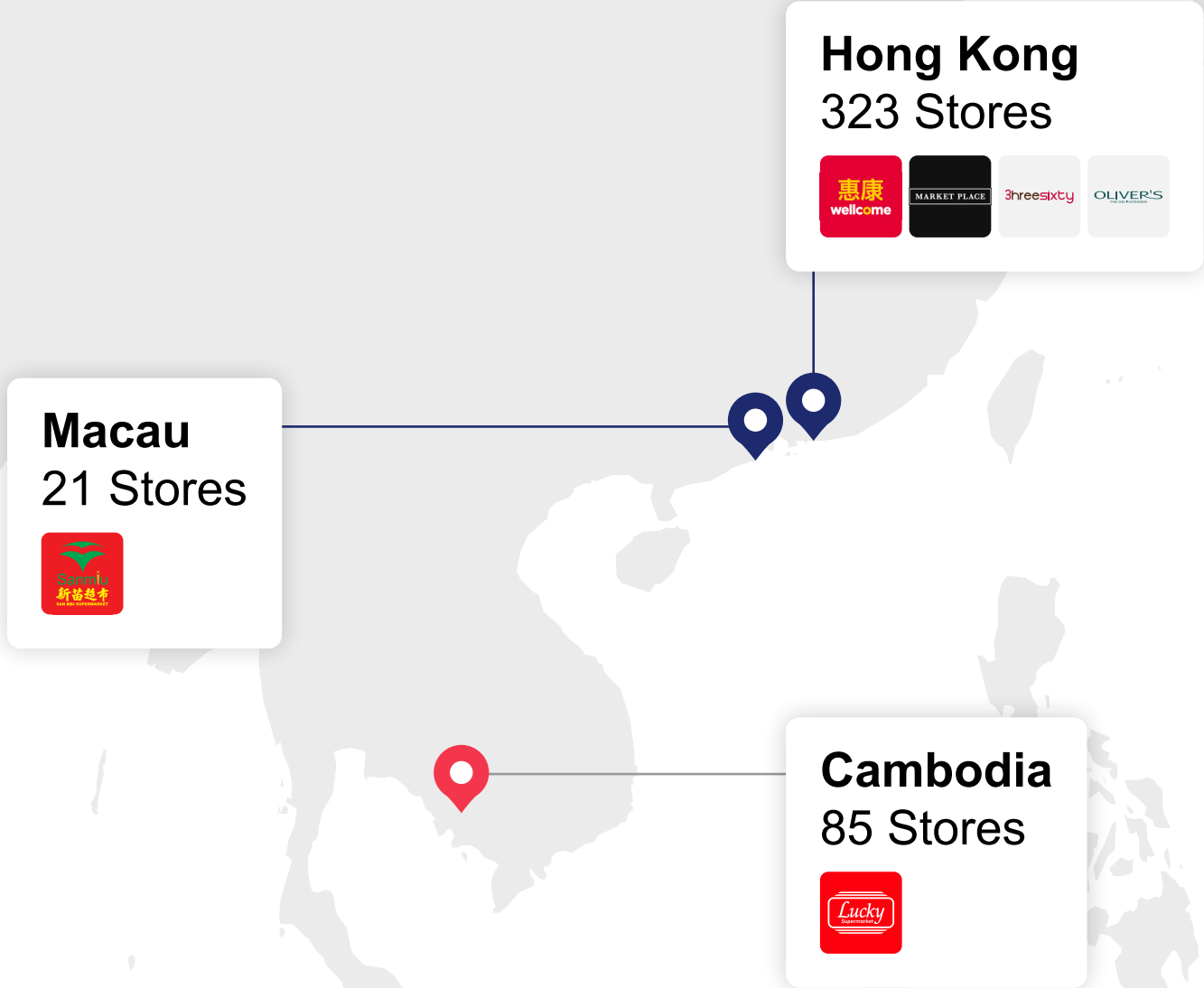
- Leading international convenience store chain in Guangdong province
- ~85% network coverage with hot food counter and ~60% with 7CAFÉ
- 40% RTE sales contribution as of FY24
- Rolling out Hot Food Bar concept store in larger scale in 2025 and beyond

Omnichannel

- 10%+ e-commerce penetration in South China (excluding cigarettes)
- Quick-commerce partnership across all operating markets
- Launched 7-Eleven app in Hong Kong in 4Q24 and Singapore in 1Q25 with discounted RTE bundles, pre-order functions and digital stamps for IP collectibles

Note: Store network and operational figures at 31 December 2024

Food Overview



North Asia

Southeast Asia

2024 Sales
US\$3.1bn

2024 Operating Profit
US\$58m

Hong Kong

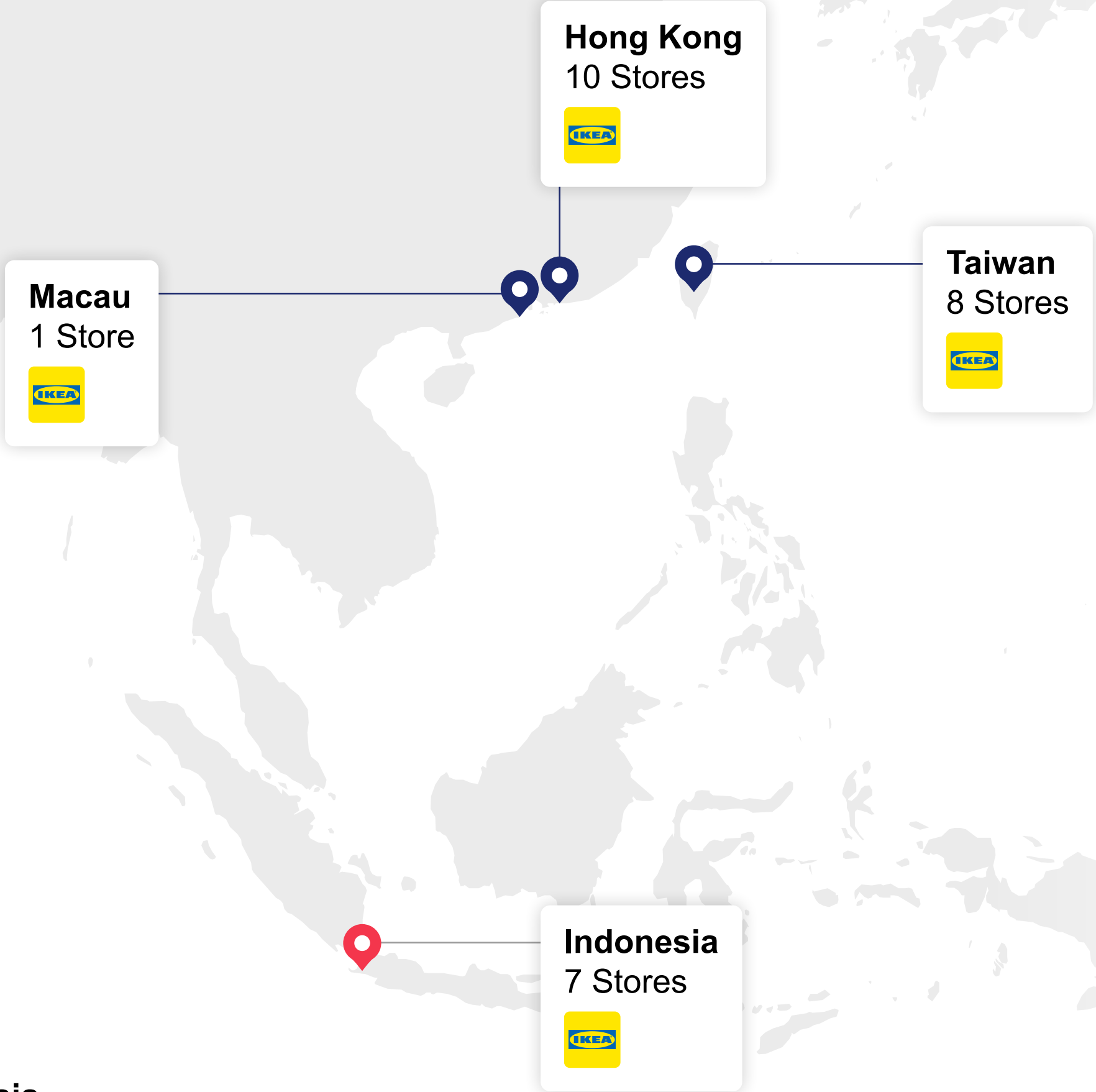
- Leading supermarket chain
- Continued market share gain from both modern and traditional trade
- Strengthened fresh and value proposition
- Expanded procurement capability including partnership with DDL
- Leveraging data analytics to drive overall category sales and gross profit
- Own Brand reset driving stronger value proposition and profit accretion

Omnichannel

- Scheduled delivery (app and web), quick-commerce partnership, click-and-collect
- Strong e-commerce sales growth with improved profitability

Note: Store network and operational figures at 31 December 2024. The divestment of Singapore Food business was completed in early December 2025

Home Furnishings Overview



North Asia
 Southeast Asia

2024 Sales
US\$701m

2024 Operating Profit
US\$16m

- Hong Kong**
- Strong brand equity with consumer protection and product safety standard
 - Pivoting towards a more value-driven omnichannel proposition
 - Expanding touchpoint network with improved accessibility
 - Strong food proposition
- Taiwan**
- Resilient business performance
 - Completed sales & leaseback of an IKEA property in first-half 2024 for better capital efficiency
- Indonesia**
- Focused on driving sales through enhancing store commerciality, increasing local sourcing and adopting a more effective marketing strategy
 - Ongoing cost optimisation efforts
- Omnichannel**
- E-commerce penetration surpassed 10% across all markets

Note: Store network and operational figures at 31 December 2024

Restaurants Overview



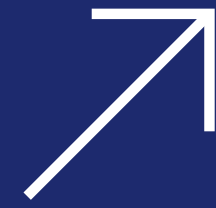
2024 Share of Underlying Profit

US\$66m

- 2,000+ restaurant outlets across Asia including Hong Kong, Macau, the Chinese mainland and Southeast Asia
- Exclusive licensee of international brands including:
 - Starbucks franchise for Hong Kong, Macau, Thailand, Singapore, Cambodia, Laos, Vietnam
 - Genki Sushi franchise across the Chinese mainland, Hong Kong, Singapore, Malaysia, Thailand, Cambodia
 - Shake Shack franchise across the Chinese mainland, Hong Kong, Macau, Thailand
- Strong restaurant, catering and branded food product portfolio

Note: Store network at 31 December 2024

Own Brand Overview



Strengthening Value Proposition with Own Brand Reset

- **Over 2,150 SKUs across Meadows, Mannings Guardian, Yu Pin King, Vitapet:**
Significant sales and profit productivity improvement* upon SKU rationalisation
- **Hero programmes:**
Meadows & Yu Pin King campaigns drive both Own brand & overall category sales and profits
- **Strategic co-branding partnerships:**
Continued product innovation by collaborating with brands including Tai Hing and Four Sea
- **Exclusive partnership with Woolworths in Hong Kong:**
Extend our upscale product offerings and improve profitability through strategic alliance
- **Branding revamp of Health and Beauty Own Brand 'Mannings Guardian':**
Stronger brand value, customer trust and lower costs through volume leverage, reduced production and stock days to drive higher profitability
- **B2B programme:**
Drive scale, volume and lower product costs
- **Commitment to sustainability:**
Initiatives include Yu Pin King Low-carbon Rice cultivation programme, FSC Certified Paper Range

Note: Sales productivity = Total sales/no. of SKUs

Accelerating Omnichannel Presence



Notes:

1. As at 31 December 2024

2. Other marketplace platforms include Kaola (Chinese mainland), Nham 24 (Cambodia), mFood (Macau), Aomi (Macau), Newlandgo (Macau)

3. Customers can place orders through the platform and choose either to pick up the products at an offline store or have them shipped to their home. The third-party platform will handle the last-mile delivery

DFIQ – A Data Analytic Driven Solution for Advertisers

Empowering brands with scale, reach and proprietary data



7m+
yuu members in Hong Kong
and Singapore

7m+
monthly active users*

100m
monthly visits to our
physical store network*



Precise targeting with
first-party data



Wide range of
ad inventories



Improve return
on ad spending,
drive incremental
sales and new
shoppers

Key supplier partners



***Kimberly-Clark**



Note: MAUs across DFI websites and app (2025); excludes 3rd party marketplace

02. Business Update

Health and Beauty Update 1H25



- +4% like-for-like sales growth underscores rising brand equity as trusted health & wellness advisor
- Profit up 8% year-on-year supported by strong sales performance
- Mannings Hong Kong like-for-like sales +6% on growing share in key wellness categories
- Increased basket size across key Guardian (Southeast Asia) markets
- Accelerate growth through capex-light franchising in Indonesia
- Own Brand reset drove meaningful improvement in sales and profit productivity of SKU
- 24 new stores opened in Southeast Asia in 1H 2025
- Strong e-commerce growth; enhance omnichannel experience via personalised services

萬寧
mannings

guardian

Convenience Update 1H25



- Like-for-like sales -1% excluding cigarettes
- Positive momentum with overall sales recovery in 2Q25
- Profit decline due to one-off windfall gain from cigarette inventory purchase in 1H24
- Replacing low-quality cigarette margin with high-quality ready-to-eat (RTE) margin
- Growing RTE sales penetration to 24%, up from 20% in 1H23
- Expand RTE proposition with larger Food Bar rollout to 375 stores in South China by year end 2025
- Continued network expansion in South China adding 119 stores to a total of 1,860+ in 1H25
- Growing franchisee penetration to drive better store returns



Food Update 1H25

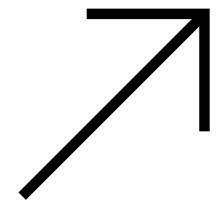


- Like-for-like sales marginally declined by 1% excluding divestment of Hero Supermarket in 1H24*
- EDLP (Everyday Low Price) strategic pivot in Hong Kong to counter Greater Bay Area competition
- Strategic price reinvestment and sourcing through recent DingDong partnership
- Increased footfall and items per basket in Hong Kong with accelerating growth since May
- Strong profit growth of 14%*
- E-commerce volume nearly doubled year-on-year with expanded omnichannel presence
- Meaningful improvement in Own Brand SKU productivity in sales and gross profit
- The divestment of Singapore Food business was completed by year end 2025

Note:
Included Singapore Food business of which the divestment was completed in early December 2025



Home Furnishings Update 1H25



- Pivoting to a more value-driven omnichannel assortment across markets
- Hong Kong: Reinvesting in pricing through sourcing and operating cost reduction
- Taiwan: Continued resilience with over 10% PBIT margin
- Indonesia: Driving sales through expanding digital presence and marketing efforts
- Underlying earnings recovery supported by ongoing cost optimisation, particularly Indonesia
- Strengthening local relevancy with range optimisation
- Expanding Food range to maximise cross-sell



03. Financials

5-year Financial Summary

(in US\$m, unless otherwise stated)	2020	2021	2022	2023	2024
Total revenue	10,443	9,188	9,174	9,170	8,869
Health and Beauty	1,990	1,805	2,025	2,445	2,457
Convenience	2,100	2,243	2,266	2,441	2,379
Food ¹	5,348	4,151	3,872	3,285	3,131
Home Furnishings	832	816	839	794	701
Other revenue ²	174	173	172	205	201
Operating profit ³	412	314	209	294	343
Operating margin %	4.0%	3.4%	2.3%	3.2%	3.9%
Underlying PATAM	276	105	29	155	201
Underlying EPS (US¢)	20.38	7.73	2.14	11.49	14.91
Dividends/share (US¢)	16.50	9.50	3.00	8.00	10.50
Normal Capex	248	212	244	197	172
Normal Capex as % of revenue	2.4%	2.3%	2.7%	2.1%	1.9%

Notes:

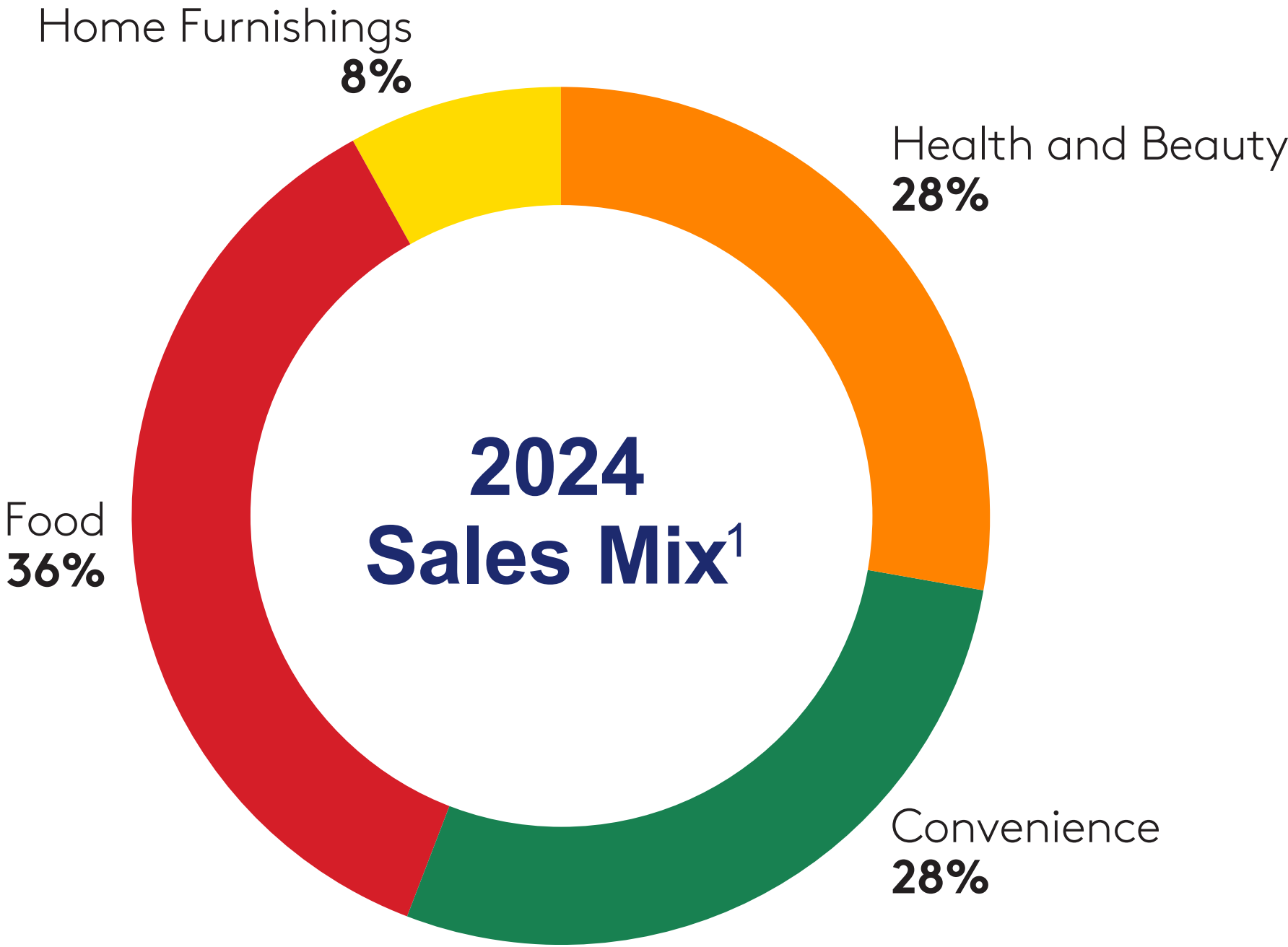
1. Excluding divestment of Wellcome Taiwan in 2020, Giant Indonesia in 2021, Malaysia Food business in 2023 and Hero Supermarket (Indonesia) in 2024. Including Singapore Food business of which the divestment was completed in early December 2025

2. Other revenue comprises primarily delivery and assembly income, income from concessions, service income, income from customer loyalty programme, etc.

3. Post-IFRS16 adjustment

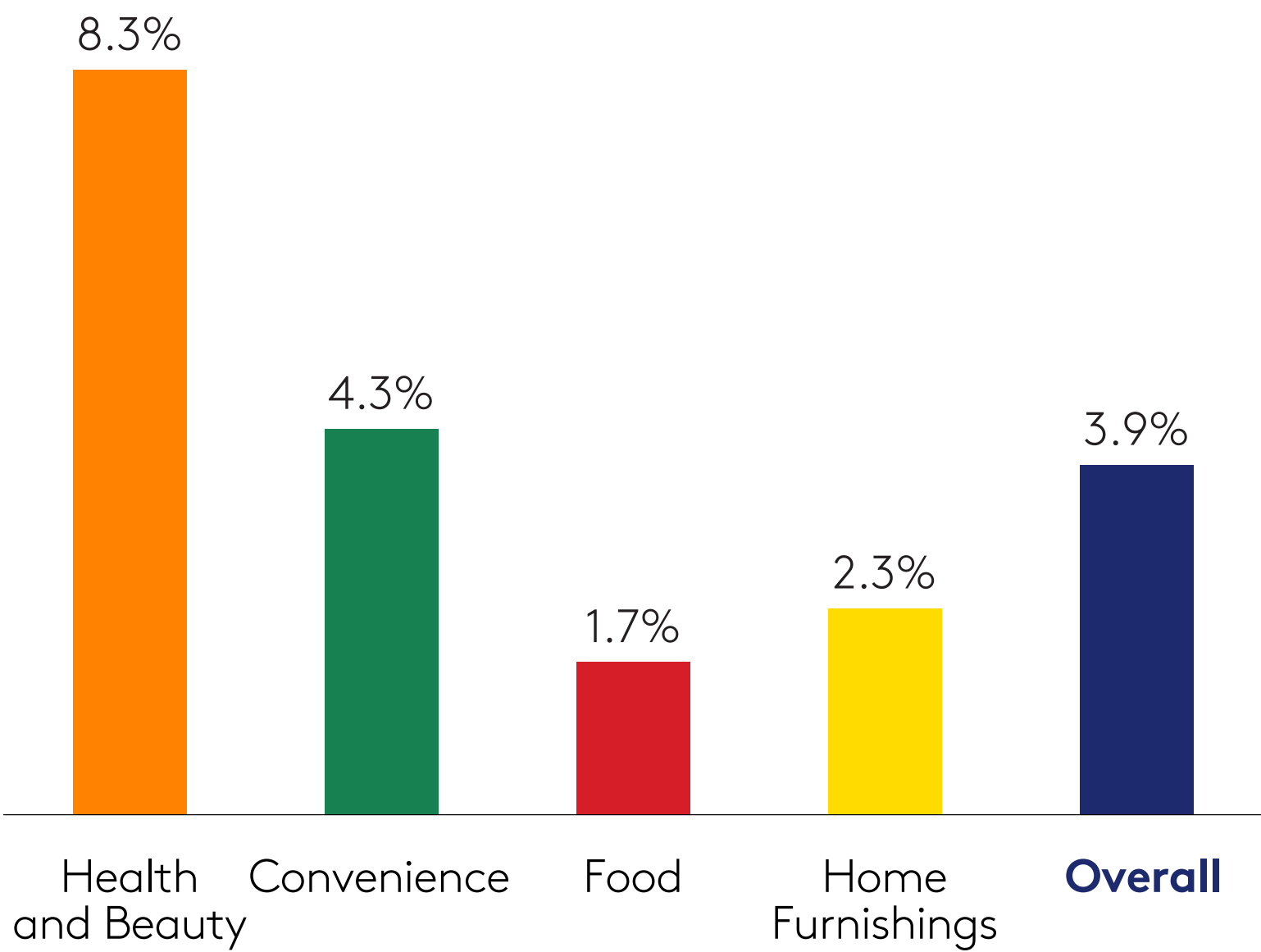
Segment Overview

Sales breakdown by segment (2024)



Note:
1. Sales of goods

Segment operating margin (2024)



Notes:
1. Reflecting accounting change in Own Brand and e-commerce related costs on a full-year basis for comparison purpose
2. Guardian Vietnam reclassified as subsidiary of the Group

Clear Capital Allocation Framework

Disciplined capital allocation



Invest in organic growth with a focus on ROCE¹ and TSR



Absolute growth in dividend

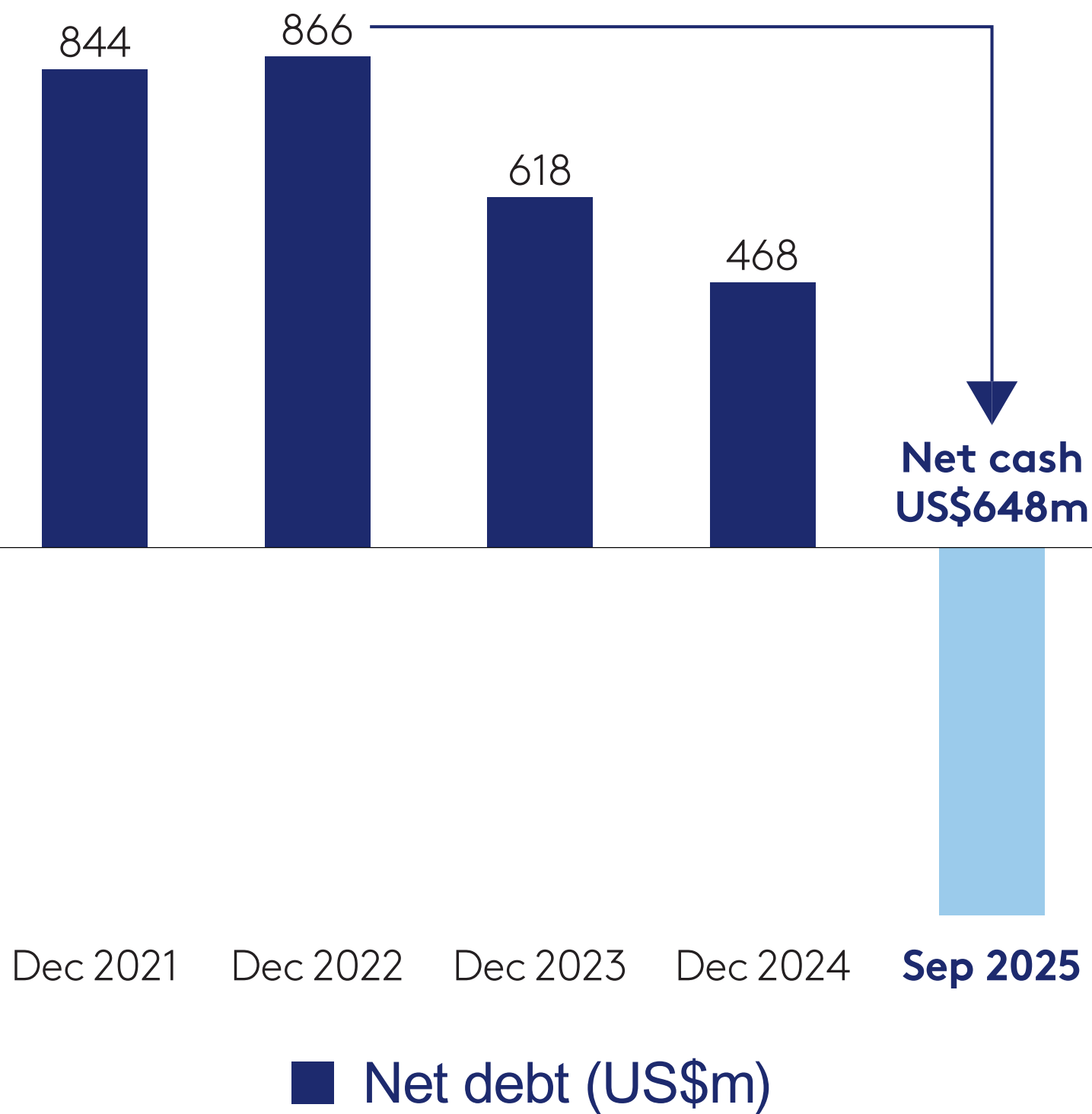


Maintain a healthy balance sheet



Portfolio optimisation

A stronger balance sheet



Notes:
1. Return on capital employed = operating profit divided by total assets minus current liabilities
2. Post completion of the divestment of Yonghui's minority stake resulting in gross proceeds of c.\$619m

04. Sustainability

Sustainability Framework

At DFI, our purpose is to sustainably serve Asia for generations with everyday moments. We are committed to transforming Asia’s retail landscape through sustainable choices that benefit both people and the planet. Our sustainability strategy is anchored in three strategic pillars: **People**, **Products**, and **Planet**, with Governance as the cornerstone, ensuring robust leadership and oversight.



Our Commitment and Performance Highlights

Our Commitment

- **50% reduction in Scope 1 and 2 emission by 2030**
- **Net zero emissions by 2050**

Sustainability Awards and Recognitions

- CLP Smart Energy Award 2024 (DFI)
- MSC Seafood Leaders Singapore 2024 (DFI)
- 2023/24 Vision Awards for DFI Sustainability Report 2023 – Platinum Award, Technical Achievement Award, Top 100 Reports Worldwide (DFI)
- Retail Asia Awards 2024 – ESG Initiative of the Year, Health and Wellness Initiative of the Year (Mannings)
- FMCG Asia Awards 2024 – ESG Initiative of the Year, Health and Wellness Initiative of the Year (Mannings)
- ESG Business Awards 2024 – Workplace Wellness Programme Award (Mannings)
- Retail Asia Awards 2024 – Sustainability Initiative of the Year (7-Eleven)
- Outstanding Green Achiever Award, Sixth Gold Award in the Shops and Retailers category, Sole Recipient of the Super Gold Award by Environmental Campaign Committee of the Hong Kong Government (Wellcome)

Strong ESG Performance

- Ranked in the 84th percentile (ahead of 84% peers) in the Food and Staples Retailing industry in the S&P Global Corporate Sustainability Assessment (as of 8 January 2025)

Sustainability Memberships and Associations

- The Consumer Goods Forum – Towards Net Zero Coalition of Action, Plastic Waste Coalition of Action
- amfori member
- Foodlink Foundation
- Hong Kong General Chamber of Commerce – Environment & Sustainability Committee
- Hong Kong Retail Management Association – Sustainability Task Force
- World Business Council for Sustainable Development (Membership of Jardine Matheson)

Our Performance Highlights

People

Team Member Success

16.6 average training hours per team member (2023: 13.6)

22% voluntary team member turnover rate (2023: 27%)

0 work-related fatality rate; lost time injury rate at 0.84 (2023: 1.02)

Community Giveback

US\$2.76_m of community investment

>7,300 smallholder farmers and waste pickers supported by IKEA Social Entrepreneur Indonesia Accelerator

Customer Value Creation

>6.8_m pills collected by Manning’s medicine disposal programme (2023: 1 million)

Ethical Sourcing

100% factories in high-risk countries supplying Own Brand products audited against amfori BSCI or equivalent standards (2023: 94%)

Products

Sustainable Choices

28% Own Brand products with sustainability certificates (2023: 24%)

Product Quality and Safety

100% Own Brand food factories have a third party food safety audit – 85% are globally recognised schemes (GFSI) (2023: 81%)

Sustainable Packaging

57% Own Brand products with recyclable plastic packaging, on track towards target of 100% by 2030

Planet

Carbon Footprint Reduction

14.2% Scope 1 and 2 emission reduction vs 2021 baseline (for continuing businesses); on track towards 50% reduction by 2030 & net zero by 2050

≥30% Scope 3 emission reduction on approved participating rice fields in Low-Carbon Rice Project

Waste Recycling and Reduction

61% waste diversion rate (2023: 56%)

8,000_{kg} used coffee grounds upcycled in 7-Eleven Hong Kong’s ‘Grounds to Green’ programme

Governance

- Established a Sustainability Committee that provides executive oversight of sustainability performance
- First year with Audit Committee reviewing audited ESG data
- Integrated ESG KPIs into team members’ performance evaluations
- Completed a double-materiality assessment to align ESG priorities with the latest regulatory requirements and stakeholder expectations



SERVING
EVERYDAY
MOMENTS

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Thank You