



DFI Retail Group

2024 Full Year Results Presentation

11 March 2025

SERVING EVERYDAY MOMENTS

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

Key Business Highlights

Macro backdrop

- Northbound consumption sets a new level of playing field
- Intensifying competition from Chinese digital players

Steps taken to improve profitability in 2024

- Cost savings across formats and digital
- Improving Own Brand margin and sales productivity

Opportunities focus areas

- Continuing to grow market share in Hong Kong
- Capturing growth in Health & Beauty and Convenience
- Ongoing cost optimisation
- Increasing franchisee penetration in markets where appropriate
- Leveraging data to optimise promotional and merchandising decisions
- Further expanding omnichannel presence

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Key Financial Highlights

- Underlying profit of US\$201m, up 30% year-on-year; reported profit impacted by one-offs
- Subsidiaries sales -0.6% vs. 2023 excluding divestment and cigarette sales
- Strong Health & Beauty performance despite challenging market conditions
- Convenience delivered double-digit PBIT growth across markets driven by strong RTE
- Strong profit growth in Food driven by significant earnings recovery in Singapore
- Strength in Taiwan IKEA plus cost savings mitigating sales challenges in Hong Kong and Indonesia
- Strong e-commerce volume growth with profitability turnaround
- Expanding *yuu* partnership with encouraging sales momentum in Retail Media
- Continued net debt reduction; positive net cash position post Yonghui transaction completion

Revenue and Underlying Profit

(US\$' m)	FY 2024	FY 2023	Change	FY 2024 (restated) ¹	Change ²
Total Revenue					
Including Associates & JVs	24,938	26,471	-6%	15,408	-2%
Subsidiaries	8,869	9,170	-3%	8,847	-2%
Subsidiaries Underlying Operating Profit (pre-IFRS16)	248	212	+17%	248	+15%
Subsidiaries Underlying Profit	158	111	+42%	157	+39%
Share of Associates & JVs' Underlying Profit	43	43	-2%	78	-11%
Underlying Profit Attributable to Shareholders	201	155	+30%	234	+17%
Net Non-Trading Items	(445)	(123)	n.m.	-	-
Reported Profit Attributable to Shareholders	(245)	32	n.m.	234	+17%
Underlying EPS (US¢)	14.91	11.49	+30%	17.41	+18%
Total Dividend Per Share for the Year (US¢)	10.50	8.00	+31%	10.50	+31%

1. Excluding Yonghui (divestment completed in Feb 2025), divestment impact from Malaysia Food and Hero Supermarket
2. Year-on-year change compared to FY2023 restated financial figures which are not displayed in the slide

Non-trading items

(US\$' m)

	FY 2024	FY 2023
Impairment charge on interest in Robinsons Retail	(231)	-
Impairment of goodwill in San Miu and Cambodia Food businesses	(133)	(110)
Loss relating to divestment of Yonghui	(114)	-
Change in fair value of equity and debt investments	(33)	(15)
Business restructuring costs	(21)	(11)
Share of gain from sale of an associate by Robinsons Retail	17	-
Net gain on sale of subsidiaries/JV	55	-
Divestment of Malaysia Grocery Retail business	-	(54)
Others	15	67
Total	(445)	(123)

Revenue Summary

(US\$' m)	FY 2024	FY 2023	Change	LFL (restated) ¹
Health and Beauty	2,457	2,445	+1%	0%
Convenience	2,379	2,441	-3%	+2% ¹
Food	3,131	3,285	-5%	-2%
Home Furnishings	701	794	-12%	-11%
Total revenue²	8,869	9,170	-3%	-1%
Key Associates³				
Maxim's	3,070	3,109	-1%	
Robinsons Retail	3,425	3,424	+0%	
Yonghui	9,508	10,697	-11%	

1. Restated like-for-like sales growth excludes cigarette sales in Convenience business

2. Including revenue from other sources, primarily delivery and assembly income, income from concessions, service income, income from the Group's customer loyalty programme, etc.

3. Associates' sales include 100% of revenue from Maxim's, Yonghui (1 Oct 2023 – 30 Sept 2024) and RRHI's (1 Oct 2023 – 30 Sept 2024) revenue

Subsidiaries Operating Profit

(US\$' m)	FY 2024	FY 2023	FY 2023 ¹ (restated)	Change ²	Change % ²
Health and Beauty	211	213	208	+3	+2%
Convenience	102	88	88	+14	+17%
Food	58	45	31	+27	+88%
Home Furnishings	16	19	19	-3	-13%
SG&A	(139)	(152)	(134)	-5	+5%
Operating Profit (<i>pre-IFRS16</i>)	248	212	212	+36	+17%
IFRS16 Adjustment	95	82	82	+13	+16%
Operating Profit (<i>post-IFRS16</i>)	343	294	294	+49	+17%
<i>Operating Margin %</i>	3.9%	3.2%	3.2%	+70bps	

1. Including accounting change in Own Brand and e-Commerce related costs beginning 2H 2024
 2. Change and change % versus FY2023 restated financial figures

Cash Flow Statement

(US\$' m)

EBITDAR

Principal Elements of Lease Payments

Interest Elements of Lease Payments

ΔWorking Capital

Net Financing Costs

Dividends Received

Other Operating Cash Flow

Operating Cash Flow

Capex

Free Cash Flow

Divestments

Dividends Paid

Others

Net Cash Flow

Net Debt

FY 2024

FY 2023

1,181

1,121

(642)

(625)

(114)

(96)

(79)

45

(36)

(49)

52

46

(31)

(23)

331

419

(172)

(197)

158

222

107

92

(114)

(67)

(1)

0

150

247

(468)

(618)

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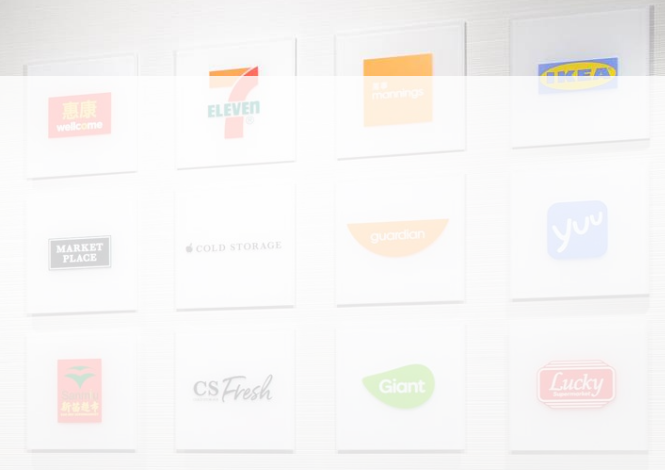
A clear focus on the well-being of our people, communities and environment

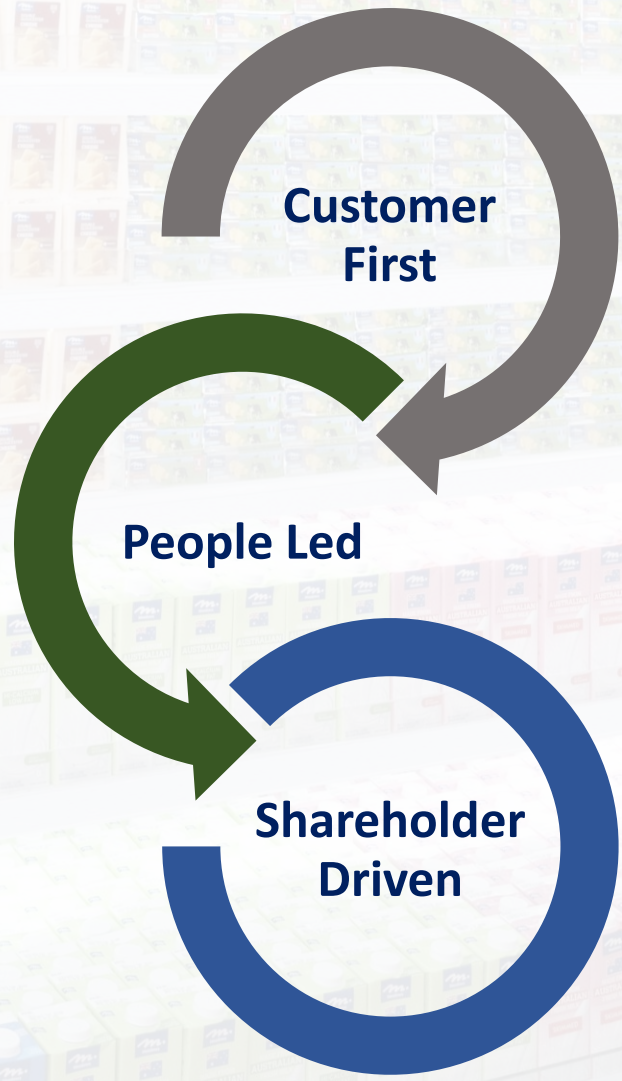
Committed to being a steadfast pillar of each community we serve, with care and quality of service

**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





Customer First

- ✓ Competitive assortment & price
- ✓ Local relevance
- ✓ Strong digital proposition

People Led

- ✓ Embedded values across Group
- ✓ Empowering decisions close to customer
- ✓ Servant leadership

Shareholder Driven

- ✓ Improving shareholder returns
- ✓ Disciplined capital and resource allocation
- ✓ ESG committed

Customer First – Key Milestones in 2024



Leveraging data to drive Food margin improvement



Own Brand reset driving improved margin



Ramping data monetization programme to drive better promotion



Launched Retail Media platform to drive incremental ad revenue



Expanding *yuu* partnership; recognised as #1 brand by Kantar BrandZ HK



Accelerating omnichannel presence with 58K daily orders



People Led – Key Milestones in 2024



Implemented organisational restructure to reduce overhead



Decision making moved closer to customers through localisation



Local leadership succession planning



Reset training and development



Relaunched incentive structure fully aligned to shareholder interests

Shareholder Driven – Key Milestones in 2024



Disciplined capex investment to support organic growth



Improving capital efficiency with property monetisation



Net debt of US\$468m at Dec 2024; Net cash position at end Feb 2025



Total dividend declared of US\$10.5 per share in 2024, 31% growth



Yonghui and Hero Supermarket divestment aligns with portfolio strategy

- Stable 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

Convenience Update

- 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

- 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

- HK: 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

Expanding Omnichannel Presence

Direct distribution channels

Website



App/ Mini Program



yuu Platform



New launches in 2H24

Third-party platforms

Marketplace



Quick Commerce²



New launches in 2H24

Total eCommerce daily order volume of c.58,000, up 31% YoY

1. Including new banners launched on the platform

2. 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.

yuu Rewards

- 5.3m members and 3m monthly active users in Hong Kong
- >1.8m members in Singapore
- Strong improvement in customer retention and redemption rates
- New key partners in 2024: Starbucks, FWD Insurance
- Expanded redemption offers in travel, entertainment, dining

Retail Media

- Launched in 1Q24 with unique online and offline advertising proposition
- ~100 targeted marketing campaigns completed in FY24
- Increase return on ad spending (ROAS) for advertisers
- Drive in-store market share growth

Retail Analytics

- Improving gross profit leveraging data analytics
- Completed 14 category reset at Wellcome with encouraging sale and gross profit uplift
- Rolling out to H&B and Convenience formats
- Leveraging data to support enhanced supplier collaboration

DFI Retail Media – a Data Analytic Driven Solution

Empowering brands with scale, reach and proprietary data



5.3m *yuu* members and 2K+ outlets¹ in HK with highly active and engaged users



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



1. Including Maxim's and affiliate restaurants

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Full-Year 2025 Outlook



QUALITY MEETS VALUE, SOURCED BY US

Subsidiaries Revenue

Organic growth ~2%

**Underlying Profit
Attributable to Shareholders**

US\$230-270m¹

Capex

US\$200-220m

Ordinary dividend

~60% payout

1. On an organic basis



Q&A

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Thank you

If you have any queries, please email DFinvestor@DFIretailgroup.com

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