

### STOCK INFORMATION\*

Listing	Catalist, SGX-ST
Stock Codes	NGL SP (Bloomberg) NEOG.SI (Reuters)
Share Price	S\$0.675
Share Price (IPO)	S\$0.30
52-week range	S\$0.955 (H); S\$0.610 (L)
Shares Outstanding	145.9 million
Market Capitalisation	S\$98.5 million

\* Bloomberg as at Dec 9, 2015

### ABOUT NEO GROUP LIMITED

- Number one events caterer in Singapore since 2011<sup>1</sup> with leading market share
- Established since 1992, Neo Group is one of the most recognised brand names in Singapore with an award-winning track record
- Comprehensive portfolio of 17 brands to capture different market segments
- Vertically-integrated value chain to provide turnkey food and catering solutions through four business segments: Food Catering, Food Retail, Food Manufacturing, Food and Catering Supplies

<sup>1</sup> As defined in Euromonitor International report, "Events Catering Services in Singapore", dated December 2014 whereby events catering refers to food catering services provided for social or corporate events only

### FINANCIAL HIGHLIGHTS

S\$'m	1H2016	1H2015
Revenue	52.0	29.4
Net Profit/(Loss)	(0.2)	1.4
Earnings per share (SGD Cents)	0.18	0.97
Net cash (used in)/from operating activities	(1.3)	3.6
Cash and cash equivalents at end of period (\$'m)	8.1	6.7

### BRANDS TO CAPTURE DIFFERENT MARKET SEGMENTS

LARGEST EVENTS CATERER IN SINGAPORE















### UPSTREAM ACQUISITIONS

#### Thong Siek Holdings ("TSH")



- Neo Group's first major acquisition – owns 55%-stake in parent company of popular "DoDo" brand of fishballs
- Largest fishball manufacturer in Singapore
- Strong brand recognition for quality fishball and recognised as "Fishball King"
- Leverage on TSH's expertise in food manufacturing to fully automate new central kitchen's operations
- Expand customer base and broaden market reach, while giving Neo Group access to large global distribution network across 22 countries

#### CT Vegetables & Fruits Pte Ltd ("CT Group")



- Acquired 90%-stake in fruits and vegetables trader for S\$5.4 million on November 3, 2015
- Established business with wide customer base accumulated over two decades; currently trades more than 300 varieties of fruits and vegetables
- Enhance sourcing capabilities of Neo Group's Food and Catering Supplies business to lower food supply costs
- Reduces reliance on third-party suppliers
- Business opportunities from external parties to create new income streams

### FORWARD STRATEGIES

#### Capture market share & pursue topline growth

- **Food Catering:** Leverage on strong brands and integrated value chain
- **Food Retail:** Introduce new innovative and fresh concepts
- **Food Manufacturing:** Focused efforts to turnaround profit while creating new recurring B-to-C income for TSH
- **Food & Catering Supplies:** Enhance sourcing capabilities for greater economies of scale and reduced reliance on third-party suppliers

#### Driving margin efficiencies

- Greater adoption of technology and innovation for better cost management
- Ramp up productivity and utilisation rate at Enterprise Road central kitchen
- Centralised procurement for all businesses including TSH

#### Expansion

- Fine-tune food retail business models, expand retail network and delivery fleet
- Leverage on TSH's global distribution network of 22 countries
- Continue to seek out suitable M&A targets complementary to our businesses

**INTEGRATED VALUE CHAIN**

**Enhanced vertically-integrated value chain to provide end-to-end food and catering solutions:**

- Internal sourcing capabilities for greater economies of scale
- Better quality and cost controls
- Reduce dependence on third-party
- Reliable supply to Food Catering and Food Retail businesses

- 1 Enterprise Road central kitchen serving up to 30,000 guests a day
- Consolidated base for various business functions, logistics and food preparation
- Allows Neo Group to achieve greater economies of scale and cost efficiency

**FOOD & CATERING SUPPLIES**



**FOOD MANUFACTURING**



- Enhances sourcing capabilities of Food & Catering Supplies segment
- TSH directly supplies surimi-based products, including popular “DoDo” fishballs, while CT Group supplies wide range of fruits & vegetables to Food Catering and Food Retail businesses

- Food prepared at Central Kitchen are distributed via the various Food Catering businesses targeting different consumer groups

**FOOD CATERING**



**FOOD RETAIL**



- Fresh ingredients sourced by Food & Catering Supplies and manufactured by TSH distributed to Food Retail stores
- Food prepared by Central Kitchen are also supplied to various Food Retail businesses

- Delectable confectionary and traditional *nonya kuehs* are supplied to Food Catering and Food Retail businesses
- I DO Flowers and Gifts provides unique floral arrangements for customised catering set-ups

**OTHER BUSINESSES**



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