

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, Governance
and Corporate Affairs Officer



Wee Lee Loh
Group Chief Digital and
yuu Rewards Officer



Joy Jinghui Xu
Group Chief People &
Culture Officer

Diversified Portfolio

Across 12 Asian Markets and 5 Formats

7,700+ Outlets (includes associates and joint ventures)
85K+ 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



Note: The Group announced the divestment of Singapore Food business on 24 March 2025.
The transaction is subject to customary closing conditions and is expected to complete by year end 2025

North Asia
Southeast Asia

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



Well-known Brands Across Format

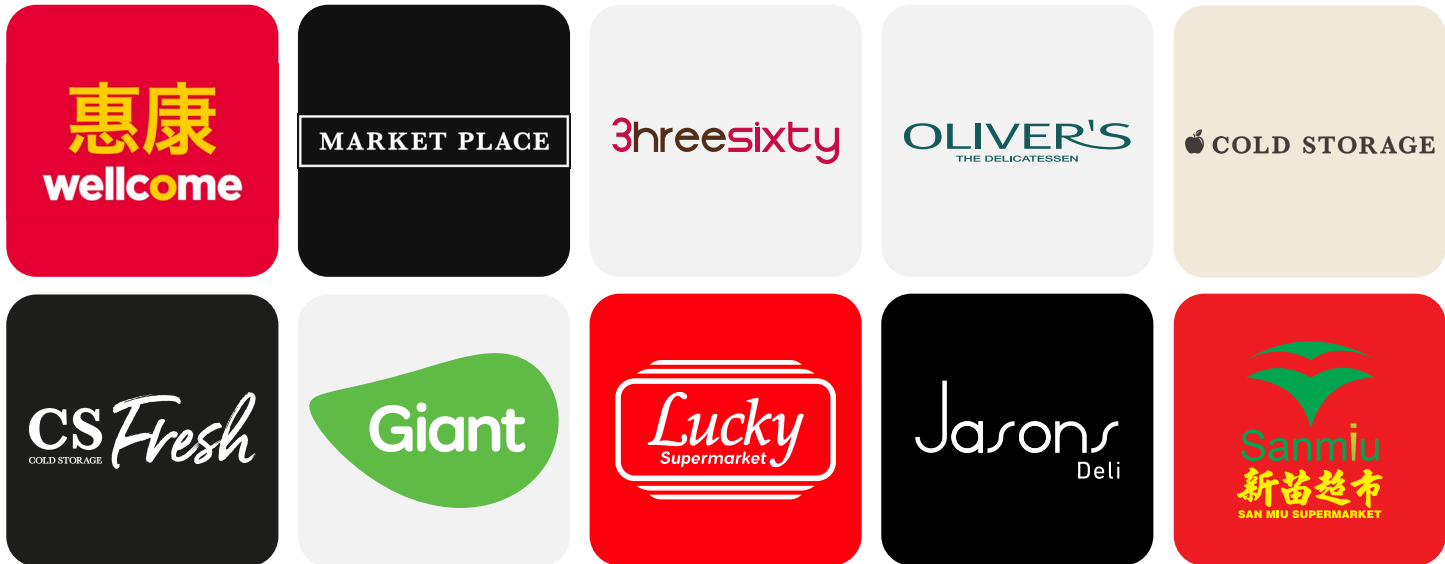
Health and Beauty



Convenience



Food*



Home Furnishings



Restaurants



Loyalty



Note: The Group announced the divestment of Singapore Food business on 24 March 2025. The transaction is subject to customary closing conditions and is expected to complete by year end 2025

Strategic Framework



Customer First

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



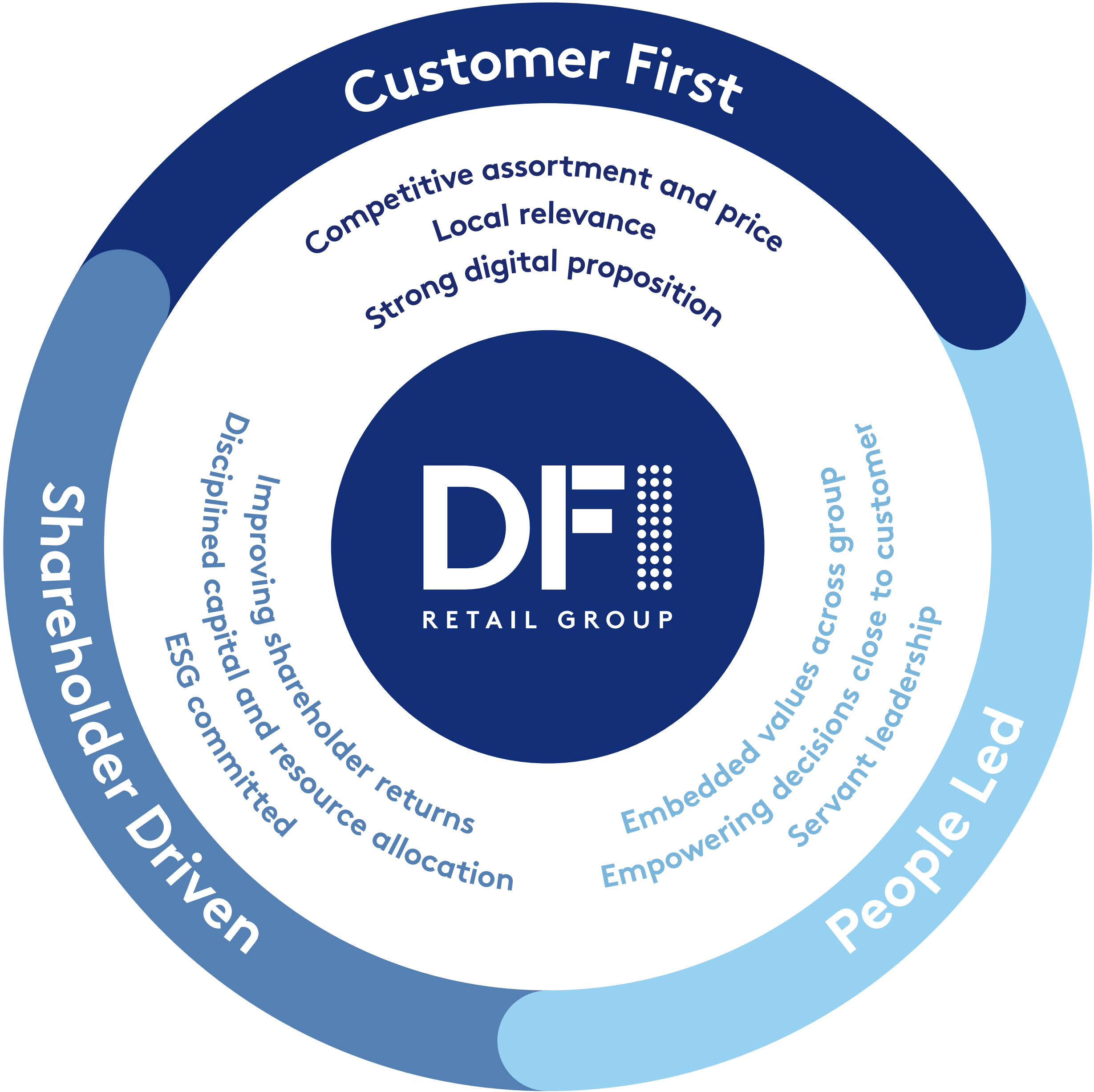
People Led

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

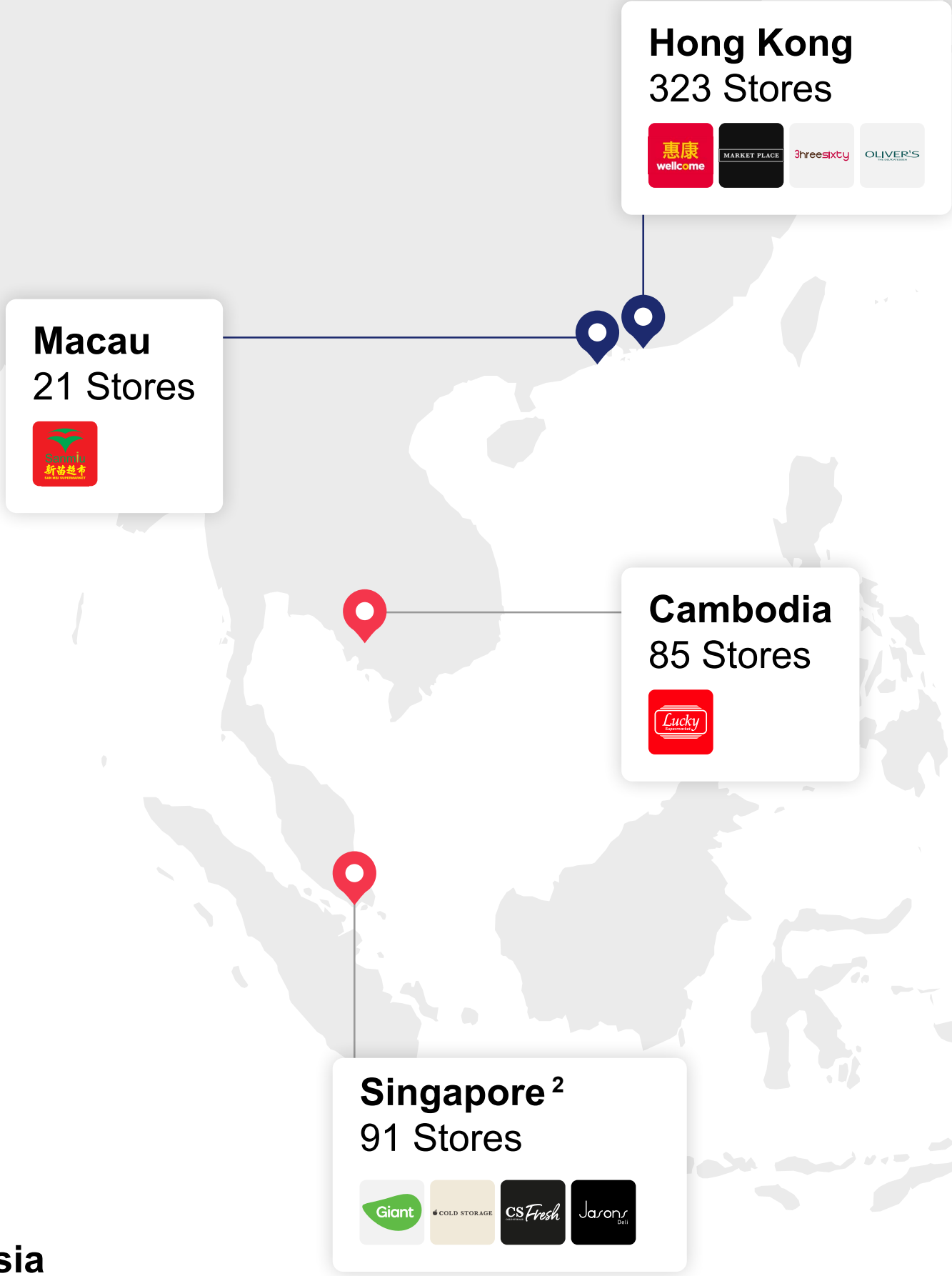
- Leading international convenience store chain in Guangdong province
- ~85% network coverage with hot food counter and ~60% with 7Café
- 40% RTE sales contribution as of FY24
- Rolling out Hot Food Bar concept store in larger scale in 2025 and beyond

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



2024 Sales
US\$3.1bn

2024 Operating Profit
US\$58m

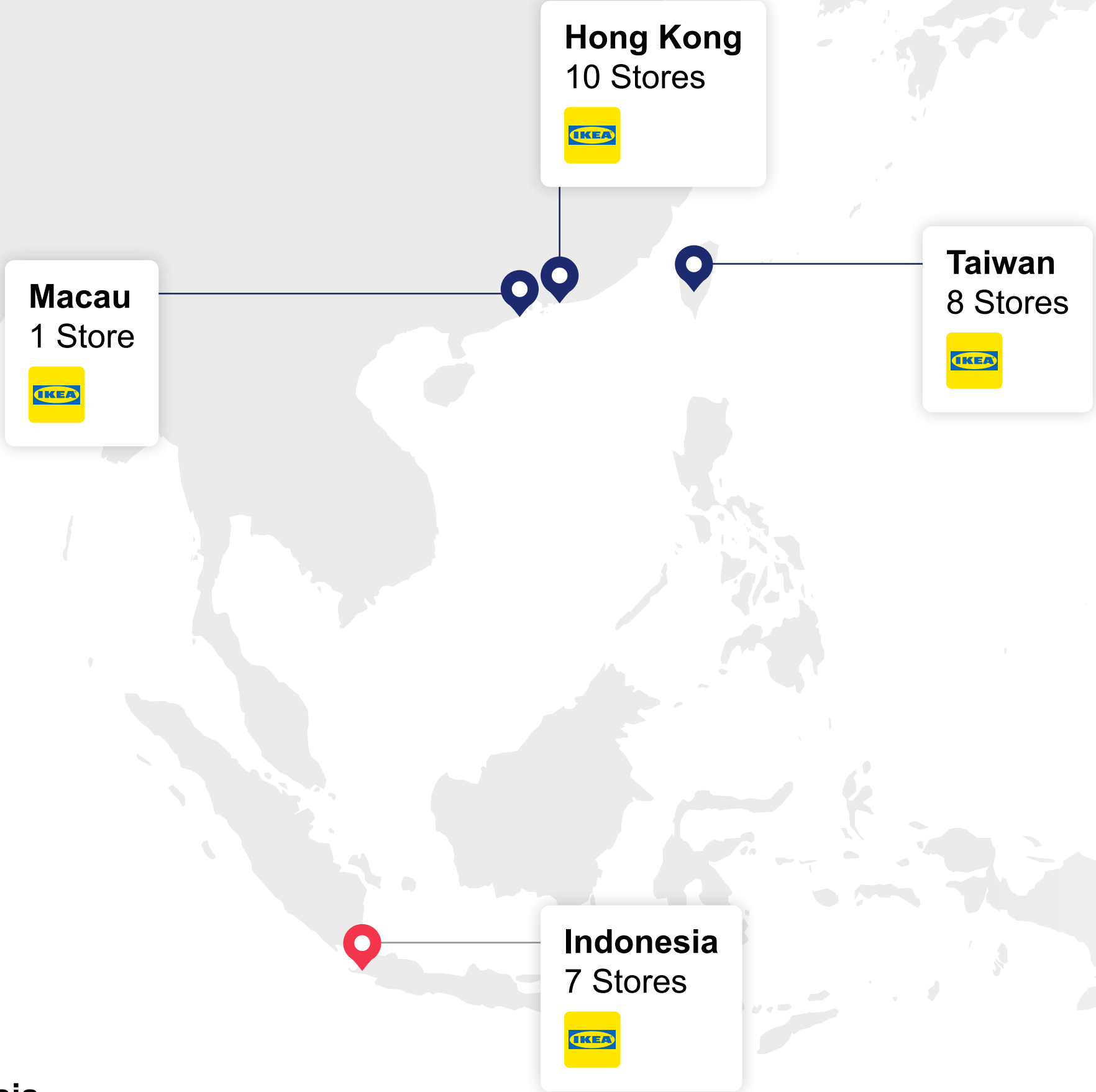
- Hong Kong**
- Leading supermarket chain
 - Continued market share gain from both modern and traditional trade
 - Strengthened fresh and value proposition
 - Expanded procurement capability including partnership with DDL
 - Leveraging data analytics to drive overall category sales and gross profit
 - 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

Notes:

1. Store network and operational figures at 31 December 2024

2. The Group announced the divestment of Singapore Food business on 24 March 2025. The transaction is subject to customary closing conditions and is expected to complete by year end 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 2,200 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

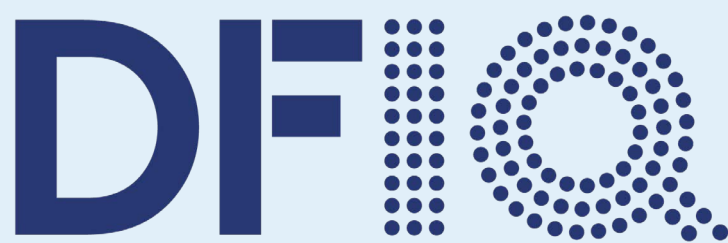
Note: Sales productivity = Total sales/no. of SKUs

Accelerating Omnichannel Presence



DFIQ – A Data Analytic Driven Solution for Advertisers

Empowering brands with scale, reach and proprietary data



5m+
yuu members

2,000+
outlets*

60+
member segments



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



Note: Including Maxim's and affiliate restaurants

02. Business Update

Health and Beauty Update FY24



- Stable like-for-like (LFL) despite significant reduction in tourist traffic and China stores closure
- Profit remained stable on disciplined cost control
- Guardian (SEA) LFL sales +4% driven by increased basket size and market share gain
- Strong Indonesia performance driven by double-digit growth in LFL and PBIT
- Expanding Pharmacare programme in Hong Kong
- Own Brand reset in progress
- 73 new stores opened in FY24, primarily in Southeast Asia
- Strong e-commerce volume growth with new apps launched in HK and SG

萬寧
mannings

guardian

Convenience Update FY24



- LFL sales growth of 2% excluding cigarettes
- Profit up 17% year-over-year supported by close to 10% growth in Ready-to-Eat (RTE)
- RTE sales penetration reached 23%
- Fragmented QSR market supports significant opportunity for RTE
- New 7-Eleven app in Hong Kong with 30,000 daily active users launched in Nov
- Continued network expansion in Southern China with 103 net opening in FY24
- Growing franchisee store participation to drive better profitability



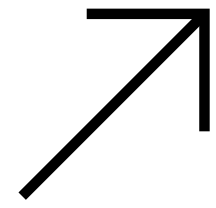
Food Update FY24



- Strong profit growth driven by improved sales mix and disciplined cost control
- Total food retail sales in Hong Kong returned to growth in 4Q24
- Continued market share gain in Hong Kong with stable LFL sales
- Singapore Food achieved profitability turnaround
- Double-digit e-commerce growth with strong profit improvement in Hong Kong & Singapore
- Strengthened omnichannel presence with expanded customer touchpoint
- Own Brand reset driving profit accretion
- Hero Supermarket divestment completed June 2024



Home Furnishings Update FY24



- **Hong Kong:** Flight to value & competition from Chinese mainland digital platforms poses challenges
- **Taiwan:** Continued resilience with over 10% PBIT margin
- **Indonesia:** Focused on driving sales through increasing local sourcing
- Good growth in e-commerce penetration to 14% of revenue
- Ongoing cost optimisation efforts across markets
- Pivoting to a more value-driven omnichannel proposition
- Strengthening food proposition with a wider touchpoint network



03. Financials

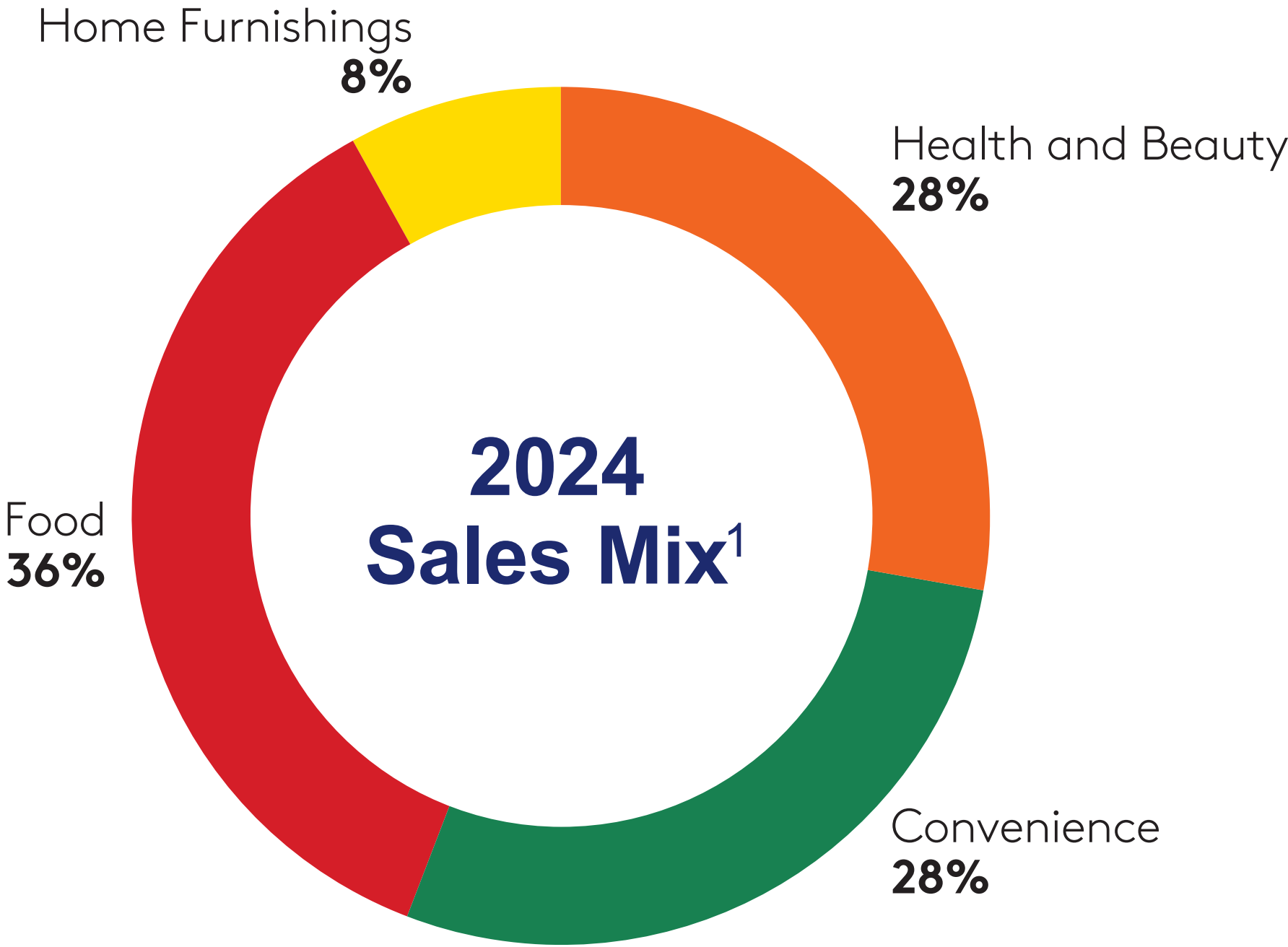
5-year Financial Summary

(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
 2. Other revenue comprises primarily delivery and assembly income, income from concessions, service income, income from customer loyalty programme, etc.
 3. Post-IFRS16 adjustment

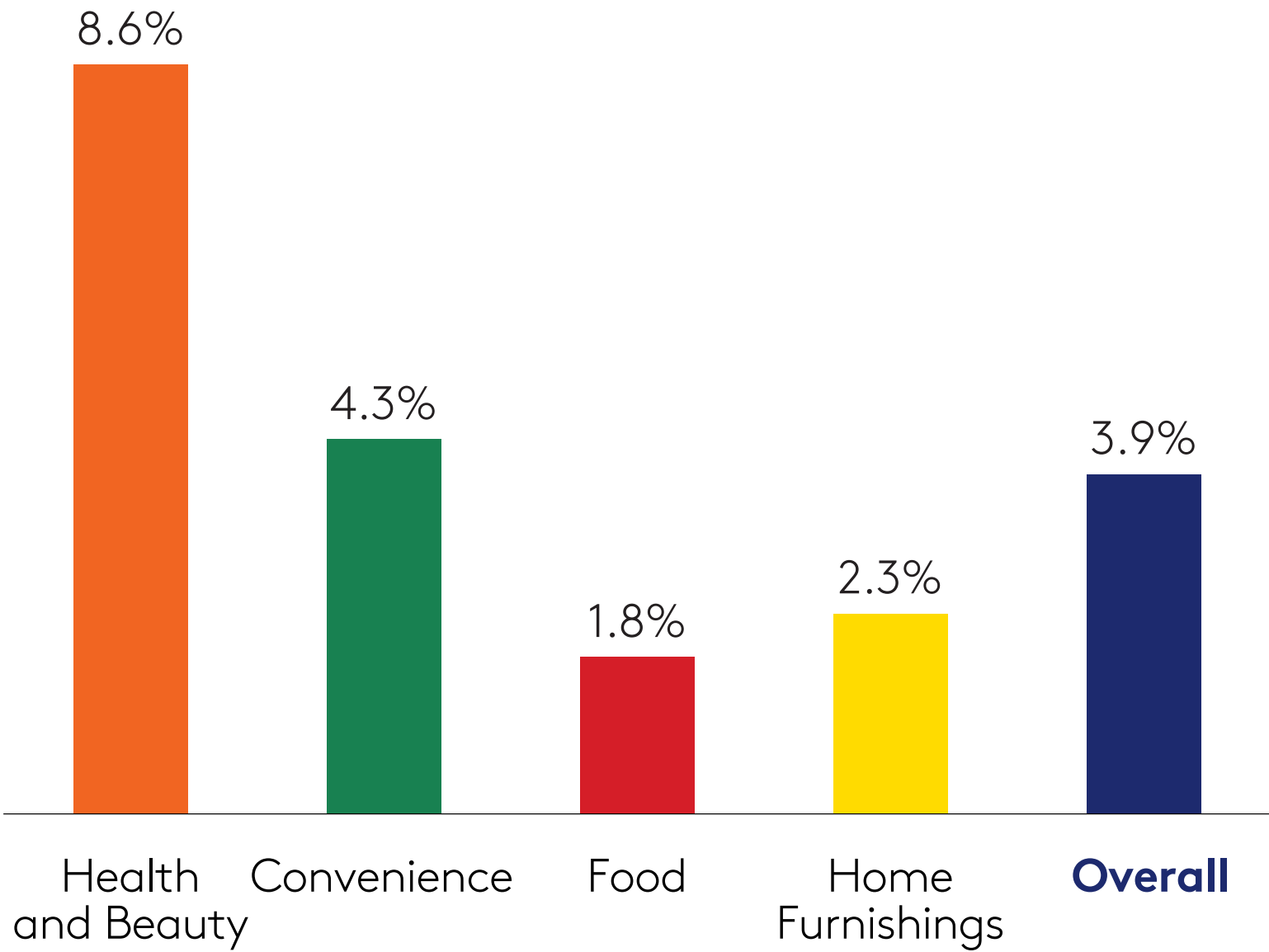
Segment Overview

Sales breakdown by segment (2024)



Note:
1. Sales of goods

Segment operating margin (2024)



Clear Capital Allocation Framework

Disciplined capital allocation



Invest in organic growth with a focus on ROCE¹ and TSR



Absolute growth in dividend

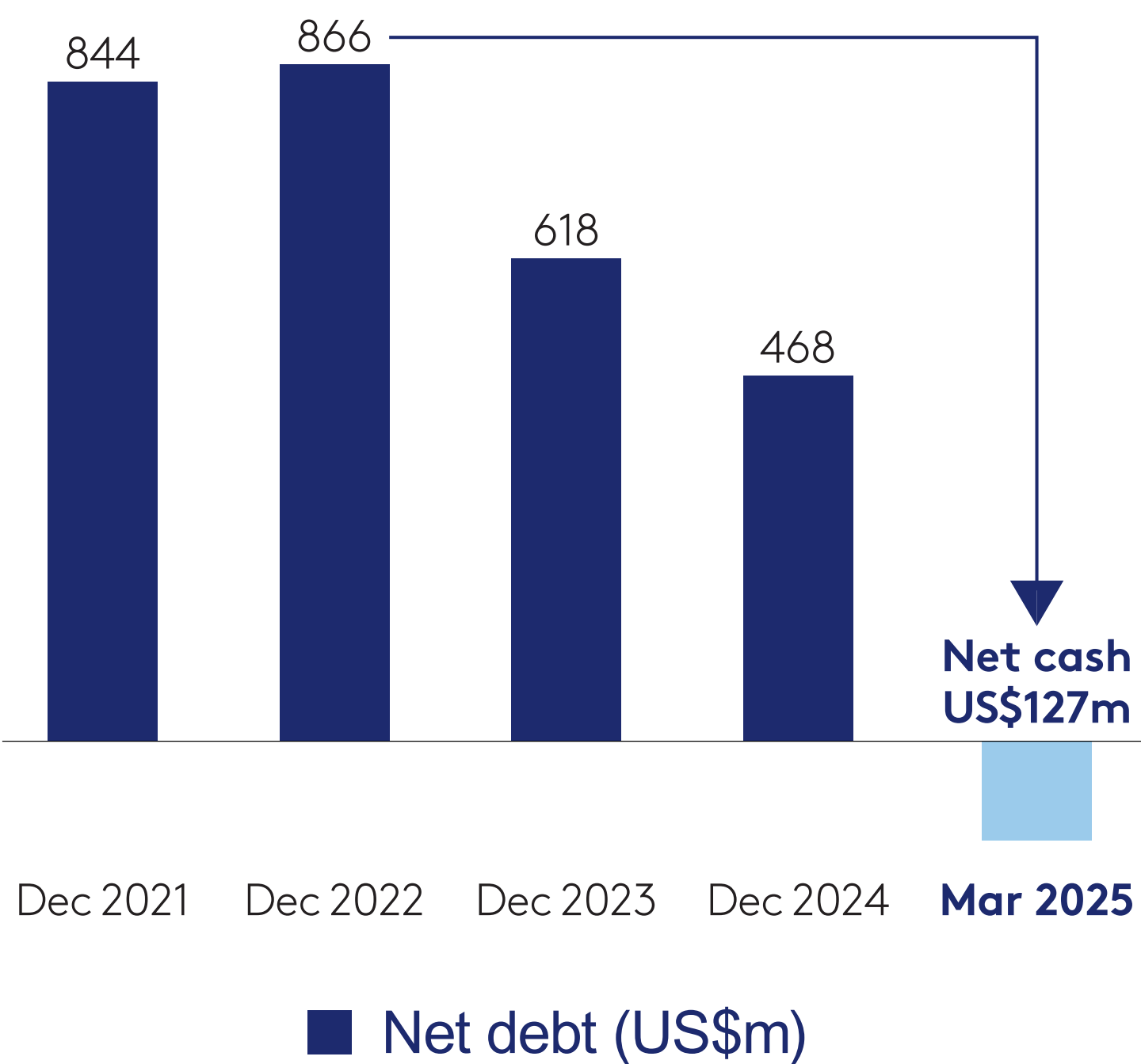


Maintain a healthy balance sheet



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