

# Annual General Meeting

17 November 2016

Pullman Hotel

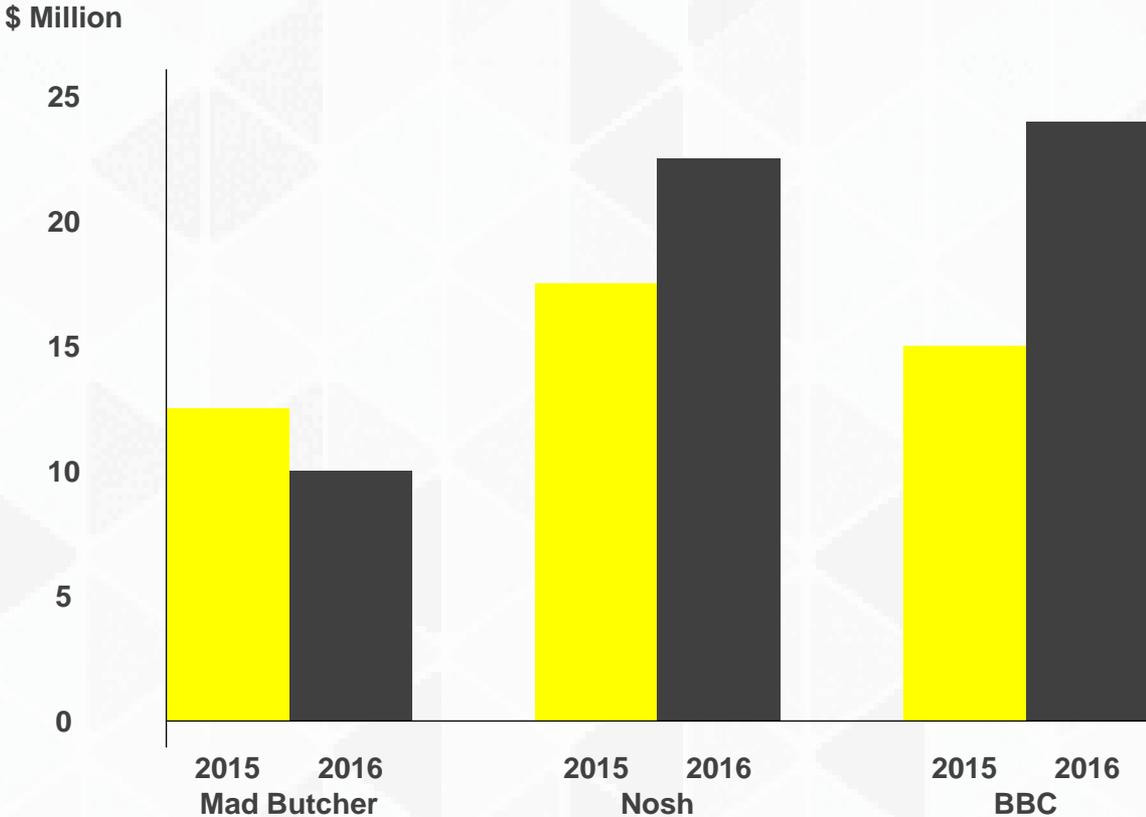
Auckland



# Tim Cook

## Chairman

# GROUP RESULT - REVENUE

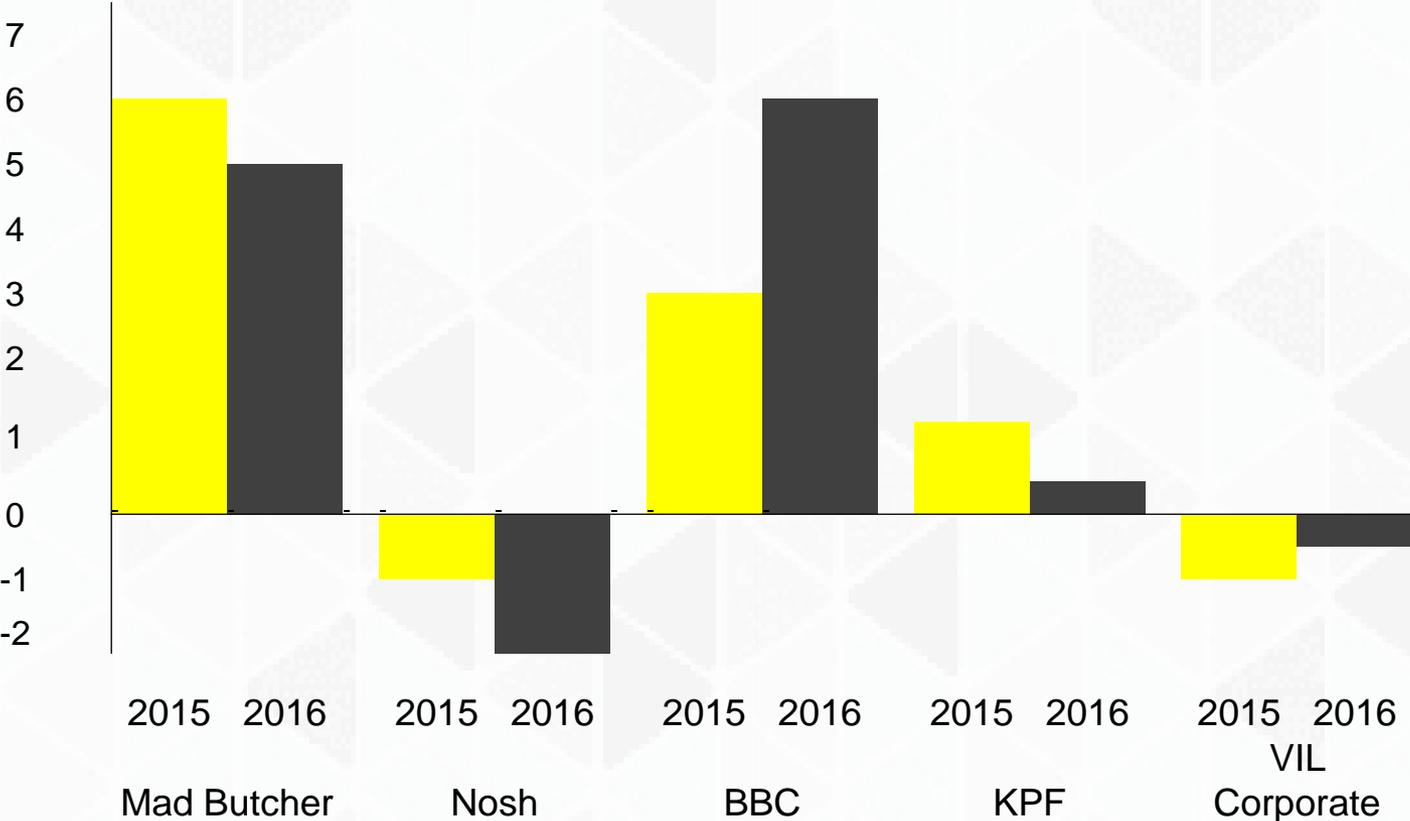


2016 includes 12 months results for all business units.  
2015 results include

- Full twelve months of MBL, VIL and KPF
- Ten months trading for Nosh
- Seven months trading for BBC

# GROUP RESULT - EBITDA

\$ Million



# MAD BUTCHER

- Supply of beef and lamb remains tight
- Beef prices up by 28% over two years at peak seasonality
- Chicken main promotion - prices decreasing 16% over two years
- Internal and external competition in the supermarket sector has intensified
- Closed three wholly owned consistently unprofitable stores
- Four franchises closed, two taken over



# MAD BUTCHER - PLAN

- Focusing on re-franchising four owned stores
- Identifying high performing managers as potential franchisees
- Focus on improving turnover and profitability
- Exploring new international trends to keep Mad Butcher at leading edge of meat retailing



# KIWI PACIFIC FOODS

- Arbitration in favour of Antares Restaurant Group
- Agreed with Antares to wind the company up
- Investment written down by \$2.9 million
- Received \$1.3 million in cash from investment
- Process scheduled to be completed by 31 March 2017



Kiwi Pacific Foods

- FY 16 disappointing year for Nosh – EBITDA loss of \$(1.9)m
- Gross margin percentage has improved by 2.7% over the year
- Constellation Drive JV sold and fully franchised to existing JV partner
- Successfully opened new store in Pakuranga

The logo for Nosh Food Market is displayed within a black rectangular box. The word "nosh" is written in a lowercase, white, sans-serif font, with the letters "o" and "h" being significantly larger than the others. Below "nosh", the words "FOOD MARKET" are written in a smaller, uppercase, white, sans-serif font.

nosh  
FOOD MARKET

# NOSH GROUP - PLAN

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- Drive continued improvements in gross margin and revenue
- Focus on more cost-effective marketing spend to generate sales growth
- Changes to senior management team – now completed
- Reviewing future options for business with a focus on franchising stores

nosh  
FOOD MARKET

# BETTER BAR COMPANY

- Results have exceeded budget
- Three loss making bars in Hamilton sold, contributing to improved result
- All eight bars trading profitably
- Some investment in redevelopment of existing sites to improve customer experience, revenue and profitability



**THE CAV**  
GASTROPUB  
ESTD 1866



# GROUP RESULT

	2016 \$000	2015 \$000	Percentage change	
Revenue	56,542	45,690	24%	↑
EBITDA <sub>1</sub>	7,419	8,070	(8%)	↓
NPAT	(4,592)	3,336	N/A	↓
Underlying NPAT <sub>2</sub>	3,160	4,298	(26%)	↓
Operating cash flow	1,416	(783)	N/A	↑

EBITDA<sub>1</sub>  
Earnings before interest, tax, depreciation and amortisation excluding significant items

Underlying NPAT<sub>2</sub>  
Net profit after tax from continued operation excluding significant items

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- 2015 results include
- Full twelve months of MBL, VIL and KPF
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# SUMMARY

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- Selling unprofitable bars has had a positive impact on Group results
- Strategic decision to close unprofitable Mad Butcher stores
- Strategic decision to write down impaired assets
- On track to meet 2017 guidance of EBITDA of \$7.4 - \$8.0m and underlying NPAT of \$3.0 - \$3.6m
- FY17 focus on driving sustainable profits and development of capital management plan

# **Shareholder Questions?**

**Please state your name and  
then your question**

# ***Resolution 1***

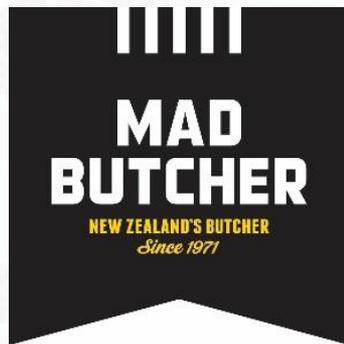
*That Tim Cook, who is eligible for re-election,  
be re-elected as a Director of the Company.*

## ***Resolution 2***

*That the Board be authorised to fix the fees and expenses of PWC as auditor.*

# Veritas

Investments



Kiwi Pacific Foods

