



Third Quarter 2018 Financial Results

5 November 2018

2018

BUSINESS MILESTONES



Jan

- Issued **S\$100m Medium Term Note** at **4.0%**
- Opened 1st **Song Fa Bak Kut Teh** outlet in Shanghai, Jing An Kerry Centre

Mar

- Joint venture with **Wu Pao Chun** (“WPC”) Bakery to operate WPC bakeries in Beijing, Shanghai, Shenzhen and Guangzhou.
- Opening of **Food Republic’s** first Direct Operated Restaurant ‘**Sergeant Kitchen**’ in **Bangkok**
- Joint venture with PT. Pura Indah Berkat (“PIB”). PIB will operate **Toast Box outlets** in **Indonesia**

May

- **Share Split** of Every One (1) Ordinary Share into Two (2) Ordinary Shares
- Partnership with **Shenzhen Pindao Food & Beverage Management Co Ltd** to operate and manage the popular tea beverage brands **Nayuki (奈雪)** and **TaiGai (台盖)** in **Singapore and Thailand**

Jun

- New Strategic Partnership with Mr Ge Ying (“GY”) to operate the **BreadTalk** brand of bakeries in **Chongqing, China**, and potentially expand across the South-western market

Jul

- Tripartite alliance of **BreadTalk Group-Pindao Venture** and **Song Fa Holdings** for Song Fa Bak Kut Teh in Shenzhen and Guangzhou

Sep

- BreadTalk Group leads Singapore's tea craze with the official opening of **TaiGai (台盖)** in **Singapore NEX Serangoon** shopping mall.
- Joint venture with **Wu Pao Chun** (“WPC”) Bakery to operate WPC bakeries in Singapore and Hong Kong.

Portfolio of Directly Managed BRANDS



Bakery



Restaurant



4orth



Food Atrium



FOOD OPERA 食代館



Note: Din Tai Fung, Song Fa Bak Kut Teh, Wu Pao Chun Bakery, Tai Gai and Nayuki are franchised brands.

3Q 2018

FINANCIAL HIGHLIGHTS

	REVENUE	EBITDA	NET PROFIT	CORE F&B NET PROFIT
3Q 2018	157.7 million 2.3 % ▲	20.2 million 0.6 % ▲	2.7 million - 29.2 % ▼	2.7 million - 29.2 % ▼
9M 2018	455.0 million 1.2 % ▲	54.6 million - 15.8 % ▼	6.3 million - 62.5 % ▼	8.1 million 5.2 % ▲



3Q 2018 Financial Highlights

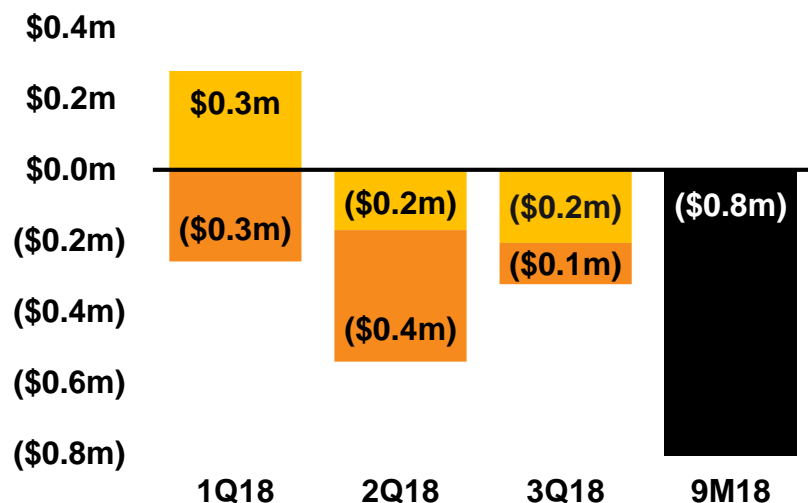
FINANCIAL PERFORMANCE

S\$ Million	3Q18	3Q17	Y-o-Y	2Q18	Q-o-Q	9M18	9M17	Y-o-Y
Revenue	157.7	154.1	2.3%	148.8	5.9%	455.0	449.5	1.2%
Bakery	73.0	77.0	- 5.2%	68.6	6.4%	212.0	223.1	- 5.0%
Food Atrium	40.9	38.8	5.5%	38.8	5.3%	117.2	112.4	4.3%
Restaurant	38.7	35.3	9.7%	37.3	3.9%	112.9	104.8	7.7%
4orth	3.9	1.8	115.4%	3.0	30.7%	9.7	5.7	69.3%
Others	1.1	1.1	- 3.9%	1.1	0.2%	3.3	3.4	- 3.6%
EBITDA	20.2	20.1	0.6%	18.1	12.0%	54.6	64.9	- 15.8%
Bakery	7.8	6.4	22.5%	4.1	89.0%	15.7	18.7	- 16.1%
Food Atrium	8.1	6.9	17.9%	7.7	4.9%	21.1	17.7	19.2%
Restaurant	6.4	8.1	- 20.9%	7.1	- 9.9%	22.1	22.3	- 0.6%
4orth	(0.6)	0.3	- 333.2%	(0.1)	430.0%	(0.8)	0.3	- 414.6%
Others	(1.4)	(1.4)	1.3%	(0.7)	98.1%	(3.5)	6.0	158.2%
EBITDA Margin (%)	12.8%	13.1%	- 0.2 ppt	12.1%	+ 0.1 ppt	12.0%	14.4%	- 2.4 ppt
Bakery	10.7%	8.3%	+ 2.4 ppt	6.0%	+ 4.7 ppt	7.4%	8.4%	- 1.0 ppt
Food Atrium	19.7%	17.7%	+ 2.1 ppt	19.8%	- 0.1 ppt	18.0%	15.7%	+ 2.2 ppt
Restaurant	16.5%	22.8%	- 6.4 ppt	19.0%	- 2.5 ppt	19.6%	21.2%	- 1.6 ppt
4orth	- 14.8%	13.6%	- 28.4 ppt	- 3.6%	- 11.1 ppt	- 8.3%	4.5%	- 12.7 ppt
Net Profit	2.7	3.8	- 29.2%	2.4	10.7%	6.3	16.8	- 62.5%
Net Margin (%)	1.7%	2.5%	- 0.8 ppt	1.6%	+ 0.1 ppt	1.4%	3.7%	- 2.4 ppt
Core F&B Net Profit	2.7	3.8	- 29.2%	2.4	10.7%	8.1	7.7	5.2%
Core F&B Net Margin (%)	1.7%	2.5%	- 0.8 ppt	1.6%	+ 0.1 ppt	1.8%	1.7%	+ 0.1 ppt
EPS (cents) #	0.48	0.68	- 29.4%	0.43	11.6%	1.34	3.58	- 62.6%
DPS (cents) #	-	0.50	- 100.0%	0.50	- 100.0%	0.50	2.00	- 75.0%

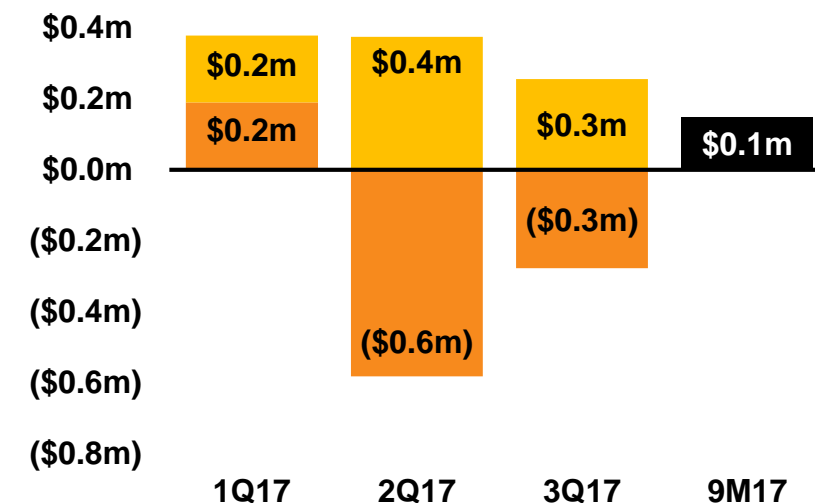
For comparison purpose, 3Q17's and 9M17's EPS and DPS have been adjusted for share-split.

SHARE OF ASSOC. & JV RESULTS

9M18



9M17



Legend

Share of Results of Joint Ventures

Share of Results of Associates

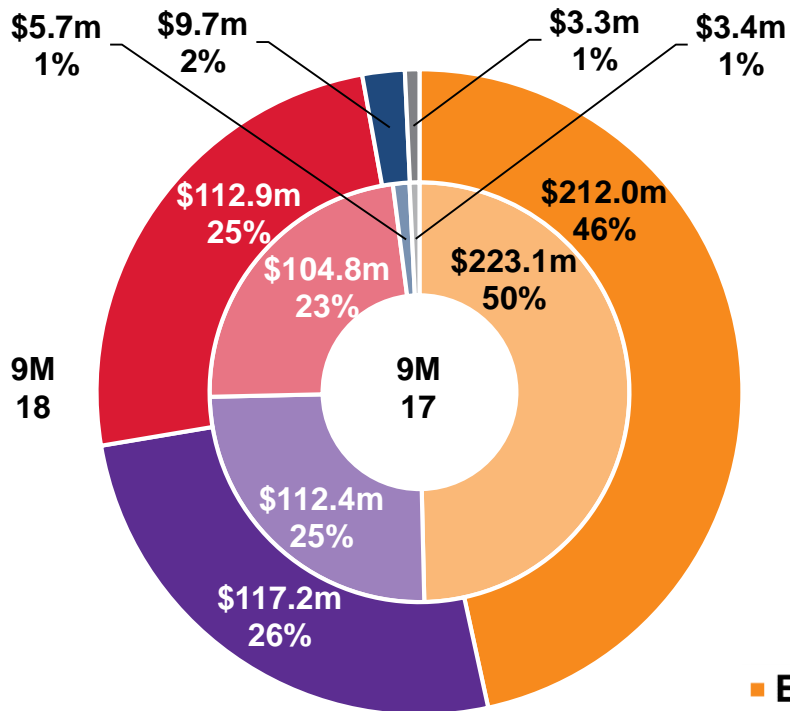
Total Share of Results

S\$ Million	3Q18	3Q17	Y-o-Y	9M18	9M17	Y-o-Y
Share of Results	▼ (0.3)	▼ (0.0)	n.m.	▼ (0.8)	▲ 0.1	- 669.1%
Share of Assoc. Results	(0.1)	(0.3)	- 57.9%	(0.7)	(0.7)	11.3%
Share of JV Results	(0.2)	0.3	- 180.5%	(0.1)	0.8	- 112.3%

3Q 2018 Financial Highlights

By BUSINESS

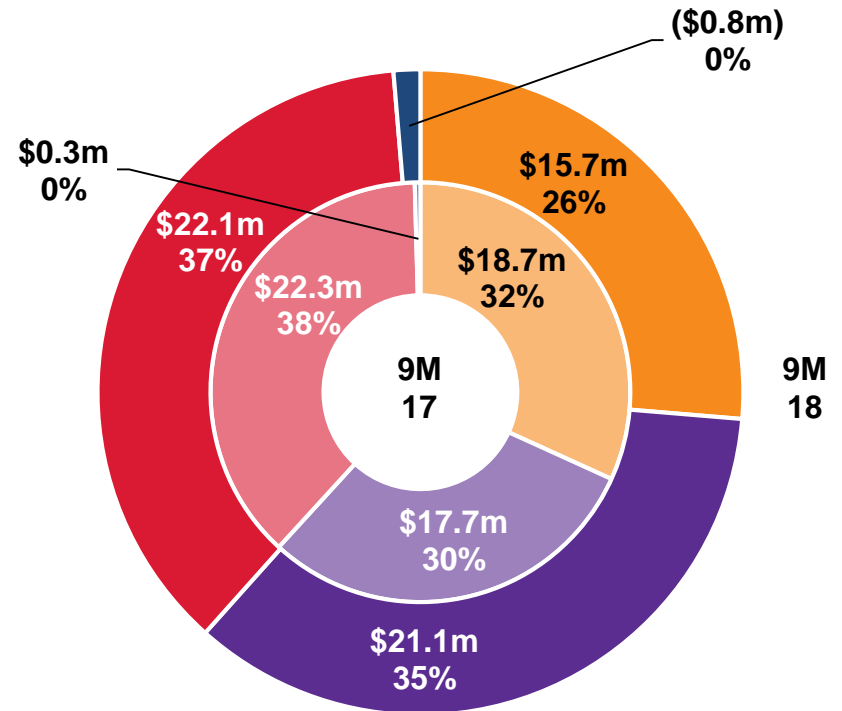
REVENUE by BUSINESS



9M18 REVENUE
455.0 million

- Bakery
- Food Atrium
- Restaurant
- 4orth
- Others

F&B EBITDA by BUSINESS



9M18 F&B EBITDA
58.1 million

3Q 2018 Financial Highlights

By OUTLETS and GEOGRAPHY

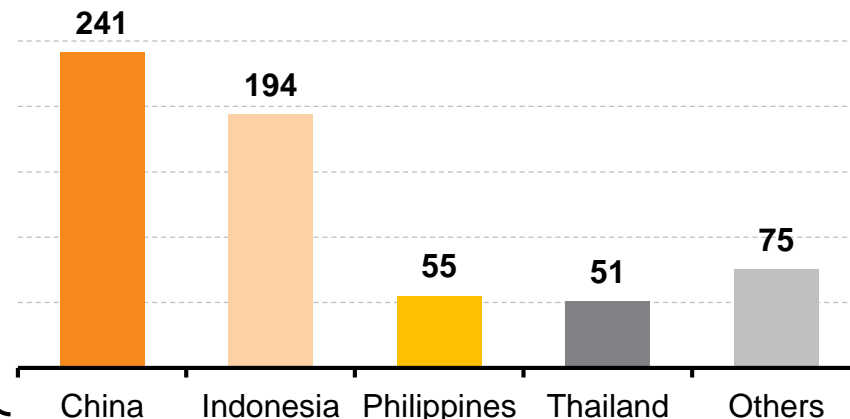
OUTLET Distribution by BUSINESS

Segment	3Q18	FY17	Net ▲/▼	3Q17	Net ▲/▼
Bakery	839	871	(32)	859	(20)
Direct Operating	223	240	(17)	255	(32)
Franchise	616	631	(15)	604	12
Food Atrium	54	53	1	54	0
Restaurant	27	25	2	24	3
Din Tai Fung	27	25	2	24	3
4orth	9	5	4	5	4
Sō #	5	5	0	5	0
TaiGai	1	0	1	0	1
Song Fa	2	0	2	0	2
Una-yu	1	0	1	0	1
Total	929	954	(25)	942	(13)

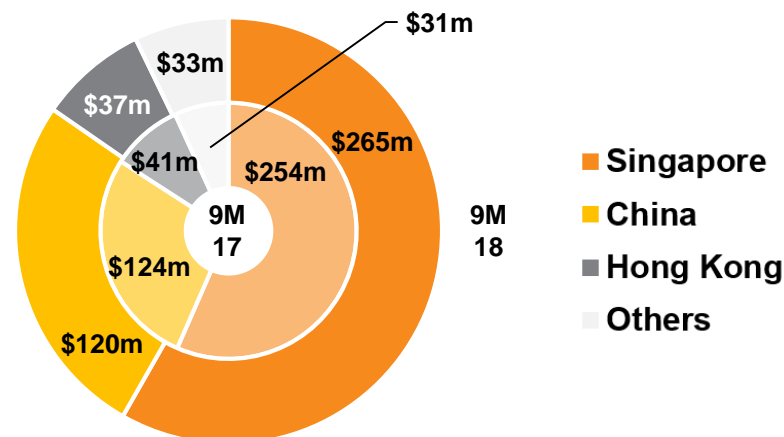
Rebranded from Ramen Play in 1Q17



FRANCHISE OUTLETS by GEOGRAPHY



REVENUE by GEOGRAPHY

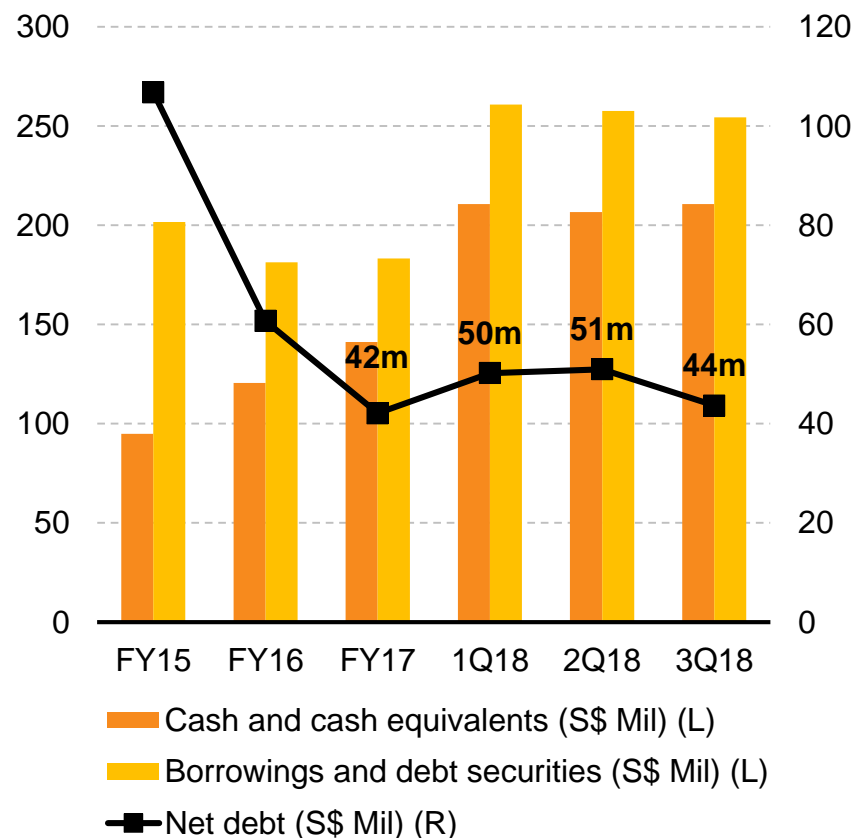


FINANCIAL POSITION

BALANCE SHEET Highlights

S\$ Million	3Q18	FY17
Total assets	670	552
Cash and cash equivalents	211	141
Trade and other receivables	57	52
Inventories	11	10
Investment securities	5	13
Other current assets	9	9
Current assets	293	225
Property, plant and equipment	162	169
Investment securities	130	72
Non-current assets	377	327
Total liabilities	457	397
Trade and other payables	86	90
Current liabilities	314	257
Non-current liabilities	142	140
Borrowings and debt securities	254	183
Short term	125	57
Long term	130	126
Net debt	44	42

NET DEBT Position



CASH FLOWS and KEY INDICATORS

CASH FLOWS

\$ Million	3Q18	3Q17
Operating cash flow before working capital changes	21	20
Net cash flow from operating activities	19	17
Capital expenditure	(10)	(7)
Investment in associate & joint venture	n.m.	(1)
Net cash flow used in investing activities	(11)	(15)
Free cash flow	8	10
Net increase / (decrease) in bank borrowings	(3)	(2)
Net cash flow used in financing activities	(2)	(6)
Net cash flow	5	(3)

n.m. = Not meaningful

FINANCIAL INDICATORS

Ratios	9M18	FY17
Turnover Days		
Trade Receivables Turnover		
- Franchisee	96.7	91.5
- Non Franchisee	1.9	2.3
Total Receivables Turnover	7.1	8.3
Inventory Turnover	26.4	25.3
Trade Payables Turnover	31.6	29.7
Cash Conversion Cycle	1.9	3.9
Liquidity Ratios		
Current Ratio	0.93 x	0.90 x
Quick Ratio	0.90 x	0.86 x
Debt Ratios		
Net Debt / Shareholder's Equity	0.25 x	0.33 x
Total Debt / Shareholder's Equity	1.44 x	1.42 x
EBITDA / Interest expense	7.48 x	15.54 x

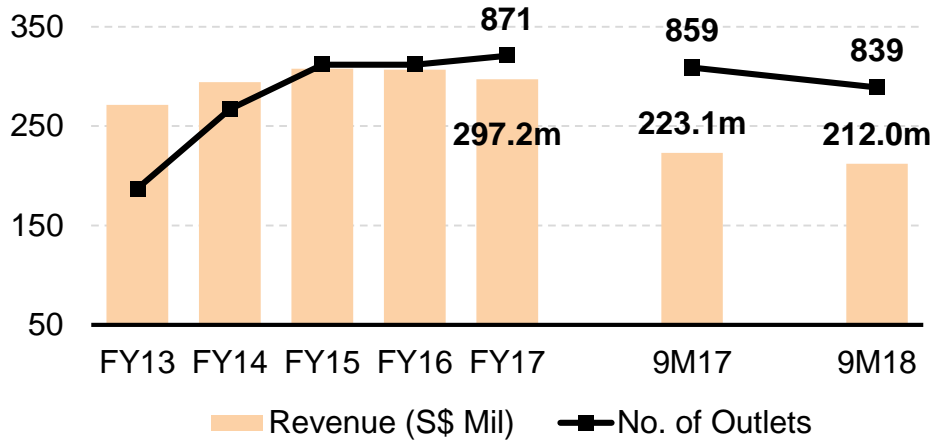


Business Overview

BAKERY DIVISION

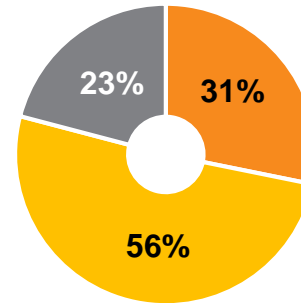


REVENUE and OUTLET Growth

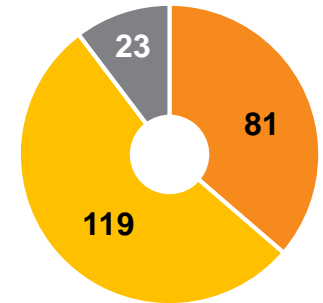


9M18 REVENUE

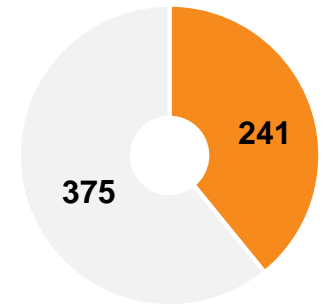
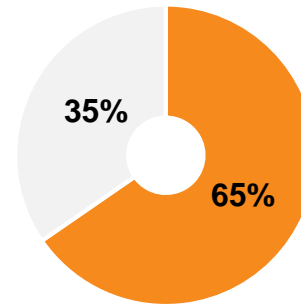
Direct Operating Stores



9M18 OUTLETS



Franchise



China

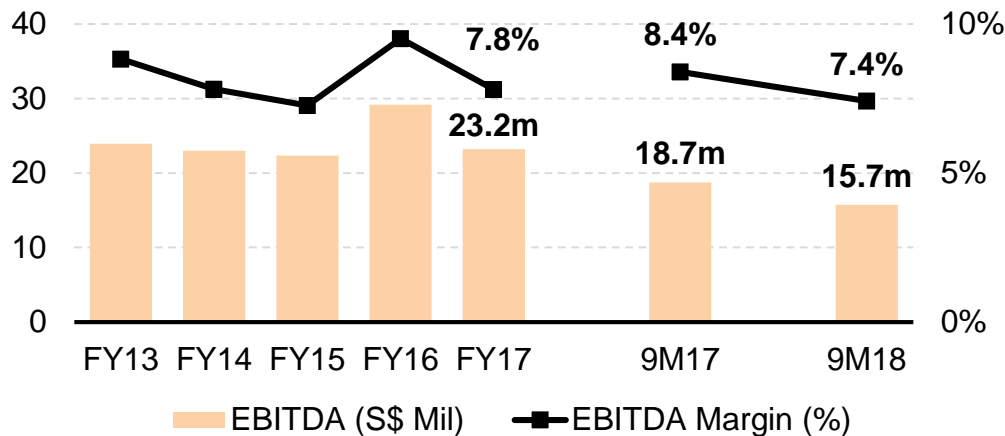
Singapore

Hong Kong

SEA and International*

* SEA and International: Indonesia, Philippines, Thailand, Vietnam, Sri Lanka, Cambodia, KSA West, Kuwait, Oman, Bahrain, Myanmar and Malaysia

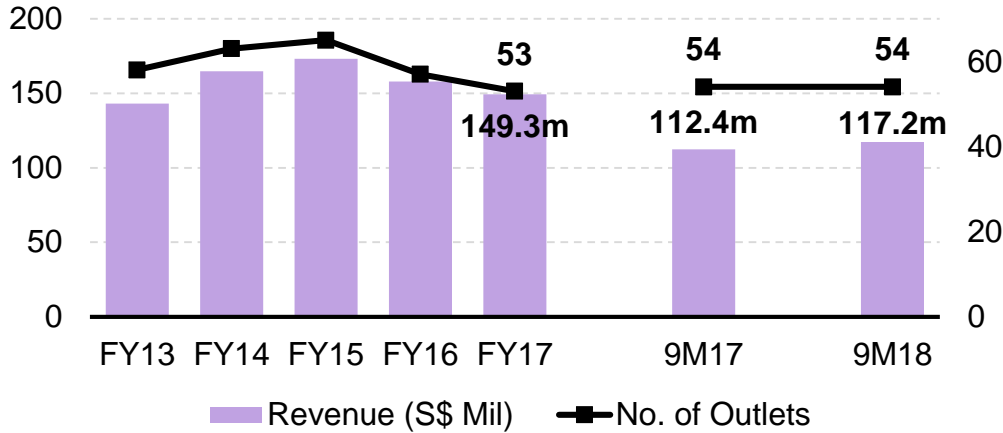
EBITDA and EBITDA Margin



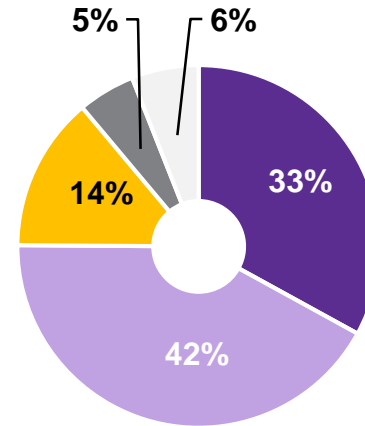
FOOD ATRIUM DIVISION



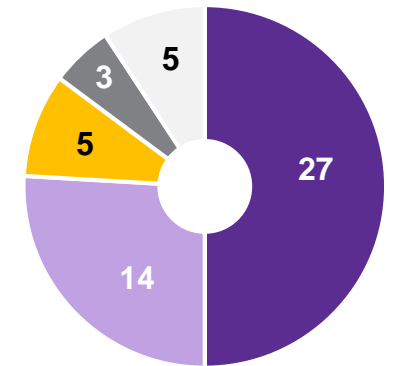
REVENUE and OUTLET Growth



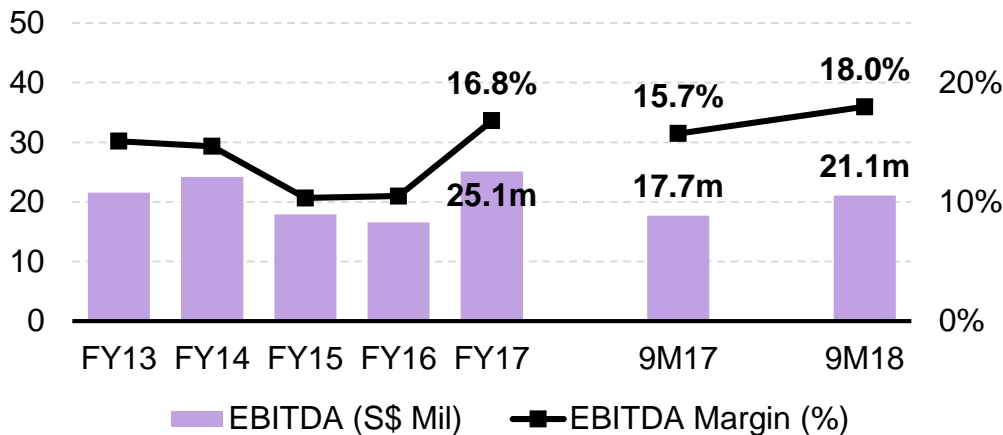
9M18 REVENUE



9M18 OUTLETS



EBITDA and EBITDA Margin



- China
- Singapore
- Hong Kong
- Taiwan
- SEA*

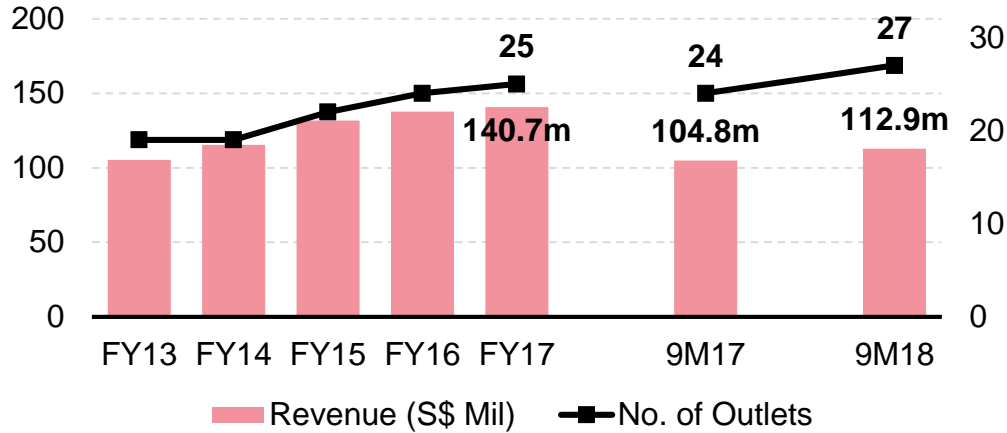
* SEA: Thailand and Malaysia

Business Overview

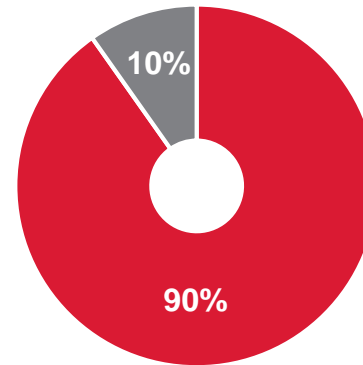
RESTAURANT DIVISION



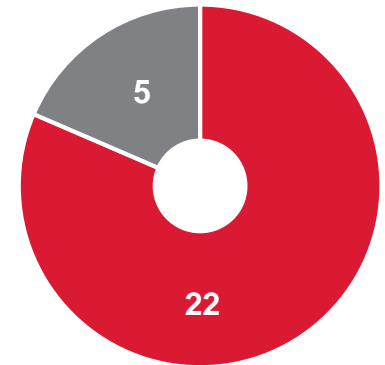
REVENUE and OUTLET Growth



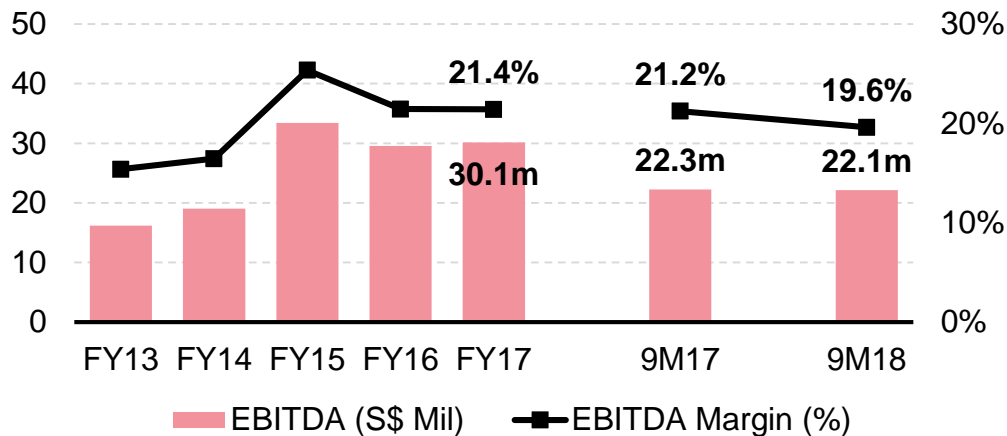
9M18 REVENUE



9M18 OUTLETS



EBITDA and EBITDA Margin



■ Singapore

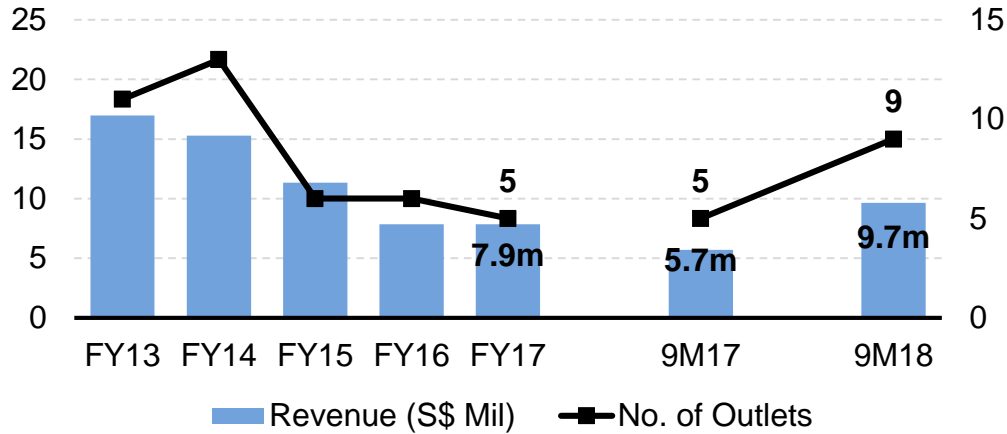
■ Thailand

Business Overview

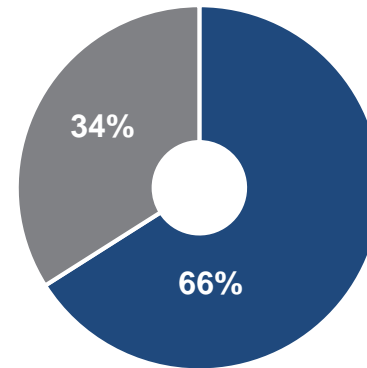
4OROTH DIVISION



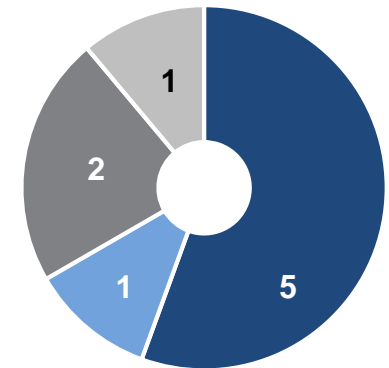
REVENUE and OUTLET Growth



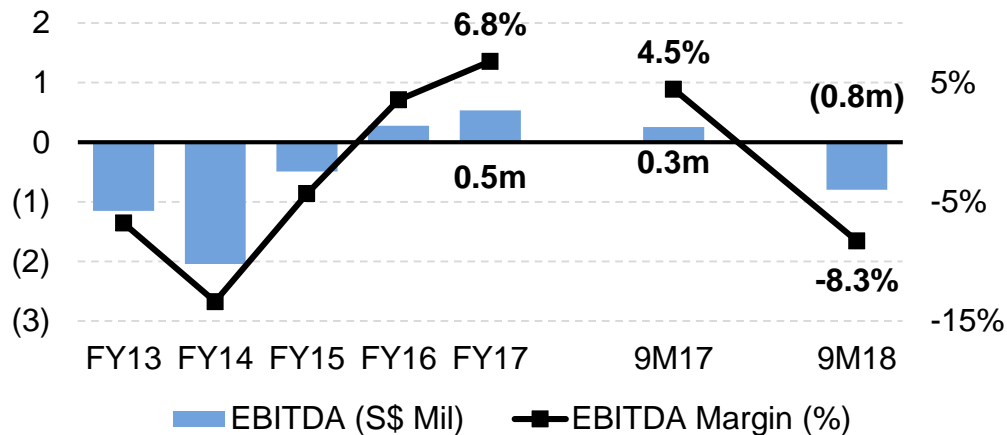
9M18 REVENUE



9M18 OUTLETS



EBITDA and EBITDA Margin



■ Singapore

■ China

■ Singapore - Sō Ramen

■ Singapore - TaiGai

■ China - Song Fa

■ China - Una-yu

THANK YOU

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