

Two dolphins are shown leaping from the ocean. The dolphin in the foreground is higher and further along its path, while the second dolphin is lower and closer to the water's surface, creating a splash. The background is a bright blue sky with scattered white clouds.

THE
NEO
FRONTIER

7th ANNUAL GENERAL MEETING

25 JULY 2019

The background of the slide is a vibrant underwater scene featuring a diverse coral reef. In the foreground, there are large, branching coral structures in shades of red and orange. The reef extends into the distance, with various other coral species in green, yellow, and purple. Small fish are visible swimming around the coral. At the top of the image, there are several horizontal, wavy lines in a bright blue color, creating a sense of depth and movement.

AGENDA

- Corporate Overview •
- Financial Highlights •
- Business Highlights •
- Growth Strategies •

CORPORATE OVERVIEW

**NEO GROUP IS SINGAPORE'S
LEADING CATERING GROUP
BACKED BY AN
INTEGRATED VALUE CHAIN AND
STRONG TRACK RECORD
ACCUMULATED OVER 27 YEARS**



MILESTONES



Grown from:

- Single brand to wide portfolio of over **20** brands to capture greater market share
- Acquired **2** and incorporated **2** subsidiaries
- Since listing, further strengthened value chain – food manufacturing and supplies

INTEGRATED FOOD SOLUTIONS PROVIDER

FOOD CATERING



FOOD RETAIL



FOOD MANUFACTURING



SUPPLIES & TRADING



OTHER BUSINESSES



FY2019 Segment Revenue:

S\$81.7 m

S\$16.9 m

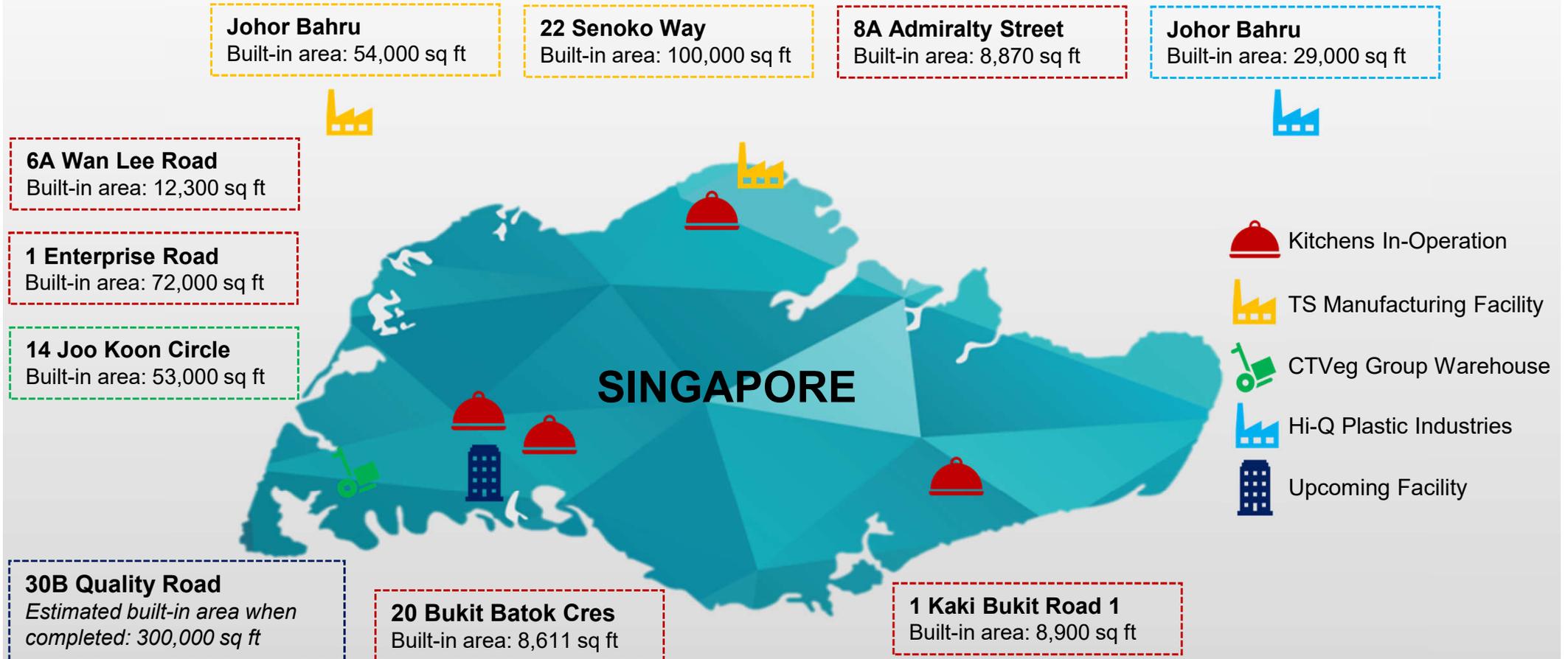
S\$48.9 m

S\$32.3 m

S\$1.2 m

FOOTPRINT IN SINGAPORE AND MALAYSIA

- Neo Group's 30B Quality Road facility to drive next phase of growth; opportunities to **unlock value** with consolidation 'under one roof' at this new HQ and catering hub



GLOBAL NETWORK

- Neo Group's extensive global supply chain network is instrumental in **optimising sourcing processes** and **minimising operational costs**



FOOD SAFETY

As we continue on our growth trajectory, we will always bear in mind that food safety is the cornerstone of all F&B businesses. Our operations are supported by our **ISO 22000-certified** kitchens, equipped with technology such as specialised cooking equipment designed to improve productivity and maintain our high product quality.



As a testament to our commitment towards food safety, our central kitchens have been awarded **Grade 'A'** by the Singapore Food Agency.

FY2019 FINANCIAL HIGHLIGHTS

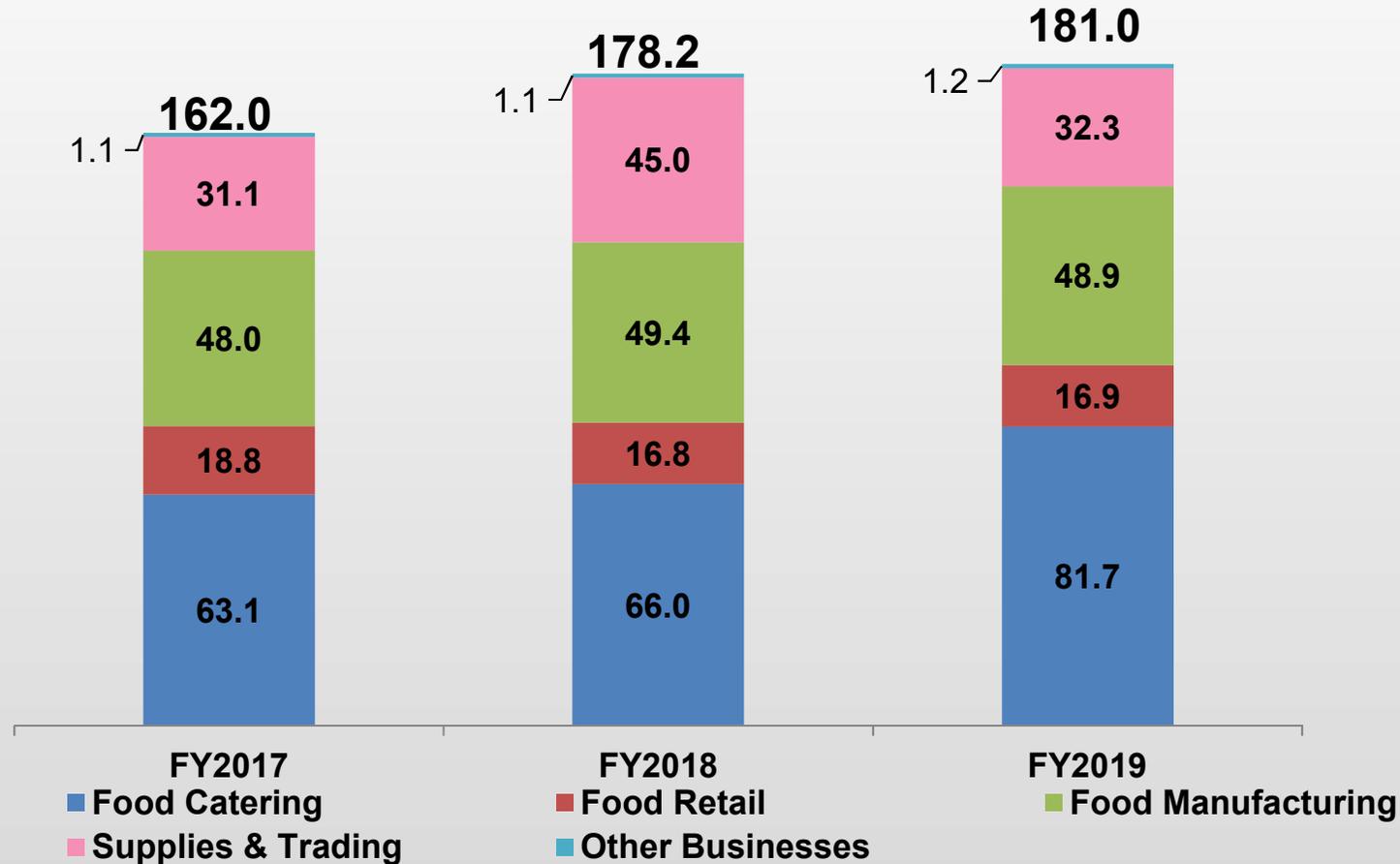
REVENUE INCREASED TO A
NEW RECORD OF
S\$181 MILLION

NET PROFIT INCREASED BY
48.7% TO S\$5.4 MILLION



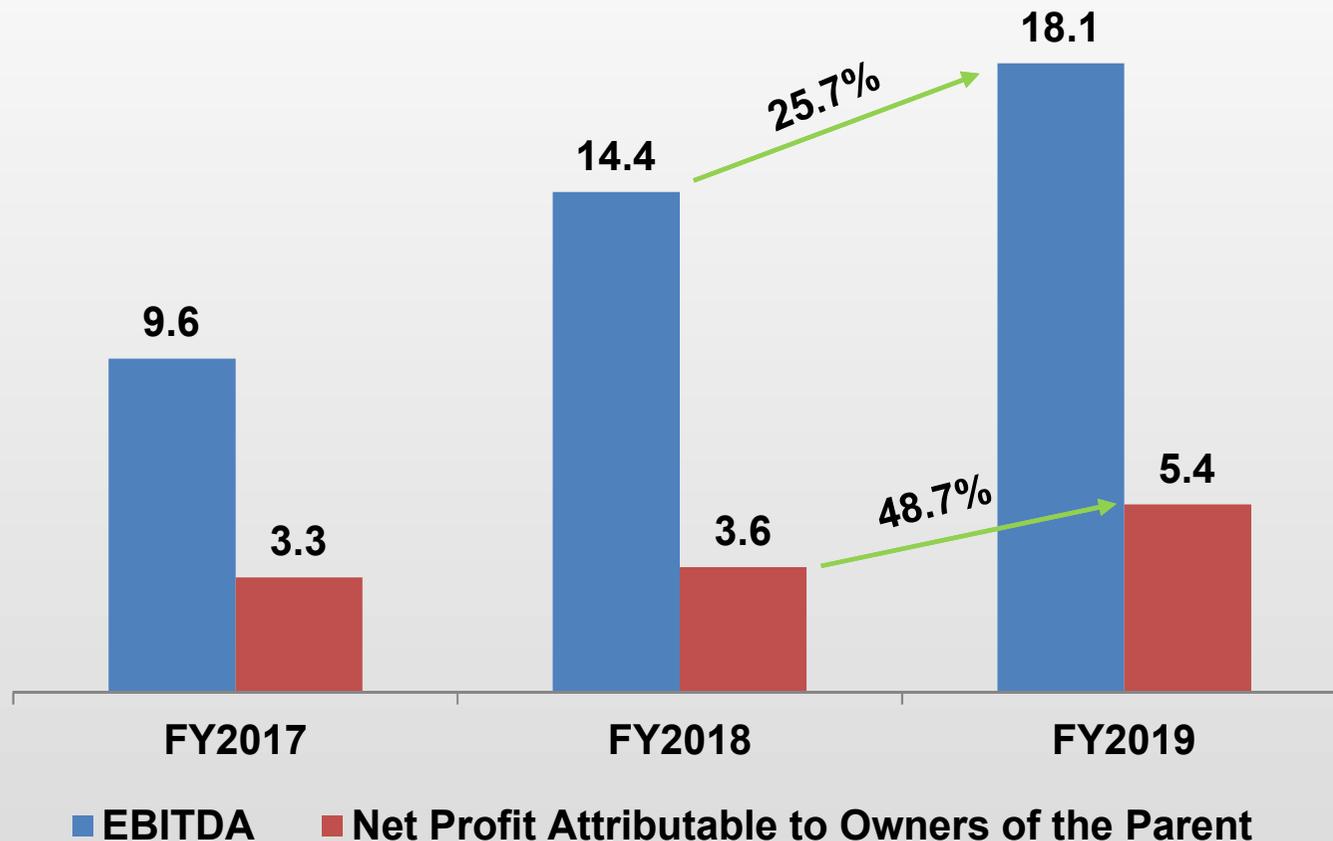
REVENUE HIGHLIGHTS

Revenue (S\$m)



- FY2019 revenue achieved a **new record** of S\$181.0m
- Stronger performance driven by:
 - Food Catering: 23.9% increase in revenue to S\$81.7m
 - Food Retail: 0.7% increase in revenue to S\$16.9m

PROFIT HIGHLIGHTS



- EBITDA growth of 25.7% to S\$18.1m for FY2019 reflects Neo Group's ability to generate **strong operating cash flows**
- FY2019 profit attributable to owners of the parent ("PATMI") rose 48.7% to S\$5.4m supported by **stronger revenue** and **lower operating expenses**

FINANCIAL HIGHLIGHTS

S\$m	FY2017 (Audited)	FY2018 (Audited)	FY2019 (Audited)
Earnings Per Share (SGD cents)	2.24	2.49	3.68
Net cash from operating activities	6.7	17.6	18.2
Cash and bank balances at end of period	10.5	13.7	19.0
S\$m	As at 31 Mar 2017 (Audited)	As at 31 Mar 2018 (Audited)	As at 31 Mar 2019 (Audited)
Equity attributable to owners of the parent	33.2	35.3	38.5
Net Asset Value Per Share (SGD cents)	22.73	24.22	26.12
Net Gearing Ratio ¹	1.91	1.81	1.65

¹ Net Gearing is computed by dividing net debt by equity attributable to owners of the parent

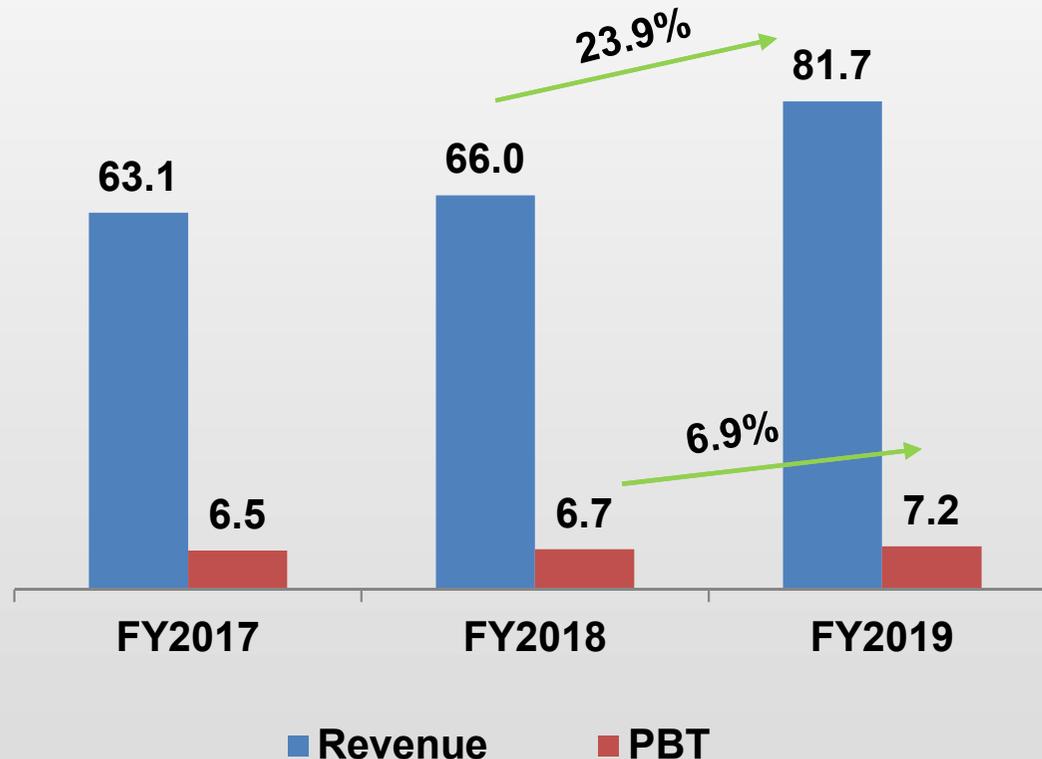
BUSINESS HIGHLIGHTS

TO CAPTURE A
GREATER MARKET SHARE,
WE HAVE SUCCESSFULLY
EXPANDED OUR BRANDS AND
PRODUCT OFFERINGS
OVER THE PAST YEARS



FOOD CATERING

– Performance Review



Revenue increased 23.9% to S\$81.7 million for FY2019

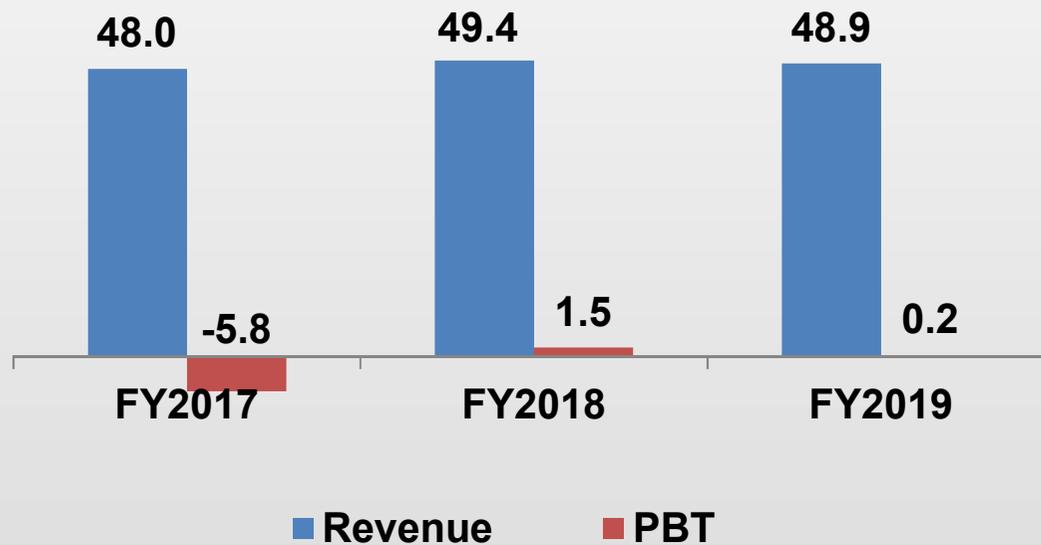
- Stronger recurring income from further expansion into the childcare and elderly care markets
- Positive results through the ramping up of the “tingkat” business

Profit before tax increased 6.9% to S\$7.2 million for FY2019

- The segment benefitted from the addition of new brands and concepts, enabling the Group to reach out to a wider range of consumers
- Supported by cost control measures and use of innovative solutions to drive productivity

FOOD MANUFACTURING

– Performance Review



Revenue held steady at S\$48.9 million for FY2019

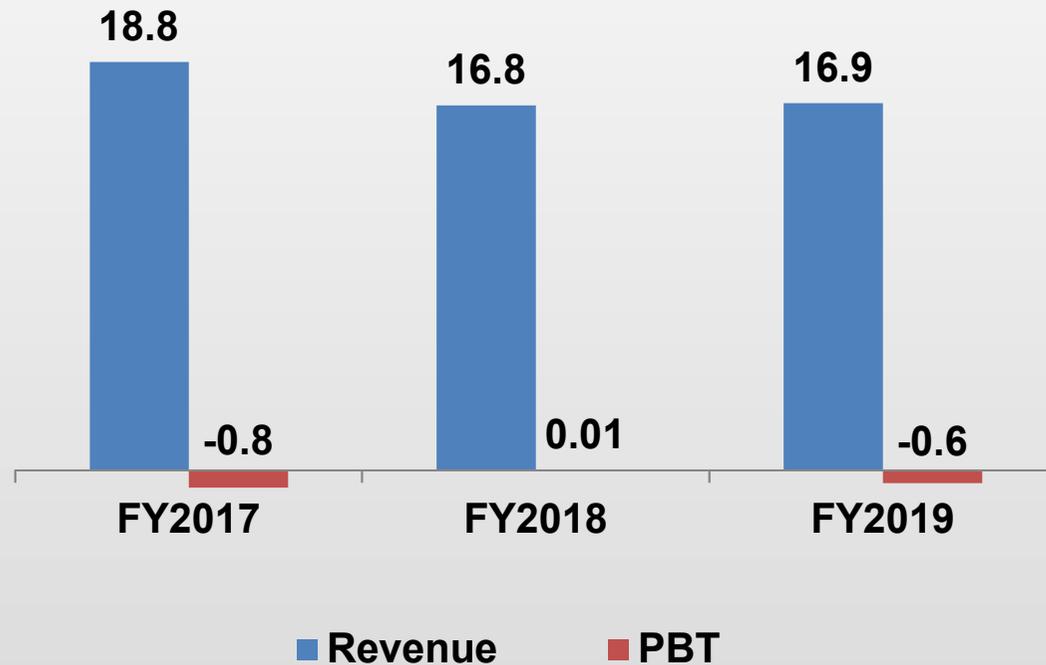
- Products continue to be well-received both locally and abroad

Maintained profitability with profit before tax of S\$0.2 million for FY2019

- The segment was impacted by the rising cost of raw materials

FOOD RETAIL

– Performance Review



Revenue increased to S\$16.9 million for FY2019

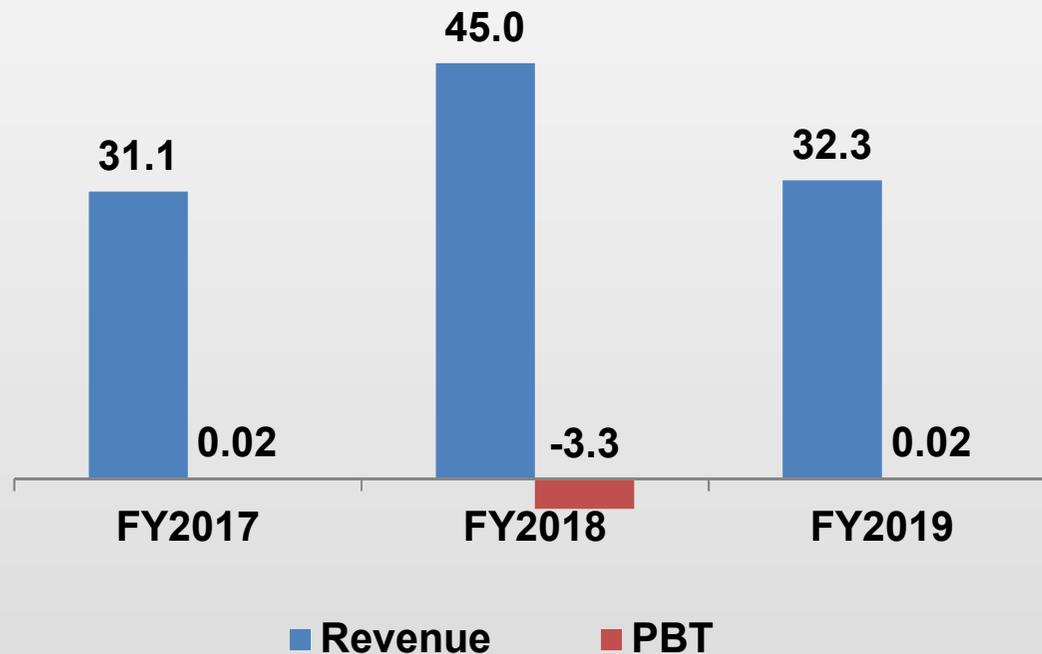
- Supported by the introduction of new concepts and opening of new outlets
- In May 2018, the Group launched DoDo Express, a grab-and-go concept that allows consumers to enjoy DoDo's signature seafood items and other ready-to-eat meals at great convenience and affordable prices

Segment recorded loss before tax of S\$0.6 million for FY2019

- Near-term profitability was affected due to initial gestation period required to nurture new concepts as well as higher operating costs

SUPPLIES & TRADING

– Performance Review



Revenue recorded a revenue of S\$32.3 million for FY2019

- As a result of the Group strategy to reduce low margin trading transactions amidst an ongoing business review

Segment achieved a turnaround with a profit before tax of S\$0.02 million for FY2019

- Turn around supported by the implementation of business strategies and a strong focus towards higher margin sales in the B2B and B2C markets

GROWTH STRATEGIES

WITH OUR
STRONG FUNDAMENTALS AND
EXPERTISE ACROSS OUR VALUE CHAIN
OF THE FOOD CATERING INDUSTRY,
WE WILL CONTINUE TO
PURSUE SUSTAINABLE GROWTH



GROWTH STRATEGIES

– Revenue Growth

Food Catering

- Capture larger market share
- Enlarge recurring income base

Food Retail

- Optimise the performance of our retail outlets
- Enhance our existing product offerings

Food Manufacturing

- Expand into overseas markets
- Enhance automation to improve productivity

Supplies & Trading

- Focus on achieving higher profitability
- Engage in B2C businesses



GROWTH STRATEGIES

– A New Growth Platform

30B Quality Road

- New state-of-the-art headquarters and catering hub to be completed by 4Q 2020
- Consolidates central kitchens, offices, warehouses, logistics and storage facilities, and other F&B operations in one location – for greater cost efficiencies
- 300,000 square feet facility to boost capacity
- Better positioned to engage corporate clients and pursue institutional catering contracts with the expanded capacity

Automation and technology

- Continue to employ the use of automation and technology to greatly boost operational efficiency – towards Industry 4.0
- Significantly reduce reliance on manpower and achieve a higher level of productivity
- Specialised cooking equipment improves productivity and maintains a high level of food safety



A group of dolphins swimming in clear blue water. The dolphins are arranged in a loose formation, with some in the foreground and others further back. The water is a vibrant turquoise color, and the dolphins have a sleek, dark grey body with a lighter underbelly. The overall scene is peaceful and serene.

THANK YOU.

This document has been prepared by the Company and its contents have been reviewed by the Company's sponsor, CIMB Bank Berhad, Singapore Branch (the "Sponsor"), in accordance with Rule 226(2)(b) of the Singapore Exchange Securities Trading Limited ("SGX-ST"), Listing Manual Section B: Rules of Catalyst.

This document has not been examined or approved by the SGX-ST. The SGX-ST assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

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