



DFI Retail Group

2023 Half-Year Results Presentation

31 July 2023

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- 1. Key Highlights**
2. Financial Results
3. Business Updates
4. Business Outlook

Performance Highlights

- Underlying subsidiaries sales increased 4%
- Subsidiaries profit increased substantially
- Encouraging improvement of Associates' results
- Grocery Retail impacted by normalised sales and softened consumer spending
- Significant recovery in Health and Beauty
- Strong sales and profit growth across all Convenience markets
- IKEA earnings supported by strong cost control

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Revenue and Underlying Profit

(US\$' m)	2023 H1	2022 H1	%Δ
Total Revenue			
Including Associates & JVs	13,488	14,115	-4
Subsidiaries	4,574	4,567	-
Subsidiaries Underlying Operating Profit (pre-IFRS16)	86	37	+133
Subsidiaries Underlying Profit	40	8	+401
Share of Associates & JVs' Underlying Loss	(7)	(60)	n.m.
Underlying Profit Attributable to Shareholders	33	(52)	n.m.
Net Non-Trading Items	(25)	(6)	n.m.
Reported Profit Attributable to Shareholders	8	(58)	n.m.
Underlying EPS (US¢)	2.47	(3.81)	n.m.
Total Dividend Per Share (US¢)	3.0	1.0	+200

Sales Summary

(US\$' m)	2023 H1	2022 H1	%Δ
Food	2,870	3,089	-7
Grocery Retail	1,688	2,005	-16
Convenience Stores	1,182	1,084	+9
Health and Beauty	1,210	985	+23
IKEA	400	410	-2
<u>Key Associates*</u>			
Maxim's	1,371	1,000	+37
Yonghui	5,758	6,920	-17
RRHI	1,744	1,600	+9

*Includes 100% of Maxim's, Yonghui (6 months ending 31 March) and RRHI's (6 months ending 31 March) half year sales revenue.

Subsidiaries Operating Profit

(US\$' m)	2023 H1	2022 H1	\$Δ	%Δ
Food	40	47	-7	-15
Grocery Retail	14	47	-34	-72
Convenience Stores	27	(0)	+27	n.m.
Health and Beauty	100	39	+61	+155
IKEA	14	15	-1	-7
SG&A	(68)	(65)	-4	-6
Operating Profit (<i>pre-IFRS16</i>)	86	37	+49	+133
IFRS16 Adjustment	41	39	+2	+5
Operating Profit (<i>post-IFRS16</i>)	128	76	+51	+67

Cash Flow Statement

(US\$' m)	2023 H1	2022 H1
EBITDAR	542	514
Principal Elements of Lease Payments	(318)	(332)
Interest Elements of Lease Payments	(45)	(42)
ΔWorking Capital	(16)	(32)
Net Financing Costs	(23)	(15)
Dividends Received	23	11
Other Operating Cash Flow	(12)	(29)
Operating Cash Flow	149	76
Capex	(104)	(124)
Free Cash Flow	44	(48)
Investments	(31)	(11)
Dividends Paid	(27)	(88)
Others	(4)	(4)
Net Cash Flow	(17)	(151)
Net Cash / (Debt)	(883)	(995)

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MARKET PLACE



- Performance impacted by exceptional 1H22
- Significant improvement in Q2 sales comparatives
- Market share outperformance
- Strongest fresh sales mix and record market share
- Own Brand and EDLP strengthening brand value position
- Format transformation continues to drive footfall and sales
- Strong O2O growth supported by enhanced fulfilment capability



- Delayed consumption voucher acceptance impacted Singapore sales
- Rising cost of living hurting customer sentiment
- Continued uplift from Upscale upgrades
- New formats and upgrades reinforcing market leading Upscale position
- Now 1.2 million *yuu* Singapore members
- E-commerce acceleration expected in second half
- Market leading position now established in Cambodia

萬寧 mannings Plus

- Significant sales recovery across markets
- Profit more than tripled
- Record high market share position
- Market leadership in health category
- Own Brand now No.1 brand in Mannings
- Strong cost management
- Omnichannel strategy supporting double-digit ecommerce growth

- Strong LFL sales growth led by Malaysia and Indonesia
- Double-digit profit growth
- Strong EDLP proposition supporting promotion optimisation
- Own Brand now more than 1 in every 5 items sold
- Improving market share metrics
- 50+ new stores opened in the first half
- New store concept receiving positive customer response
- O2O capability now available in each market

7-Eleven Update

- Strong LFL sales growth in all markets
- LFL growth accelerating in South China
- Significant underlying profit improvement
- Continued new product innovation with 3,000+ planned
- New format development enhancing brand profile
- Now over 3,200 stores across Group

- Softening consumer sentiment impacted sales
- Improving LFL trends quarter on quarter
- Profitability underpinned by strong cost control
- Market leader position across all markets
- Steady improvement of customer perception
- Format innovation continues with 52 touchpoints
- New Taiwan fulfilment centre fully operational in May 2023
- Solid foundation for omnichannel strategy and growth ahead

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- All businesses continue to improve
- Strongest growth from Health and Beauty
- Tourist traffic rising towards pre-COVID levels in each market
- Transformation programme built solid foundations for future growth
- Improved performance expected for the full year
- Group now well positioned



Q&A session

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