

3Q22 Opportunity Day

21 November 2022



















Today's Highlights

- © 3Q22 & 9M22 Financial Performance
- 3Q22 Key Achievements
- 4Q22 Outlook

Financial Performance

3Q22 and 9M22



3Q22 Key Highlights



Resilience: "Growth after the storm"

NET PROFIT

158

MB

+63mb or +66% YoY

"The highest 3Q Net Profit in seven years"

GROSS PROFIT

866

MB

+241mb or +39% YoY

%GROSS PROFIT

+3.3% yoy

"Successfully monitored and controlled COGS"

DINE-IN SALES

+576% YoY

TAKE-AWAY SALES

+29% yoy

DELIVERY SALES

+9% yoy

"Dine-in and Take-Away Sales recovery and continuous growth in Delivery Sales" **NET SALES**

1,546 MB

+360mb or +30% YoY

"Strong growth from Domestic Restaurant Business"

9M22 Key Highlights



Resilience: "Growth after the storm"

NET PROFIT

328

MB

+110mb or +51% YoY

"The highest 9M Net Profit in seven years"

GROSS PROFIT

2,313 MB

+457mb or +25% YoY

%GROSS PROFIT

+1.4% yoy

"Less-but-more promotion focus and costs control"

DINE-IN SALES

+90% yoy

DELIVERY SALES

+29% yoy

TAKE-AWAY SALES

+11% YoY

"Strong growth in all channels"

NET SALES

4,133 MB

+732mb or +22% YoY

"Growth in all business segments"



Total 475 Stores:

As of 30 SEP 2022

Domestic 463 | International 12 S&P 451 | Specialty 11 | Japanese 13 Company Owned 468 | JV 4 | Franchise 3

Brand		Total Number of Stores	Thailand		International	
			Equity	Franchise	Equity	JV
$S_{\mathbf{p}}$	S&P Restaurant	137	131	1	5	-
$S_{\mathcal{P}}$	S&P Bakery Shop	282	280	2	-	-
$S_{\mathbf{P}}$	S&P Delta	32	32	-	-	-
*	Maisen	11	11	-	-	-
EMENOHANA LAMENDHANA	Umenohana	2	2	-	-	-
patara	PATARA	8	1	-	3	4
PATIO	PATIO	1	1	-	-	- · · · ·
S N P H Q	SNP Cake	1	1			
GRAND SEASIDE	Grand Seaside	1	1	-	-	-
Total		475	460	3	8	4



Bakery Mart

Total 14 stores

Opened 3 stores in the third quarter with average sales growth +43% QoQ and +31% YoY

Central Mahachai



Amporn Ayutthaya

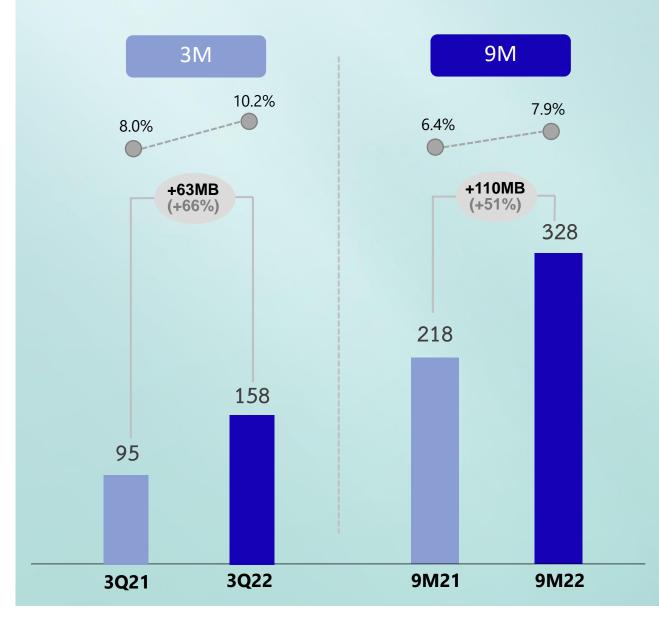


The Rest Area Prachachuen



Net Profit





"Stronger momentum on profitability"

3Q22 Net Profit was 158mb, +63mb YoY mainly driven by the top line, less-but-more promotions, and continuous controls over costs and expenses. Sales significantly increased in Take-Away and Dine-

in channels with continuous growth on Delivery.

9M 9M22 Net Profit was 328mb, +110mb YoY mainly came from the recovery of Domestic Restaurant Business, continuous growth in Retail and Food Service, and the profit leverage from the costs cut and control momentum.

Gross Profit

In Million Baht





* Y2021: Reclassified Store utility expenses from COGS to Selling Expenses.

"Successful monitoring and control in COGS despite of the raw materials and packaging costs increase"

(**)** 3M

3Q22 %Gross Profit was +3.3% YoY mainly driven by the higher GP mix from Dine-in Sales which significantly grew +576% YoY from Shopping Mall, Airport, and Hospital stores, less-but-more promotions and campaign design which caused lower %discount, and the lean production control, partially offset with the increase in raw materials and packaging costs

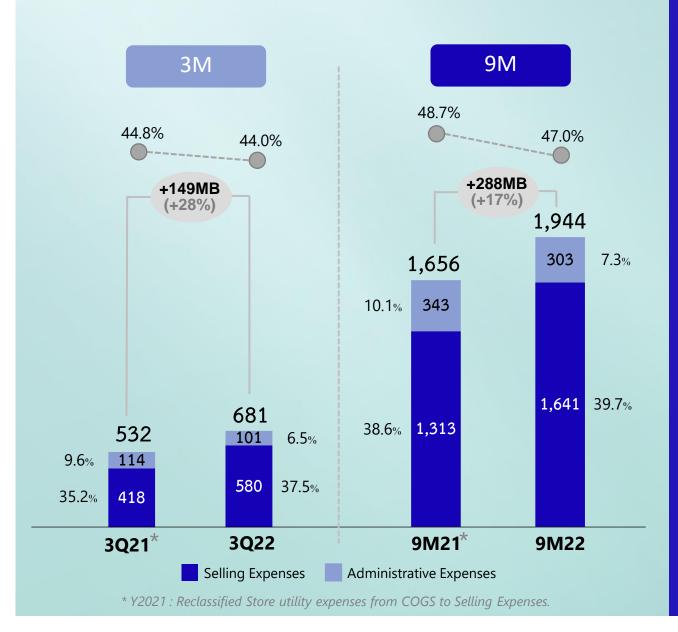
▶ 9M

9M22 %Gross Profit was +1.4% YoY despite of the increase in raw materials and packaging, mainly driven by

1) segmented less-but-more promotions and campaigns design to better fit consumers and to cause lower %discount, 2) higher mix GP from Dine-in increased sales, 3) key ingredients stock-up from last year, 4) lean production, 5) using alternative ingredients, 6) menus redesign, and 7) minimum price adjustment for some menus.

Selling and Administrative Expenses (SG&A)





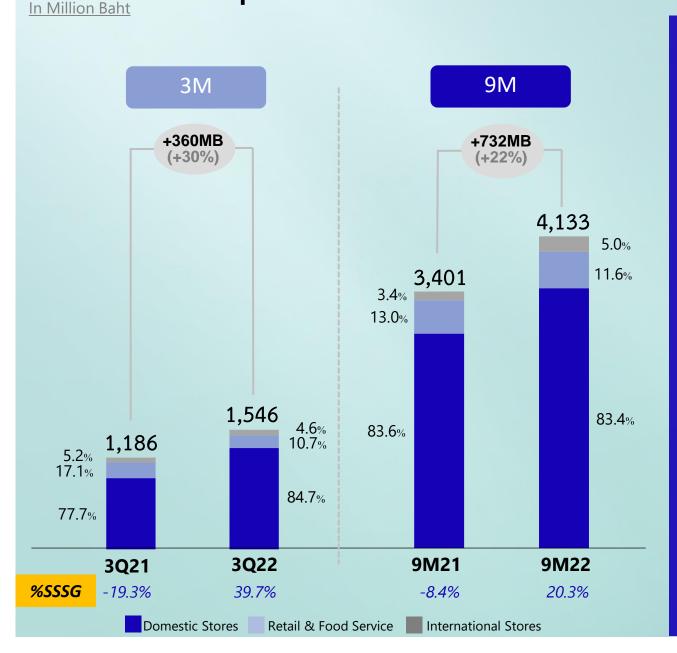
- M
 3Q22 %Total SG&A was 44.0% or -0.8% YoY
 Q
 Q
 3Q22 %Selling expenses was 37.5% on Net Sales or +2.3% YoY
 The amount increased relatively to Sales with higher COL and rent YoY, partially offset by the labor productivity and transportation efficiency

 - 9M
 9M22 %Total SG&A was 47.0% or -1.7% YoY
 ▶ 9M22 %Selling expenses was 39.7% on Net Sales or +1.1% YoY
 ▶ 9M22 %Administrative expenses -40MB YoY
 - while %Administrative expenses -40MB YoY while %Administrative Expenses on Net Sales was 7.3%, -2.8% YoY

[&]quot;Keep up the momentum of cost controls and productivity"

Total Group Revenue





"Strong growth in Restaurant Business"

3Q22 Revenue was 1,546mb, +360mb or +30%
YoY Domestic Stores: +388MB or +42% YoY
mainly came from the strong growth in Dine-in and
Take-Away sales with continuous growth on Delivery.
Key contributors are stores in Shopping Mall,
Hypermarket, and Airport

Retail and Food Service: -37MB or -19% YoY
mainly due to lower sales on Frozen Food (Quick
Meal) and less BOGO offers on Frozen Butter Cake to
comply with less-but-more promotions policy
International Stores: +9MB or +14% YoY mainly
came from Cambodia stores

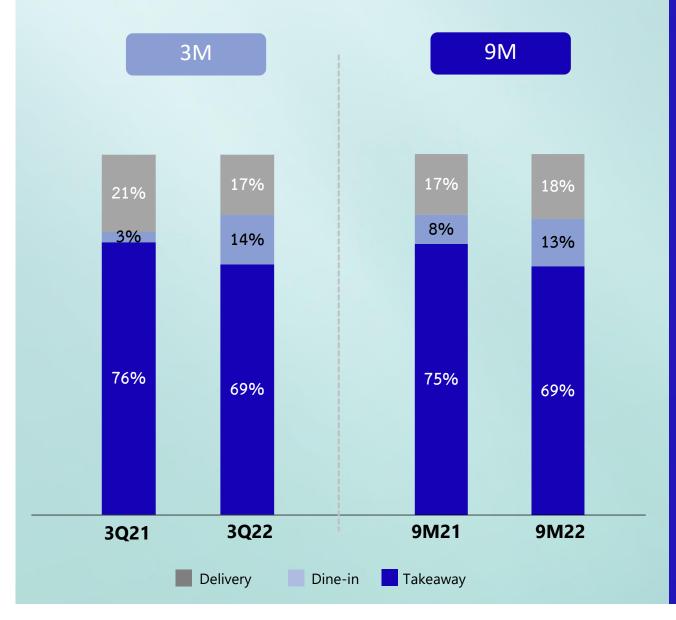
▶ 9M

Domestic Stores: +602MB or +21% YoY mainly came from the strong growth in Dine-in, Take-Away, and Delivery channels.

Retail and Food Service: +37MB or +8% YoY mainly came from OEM food service for Food Chain accounts International Stores: +91MB or +79% YoY mainly came from stores in Cambodia and UK

Domestic Revenue Mix





"Strong growth in all channels especially for Dine-in"

▶ 3M & 9M

Dine-in: 3M Revenue +576% YoY and 9M Revenue +90.1% YoY mainly came from stores in Shopping mall, Airport and Hospital. Both 3M and 9M Number of bills significantly increased with higher averaged spending per bill. BTW about 200 stores were temporarily closed during 3Q21 from Covid19 deep lockdown.

Take-Away: 3M Revenue +28.5% YoY and 9M Revenue +10.7% YoY mainly came from the resumed traffic in all locations especially from Hypermarket stores. Revenue were mainly driven by the NPDs and festive products.

Delivery : 3M Revenue +9.4% YoY and 9M Revenue +29.4% YoY mainly came from the festive, food NPDs, snack boxes, and corporate via stronger alliance with food aggregators



3Q22 Key Achievements



3Q22 Key Achievements



- Grew Sales thru festive products, Food NPDs, snack boxes, and Corporate sales via Dine-in, Take-Away and Delivery channels
- 2 Successfully control discount thru less-but-more promotion campaigns design
- 3 Continuously mitigated the impact on raw materials and packaging costs increase
- Go Lean on manufacturing costs by controlling labor productivity and reducing overhead costs
- 5 Keep up the momentum of cost controls and productivity



Key Success

- Very strong recovery in Dine-in and Take-Away Sales and continuous growth in Delivery Sales from economic recovery
- Drive sales with "Value set menu" for Dine-in
- Success in Festive Product (Moon cake and Mother's day cake)
- Marketing communication engagement through social media such as facebook, line OA, and etc.

3Q22 Key Campaigns and Promotions











4Q22 Outlook





4Q22 Outlook

- S&P 49th Years Celebration Event and Product Promotions
- Emphasize on Festive Product (Cake & Cookies)
- Effective Engagement through Communication media
- Focus on restaurant renovation to enhance customer experience and uplift image.



Festive Products (Cake & Cookies)









S&P 49th Years Celebration Event and Product Promotions









Effective Engagement through Communication media

- Billboard
- Line OA
- Facebook
- IG
- 1344 Call Center







Awards









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THANK YOU

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