



# **Nayuki Holdings Limited 2021 Interim Results Presentation**



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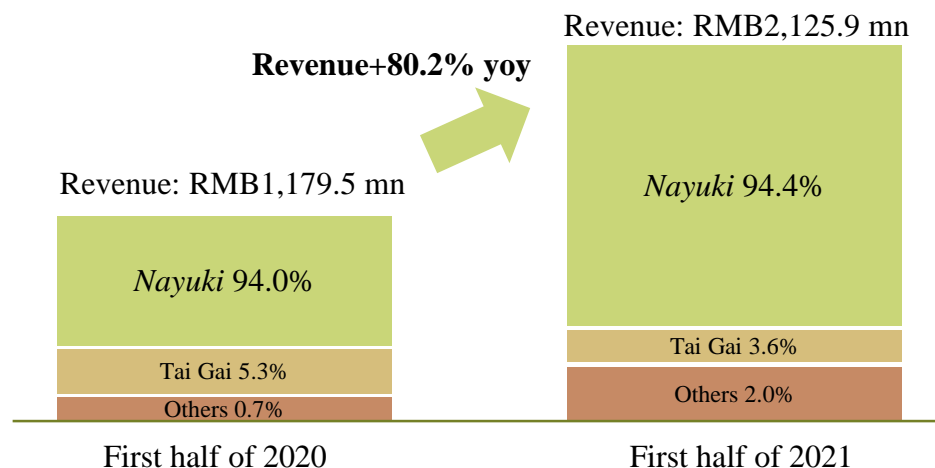
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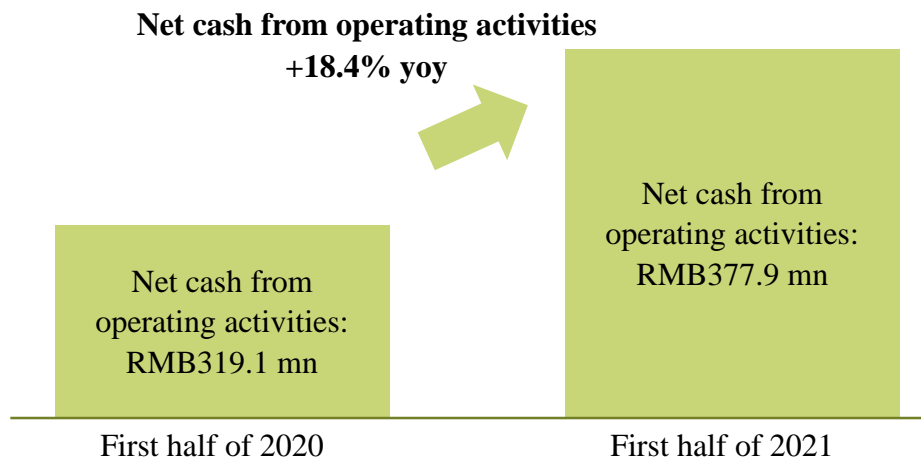
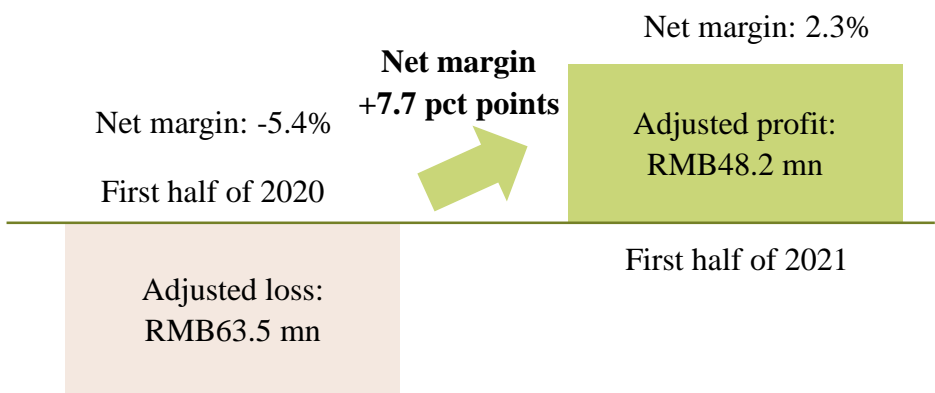
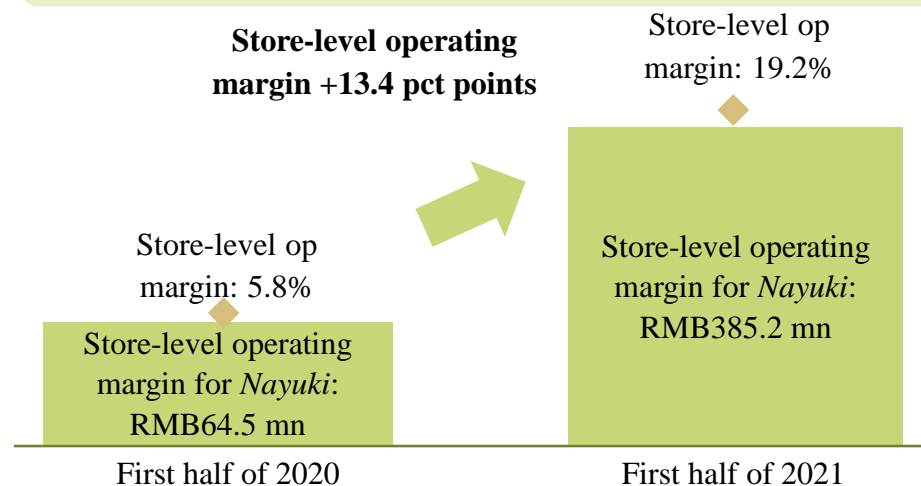
# I. Results and Recent Developments

# Revenue and profit increased significantly, profitability and cash flow continued to improve

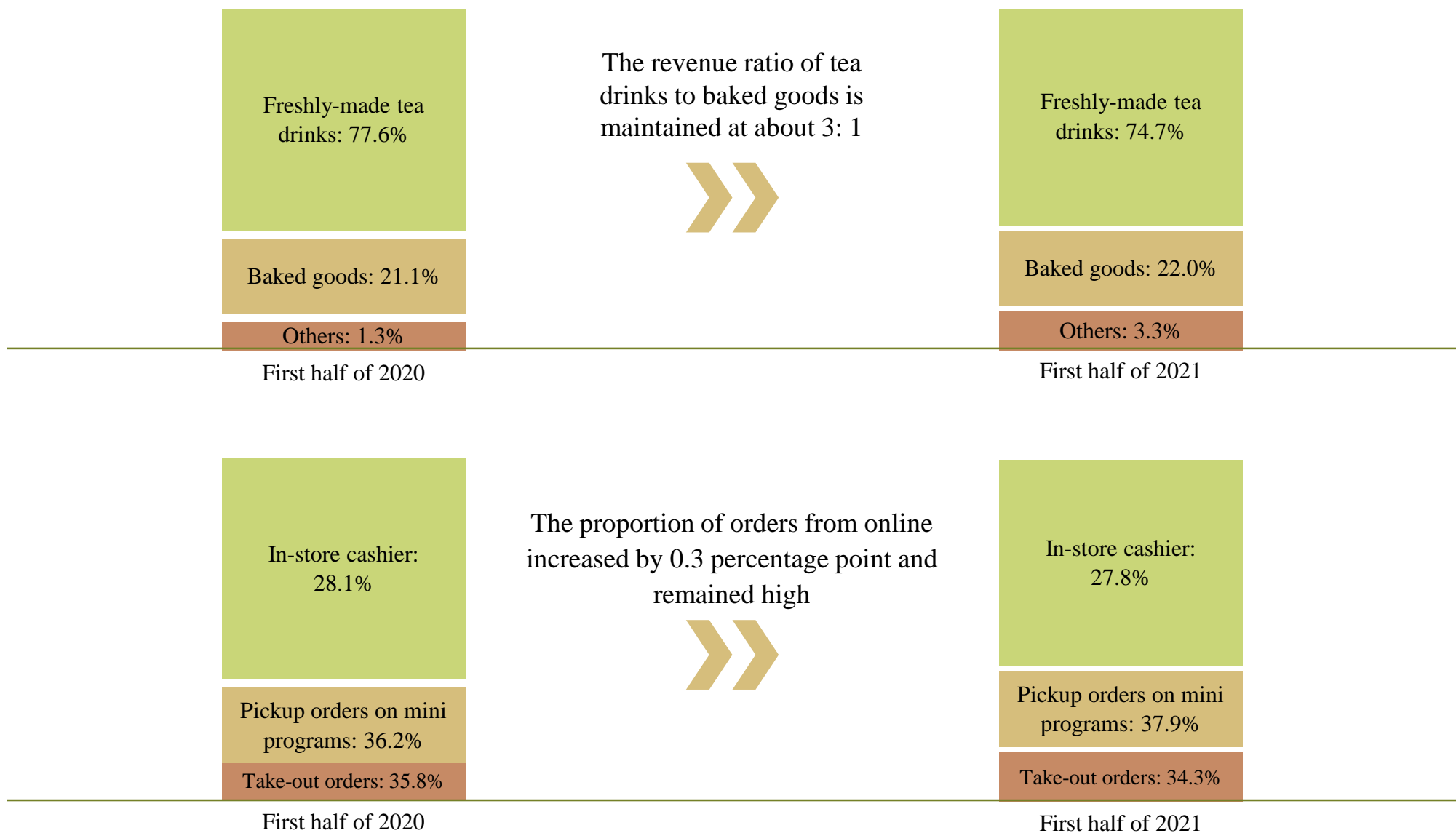
**Revenue at RMB2.1 bn, up by 80% yoy, net profit at nearly RMB50mn**



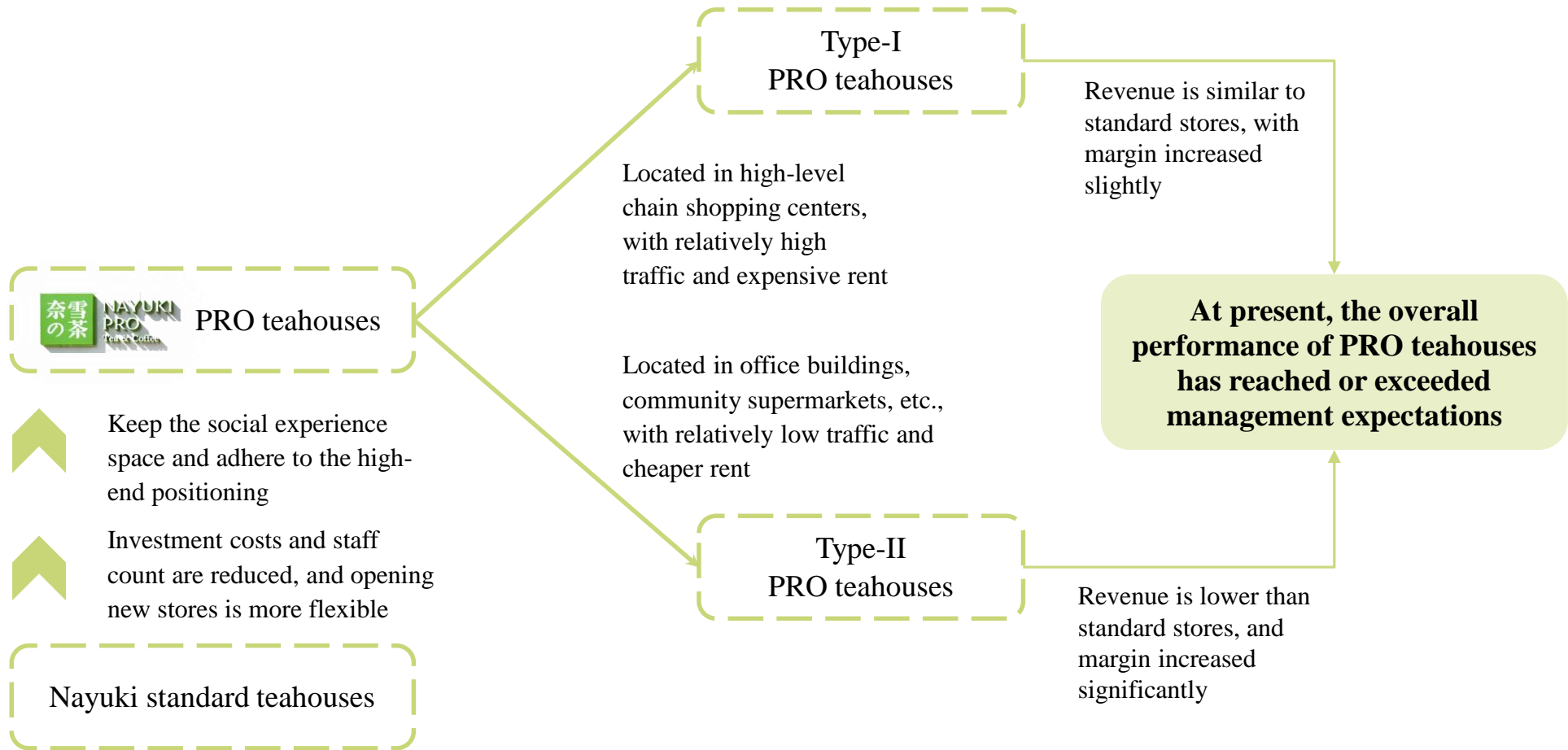
**Profitability and cash flow continuing to improve**



## Revenue ratio of tea drinks vs baked goods stable, online order remained popular



# PRO teahouse model gradually verified, outperforms management expectation



## We expect that in the next two years, new stores will mainly be Type-I PRO Teahouses

### Different types of teahouses have different performance characteristics

As of June 30, 2021 and 6 months as of that date

	Number of teahouses <sup>(1)</sup>	Average daily sales per teahouse (RMB'000)
Standard teahouses	492	21.9
Type-I PRO teahouses	20	21.1
Type-II PRO teahouses	12	11.9

**Small sample size leads to large data noise, which is expected to be alleviated as the number of PRO teahouses increases**

(1) It only includes stores that have been opened for no less than 60 days as of June 30, 2021 and have not closed on June 30, 2021. We believe that stores with opening time less than 60 days may be greatly affected by opening promotion activities, "opening customer traffic" and other factors, which may lead to unrepresentative overall data and mislead investors. Therefore, we have excluded these stores.

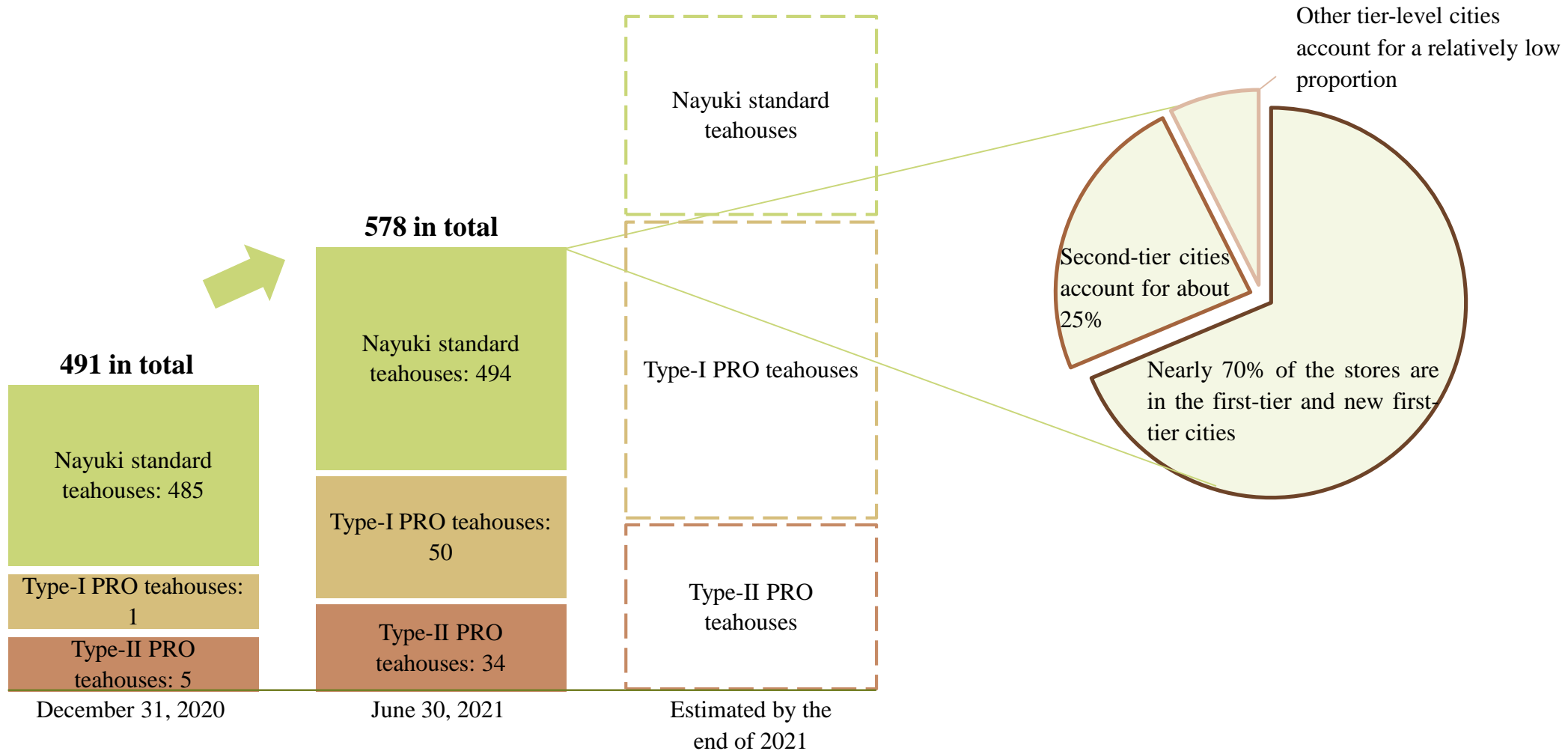
(2) The operating profit margin of the stores shown in this table excludes the impact of one-time start-up expenses.

# We will continue our strategy of increasing store density in existing high-tier cities

Net number of Nayuki teahouses increased by 87 in 1H2021, mainly in existing cities

May slightly exceed goal of 300 new stores for 2021

In the future, we will continue to increase the store density in existing high-tier city markets





## As store number continues to increase, respective market performance will gradually improve



审图号: GS(2019)1818号

自然资源部 监制

### Higher store density leads to better-developed consumption habits and relatively better performance

6 months ended June 30

		2020	2021	2020	2021
	Number of same-stores <sup>(1)</sup>	Average daily sales per store (RMB'000)		Store-level operating margin <sup>(2)</sup> (%)	
Shenzhen	75	20.1	27.5	10.3	25.3
Shanghai	23	19.9	22.1	6.6	16.3
Guangzhou	21	16.6	25.9	7.7	22.4
Xi'an	19	15.1	22.3	2.8	20.6
Wuhan	19	20.8	26.6	1.8	22.7
Beijing	16	18.6	29.9	0.0	14.7

Store performance



Consumption habit



Brand recognition



Ease of access



Store density

(1) Only stores that have been open for no less than 60 days in the first half of 2020 and the first half of 2021 and have not closed on June 30, 2021 are included.

(2) The operating profit margin of the stores shown in this table excludes the impact of one-time opening expenses.

## We will continue to invest in technology, supply chain and marketing

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Close to RMB50 mn for  
technology building

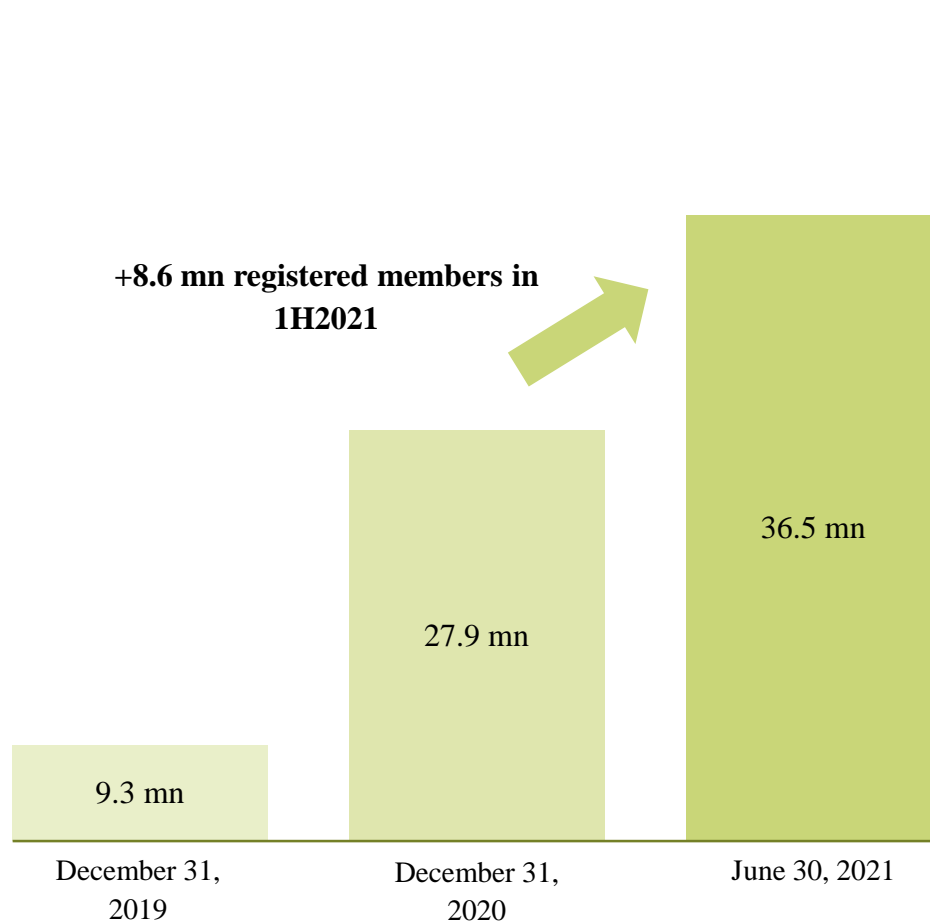


About RMB50 mn for  
marketing

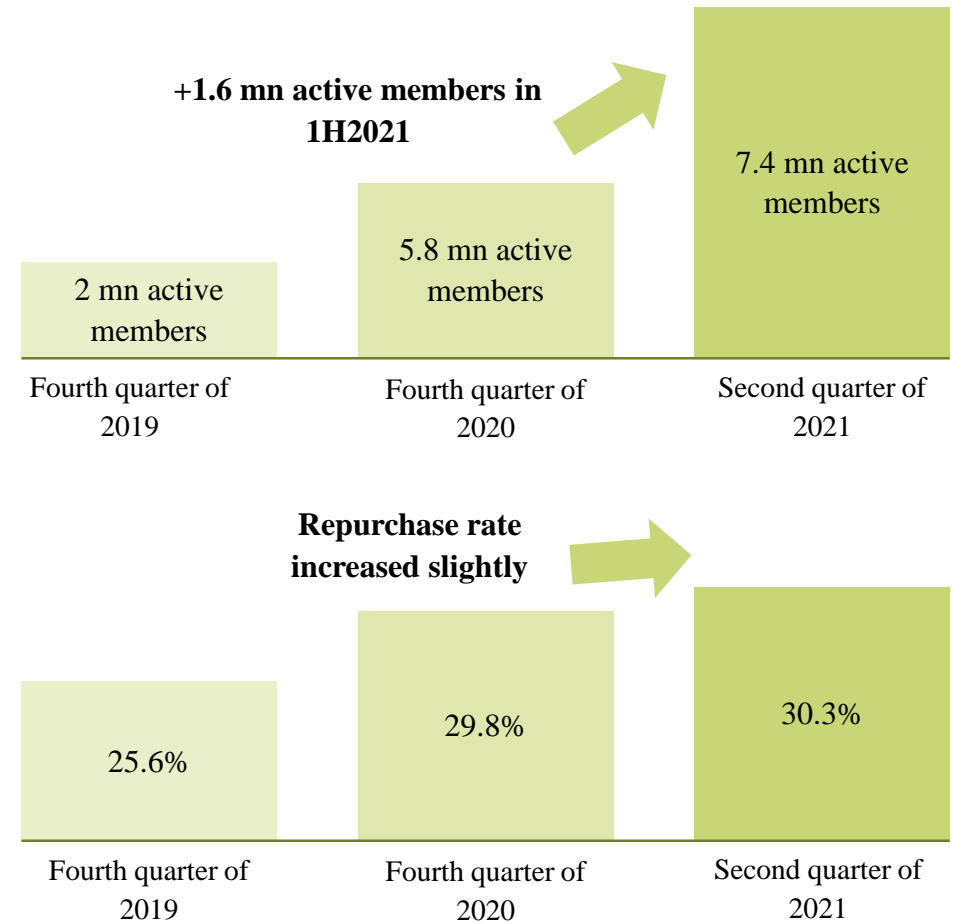
About RMB60 mn for  
supply chain

# Number of members continued to grow, and activity and repurchase rate improves

## No. of registered Nayuki members continues to grow

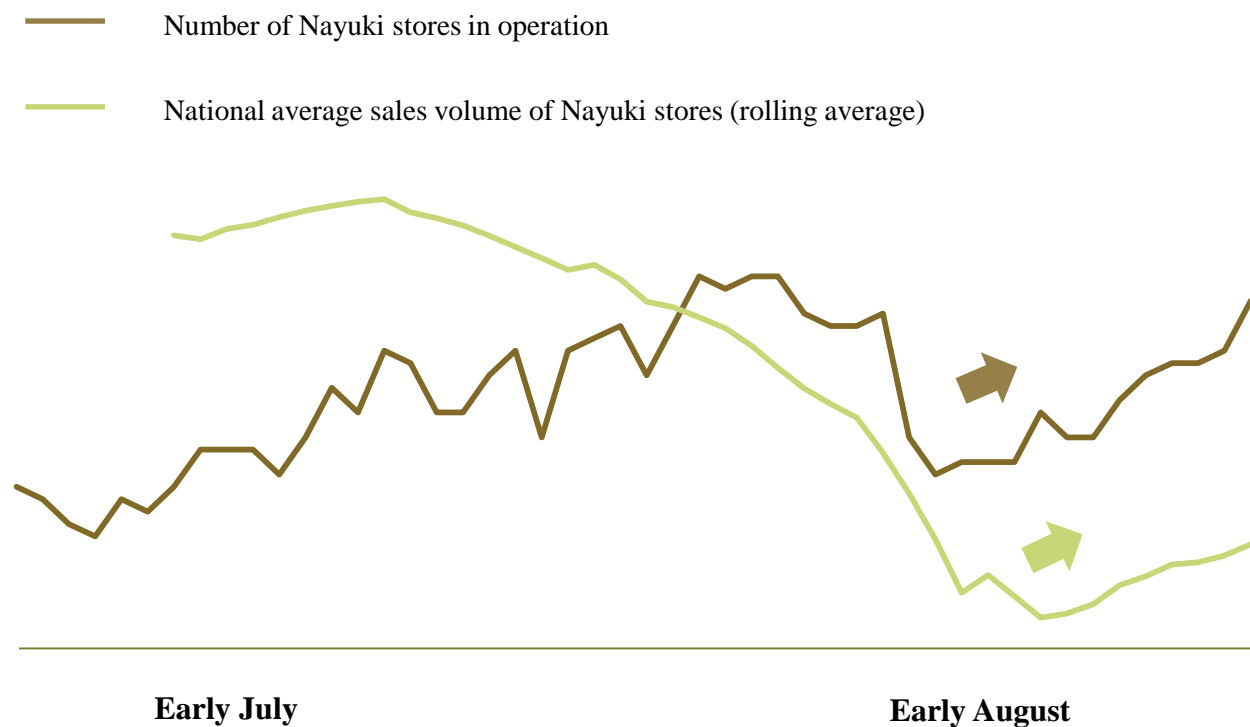


## Activity and repurchase rate\* constantly improves



\* Active members refer to members who purchase our products at least once in a quarter; repurchase members refer to members who purchase our products at least twice in a quarter.

## COVID-19 hits short-term performance, but not our operations



Since mid-2021, the COVID-19 outbreak has had several relapses in South China and East China

The pandemic has a certain impact on the Company's short-term performance

**However, it has not affected our business activities such as opening stores, marketing and developing new product**



## II. Outlook

## We will continue to increase store density and cultivate consumption habits

### Immature markets

**Revenue:** It peaked at the beginning of opening, and then gradually declined

**Profit:** Existing stores account for a small proportion, bearing the pressure of new store recruitment and training, affecting margin of existing stores

**Consumption habits:** Not developed

**We must continue to increase the density of stores and cultivate consumption habits**

### Mature markets such as Shenzhen

**Revenue:** With the increase in the number of stores, consumption habits are developed, and the revenue of a single store is relatively stable

**Profit:** Existing stores account for a large proportion, and the pressure of recruitment and training for new stores is low. The margin of existing stores is above average

**Consumption habits:** Developed

## Technological innovation will improve operational efficiency and enhance profitability

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### Software:

Intelligent scheduling,  
production planning,  
intelligent purchasing  
planning, etc.

### Hardware:

Automatic/semi-  
automatic tea making  
equipment, etc.

To reduce dependence on mature **store manager** experience



To reduce the training cost and pressure of **staff**

It is expected that in or before 1Q2022, the software and hardware improvements will be gradually extended to stores across the country, and the margin of stores is expected to benefit in the future

## Therefore, the growth logic in the short to medium term is ...

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Possible growth potential

