



Corporate Presentation

June 2016

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Presentation Outline

1 Corporate Overview

2 Strategies and Growth Plans

3 Financial Highlights



Corporate Overview

Corporate Overview

- 9th November 2015 – listed on Catalist board of the SGX-ST
- 1st June 2016 – MSCI Global Mirco Cap Indexes
- 1987 – 1st JUMBO Seafood outlet
- 17 restaurants in Singapore & Shanghai
- Manage 2 joint-venture restaurants:
 - Singapore Seafood Republic, Sentosa
 - Yoshimaru Ramen, Holland Village
- 1 joint-venture restaurant in Japan
- Restaurant brands:

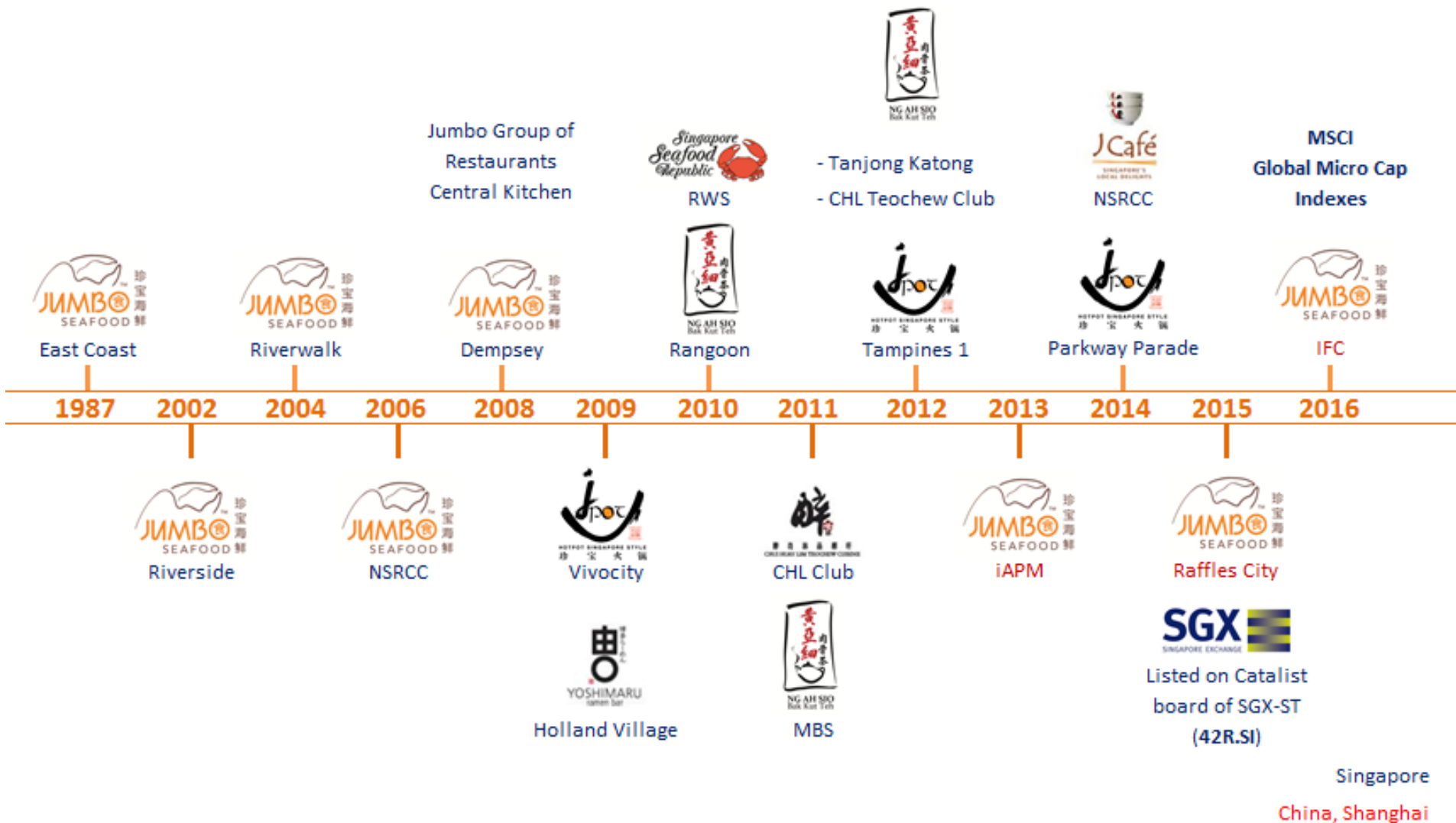


Corporate Overview









- Sells more than 1.6 tons of crabs each day
- Serves more than 6,800 diners each day
- Staff strength approximately 940
- Financial Summary (S\$' million)

	HY2016	HY2015
✓ Revenue	70.6	62.2
✓ EBITDA	10.9	10.0
✓ NPAT	7.9	7.0

JUMBO Milestones



Brands & Outlets

 <p>珍宝海鲜 JUMBO SEAFOOD</p>	<p>Singapore</p> <ul style="list-style-type: none"> • East Coast Seafood Centre, East Coast (flagship outlet) • Riverside Point, Clarke Quay • The Riverwalk, Boat Quay • National Service Resort and Country Club, Changi • Dempsey Hill, Dempsey 	<p>PRC (Shanghai)</p> <ul style="list-style-type: none"> • iAPM, Xu Hui District (flagship outlet) • Raffles City, Huangpu District • IFC, Pudong
 <p>HOT POT SINGAPORE STYLE 珍宝火锅</p>	<p>Singapore</p> <ul style="list-style-type: none"> • Vivocity, Harbourfront (flagship outlet) • Tampines 1, Tampines • Parkway Parade, Marine Parade 	
 <p>黄亞肉骨茶 NG AH SIO Bak Kut Teh</p>	<p>Singapore</p> <ul style="list-style-type: none"> • Rangoon Road, Farrer Park (flagship outlet) • Tanjong Katong Road, Tanjong Katong • Chui Huay Lim Club, Newton • Marina Bay Sands, Marina Bay 	
 <p>醉花林品潮軒 CHUI HUAY LIM TEOCHEW CUISINE</p> <p>Singapore</p> <ul style="list-style-type: none"> • Chui Huay Lim Club, Newton 	 <p>J Café SINGAPORE'S LOCAL DELIGHTS</p> <p>Singapore</p> <ul style="list-style-type: none"> • National Service Resort and Country Club, Changi 	 <p>JUMBO CATERING</p> <p>JUMBO eShop</p>
 <p>Singapore Seafood Republic (Partnership)</p>	<p>Singapore</p> <ul style="list-style-type: none"> • Resort World Sentosa, Sentosa <p>Japan</p> <ul style="list-style-type: none"> • Shinagawa, Tokyo • Ginza, Tokyo • Umeda, Osaka 	 <p>YOSHIMARU ramen bar (Partnership)</p> <p>Singapore</p> <ul style="list-style-type: none"> • Holland Village, Bukit Timah

Investment Merits

One of Singapore's leading multi-dining concept F&B establishments

Strong fundamentals and management team

Strong brand equity with "Top of Mind" awareness

Diversified brands and dining concepts to target wide customer spectrum

Central kitchen to maintain taste consistency and maximise revenue generation through increasing seating capacity and diner turnover

Exciting growth prospects via our expansion into Shanghai, PRC and IPO



First outlet established in 1987



First outlet established in 2013

Strong Brand Equity

Top of mind awareness amongst locals and tourists

Established brands. Our JUMBO Seafood brand and Ng Ah Sio brand have more than 23 years and 60 years of operating track record respectively

Ranked amongst top 5% of restaurants in Singapore in terms of review ratings (over 4,000 reviews) by Tripadvisor

Only Restaurant featured amongst the “Top 50 most iconic places in Singapore to visit” list compiled by Tripadvisor in 2015 in lieu of SG50



Awards & Recognition

Singapore Business Awards 2016 – The Enterprise Award

Year:
2016

Awarding Principal:
The Business Times
DHL



Year:
2015

Awarding Principal:
The Business Times and KPMG,
supported by IDA, IE Singapore,
Singapore Business Federation and
SPRING



PEOPLE
EXCELLENCE
AWARD
2015 WINNER

Year:
2015

Awarding Principal:
SPRING

HRM Awards – SME Employer of the Year

Year:
2015

Awarding Principal:
HRM Asia Pte Ltd



Year:
2015

Awarding Principal:
Brand Alliance Group



Singapore Productivity Awards – Excellence in F&B Sector

Year:
2015

Awarding Principal:
Singapore Business Federation



Year:
2012, 2013, 2014 and 2015

Awarding Principal: Organised by 7
industry lead bodies

Modern Weekly – 2014 Best Restaurant Selection SHANGHAI

Year:
2015

Strong Marketing Through Multiple Channels

Maximizing customers reach

JUMBO Rewards Loyalty Programme

- Over 48,000 members
- Encourage repeat patronage and attract new customers
- Quarterly in-house bilingual newsletter “Wok’s up”
- Active CRM programme

Traditional Media

- Major newspapers
- Television
- Radio programmes
- Outdoor advertising
- Promotional brochures and flyers

Social Media and Online Platforms

- Facebook
- Blogs reviews
- Travel and restaurant review websites
- Mobile friendly

Joint Promotion with Business Associates

- Banks
- Credit cards
- Groupon
- Alipay

Established Central Kitchen and IT Systems for Productivity

Increasing seating capacity and turnover to maximise profit generation

Central Kitchen and R&D Kitchen

Maintain high standard of consistency and food quality across all dining brands. Reduced reliance on individual chefs.

Reduce kitchen size by up to 33% and increase seating capacity by up to 15% for outlets

Lower operating and labour costs and improved productivity at outlets allows us to increase operating hours and diner turnover

Allow creation of new dishes and improvement of preparation processes for greater quality consistency

Efficient IT systems

Enterprise Resource Planning (ERP) system enable us to effectively monitor business, optimise operational efficiency, maintain a high level of responsiveness to customers' needs and lower operating costs

POS system, Chope Reservation System and Tic Tok Queue Management System to improve operational efficiency



Strategic Goal

To build sustainable, **quality growth** by leveraging on our **strengths**, and channeling our **limited resources** into **targeted opportunities** to **drive profitability**

Strategies and Growth Plans



Establishing new outlets in the PRC and in Singapore and refurbishing existing outlets

- The PRC presents good growth potential in view of its population size and expanding middle class
- Leverage the strength of our various restaurant brands to further expand our network of outlets
- Intend to open at least 3 additional outlets in the PRC and Singapore, by end 2017.
- Intend to refurbish and renovate our existing outlets
- 150 additional seats in JUMBO Seafood @ Riverside Point
- New Bak Kut Teh outlet at Resort World Sentosa



Expansion of our business through acquisitions, joint ventures or strategic alliances

- May expand in Singapore or overseas, through acquisitions, joint ventures or strategic alliances with partners who can strengthen our market position, add value to our existing business, and enable us to expand into new businesses
- Expansion strategy could bring about greater economies of scale and provide an impetus for future growth



Acquiring new premises for our corporate headquarters, Central Kitchen and R&D Kitchen

- Cater to our future growth and development
- Enhance communication among various departments within the Group
- Increase our operational efficiency

Financial Highlights

Profit or Loss

Half Year Group comparison (HY2016 vs HY2015)

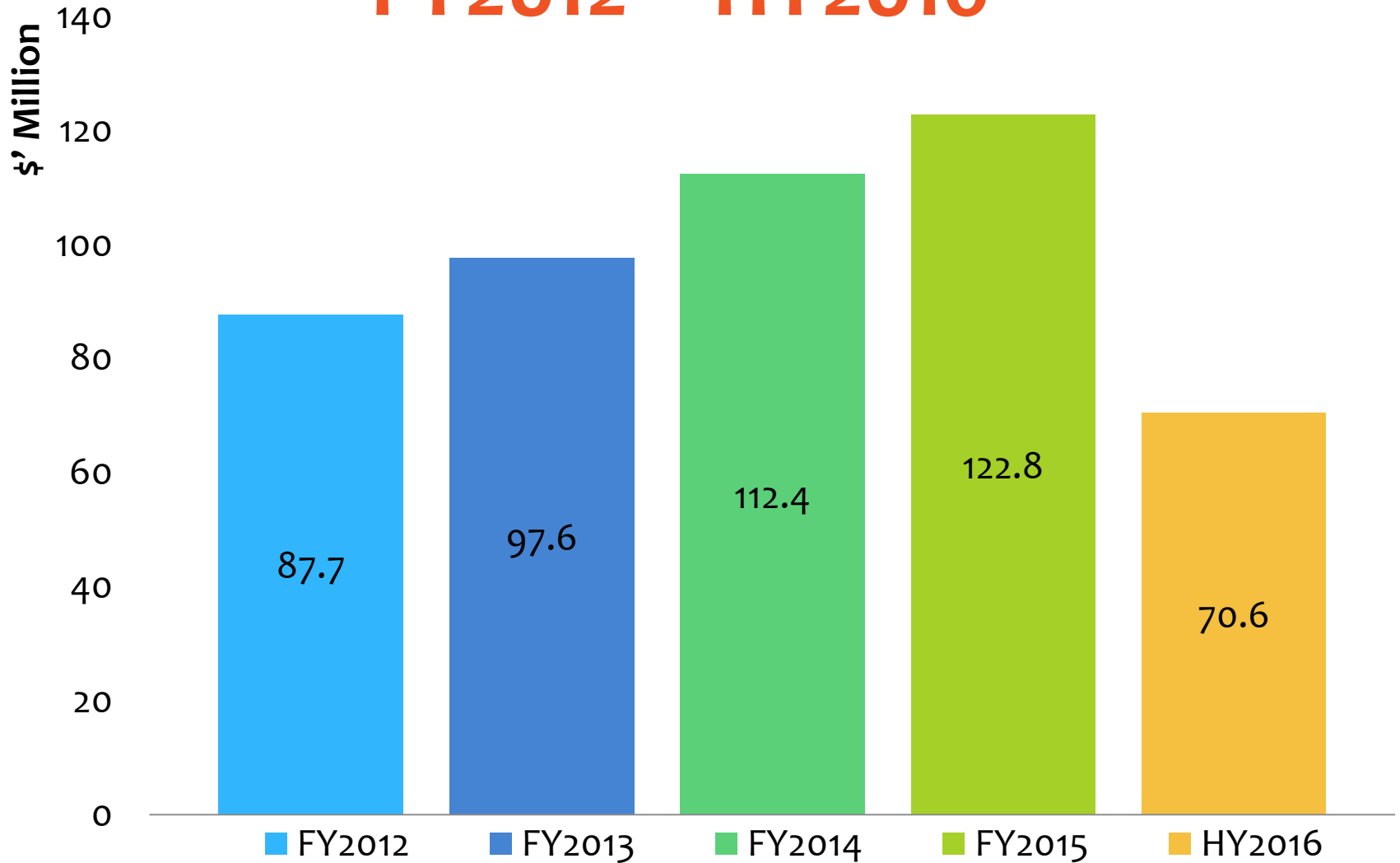
	HY2016	HY2015	Change
	\$'000	\$'000	%
Revenue	70,560	62,174	↑ 13.5
Cost of Sales	(27,170)	(22,731)	↑ 19.5
Gross profit	43,390	39,443	↑ 10.0
Other income	1,814	1,663	↑ 9.1
Employee benefits expense	(19,366)	(17,477)	↑ 10.8
Operating lease expenses	(6,019)	(5,033)	↑ 19.6
Utilities expenses	(1,779)	(1,851)	↓ 3.9
Depreciation expense	(1,667)	(1,794)	↓ 7.1
Other operating expenses	(7,210)	(6,728)	↑ 7.2
Finance costs	(10)	(15)	↓ 33.3
Share of results of associates	23	30	↓ 23.3
Profit before tax	9,176	8,238	↑ 11.4
Income tax expense	(1,244)	(1,235)	↑ 0.7
Profit for the period	7,932	7,003	↑ 13.3
Profit attributable to owners of the company	7,905	5,567	↑ 42.0
EBITDA	10,853	10,047	↑ 8.0
EPS (cents)	1.2	0.9	↑ 33.3

Profit or Loss

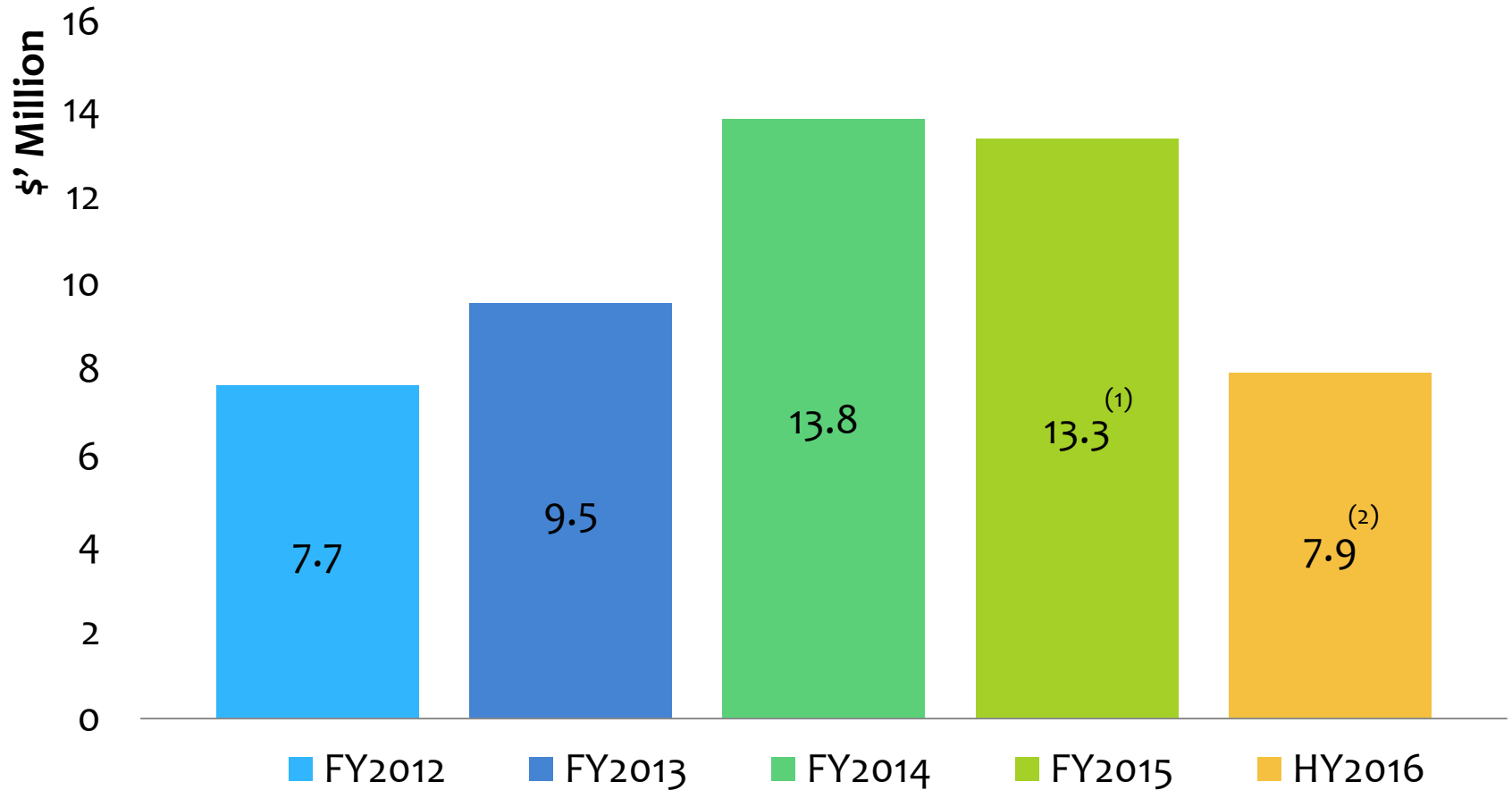
Full Year Group comparison (FY2015 vs FY2014)

	FY 2015	FY 2014	Change
	\$'000	\$'000	%
Revenue	122,795	112,404	↑ 9.2
Cost of Sales	(45,520)	(42,018)	↑ 8.3
Gross profit	77,275	70,386	↑ 9.8
Other income	3,160	2,567	↑ 23.1
Employee benefits expense	(34,751)	(30,443)	↑ 14.2
Operating lease expenses	(10,335)	(8,846)	↑ 16.8
Utilities expenses	(3,631)	(3,507)	↑ 3.5
Depreciation expense	(3,455)	(3,127)	↑ 10.5
Other operating expenses	(13,146)	(11,496)	↑ 14.4
Finance costs	(32)	(31)	↑ 3.2
Share of results of associates	57	88	↓ 35.2
Profit before tax	15,141	15,591	↓ 2.9
Income tax expense	(1,819)	(1,813)	↑ 0.3
Profit for the year	13,322	13,778	↓ 3.3
Profit attributable to owners of the company	10,600	11,521	↓ 8.0
EBITDA	18,628	18,749	↓ 0.6
EPS (cents)	1.7	1.8	↓ 5.6

Revenue FY2012 – HY2016



Net Profit After Tax FY2012 – HY2016



Notes:

(1) Including S\$1.03 million IPO Expenses

(2) Including S\$0.7 million IPO Expenses





Balance Sheet

Summarized Breakdown	As at 31 Mar 2016	As at 30 Sept 2015	Change
	\$'000	\$'000	%
ASSETS			
Current Assets	59,220	68,025	↓ 12.9
Non-Current Assets	17,315	15,491	↑ 11.8
Total Assets	76,535	83,516	↓ 8.4
LIABILITIES			
Current Liabilities	15,746	17,577	↓ 10.4
Non-Current Liabilities	689	742	↓ 7.1
Total Liabilities	16,435	18,319	↓ 10.3
EQUITY			
Share Capital	48,441	2,596	↑ 1,766
Retained Earnings and Reserves	10,073	54,327	↓ 81.5
Fellow Co-operative Venturer's Interests	-	5,440	N.M. ⁽¹⁾
Non-controlling Interests	1,586	2,834	↓ 44.0
Total Equity	60,100	65,197	↓ 7.8
Total Liabilities + Shareholders' Equity	76,535	83,516	↓ 8.4
Net Asset Value (cents)	9.1	8.9	

Note:

(1) Not Meaningful

Cash Flow Statement

Summarized Breakdown	H1 FY2016	H1 FY2015	Change
	\$'000	\$'000	%
Net Cash Provided by Operating Activities	8,069	7,129	 13.2
Net Cash Used in Investing Activities	(3,620)	(1,449)	 149.8
Net Cash Used in Financing Activities	(12,981)	(539)	 2,308.3
Net Incr/(Decr) in Cash and Cash Equivalents	(8,532)	5,141	N.M. ⁽¹⁾
Free Cash Flow	4,366	4,760	 8.3

Proposed Dividends

Proposed dividend of not less than 30% of net profits attributable to Shareholders in each of FY2016 and FY2017



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