

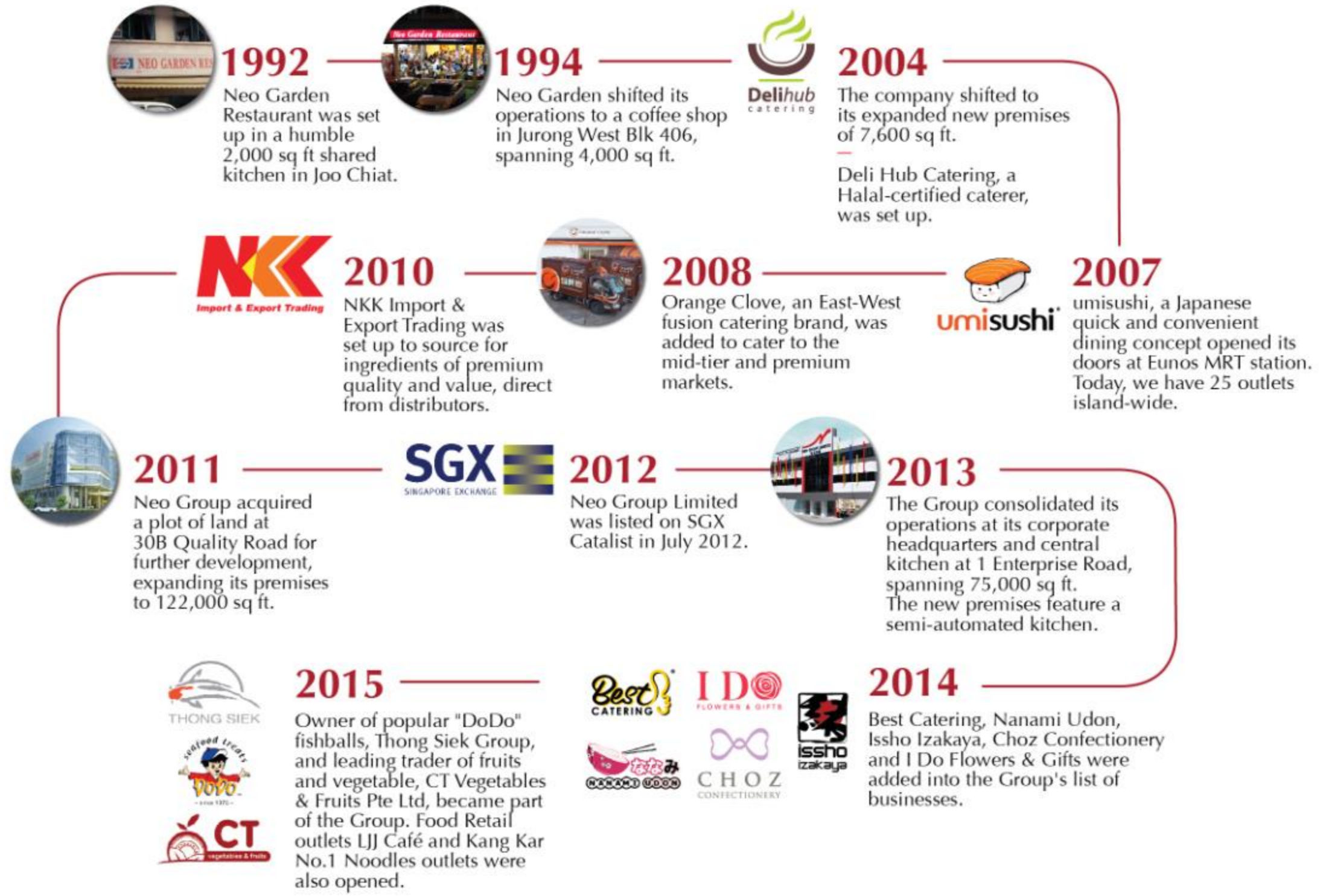


LOCAL TASTE GLOBAL MARKET



ANNUAL GENERAL MEETING
FY2016

MILESTONES



* As defined in Euromonitor International report, 'Events Catering Services in Singapore', dated April 2016 whereby events catering refers to food catering services provided for social or corporate events only and is based upon customer value sales.

OVERVIEW

**NEO GROUP REMAINS SINGAPORE'S #1 EVENTS CATERER*;
MARKET SHARE INCREASES TO 14.7% (2014: 10%)
IN S\$409M CATERING INDUSTRY**



* As defined in Euromonitor International report, 'Events Catering Services in Singapore', dated April 2016 whereby events catering refers to food catering services provided for social or corporate events only and is based upon customer value sales.

As at 23 May 2016



ENHANCED VALUE CHAIN

UPSTREAM ACQUISITIONS

1st M&A



THONG SIEK HOLDINGS (“TS Group”)

- Neo Group holds a 55%-stake
- Largest fishball manufacturer in Singapore
- Strong brand recognition of “DoDo Fishballs”

Synergies for both Neo Group and TS Group

- Leverage on TS Group’s expertise in food manufacturing to fully automate Neo Group’s central kitchen
- Access to large global distribution network across 26 countries
- TS Group can leverage on Neo Group’s Food Retail to create new B-to-C income streams

NEW FACILITY

- Plans to move to new and larger facility at 22 Senoko Way that has cold room capabilities for increased capacity, greater cost savings and operational synergies



UPSTREAM ACQUISITIONS

2nd M&A



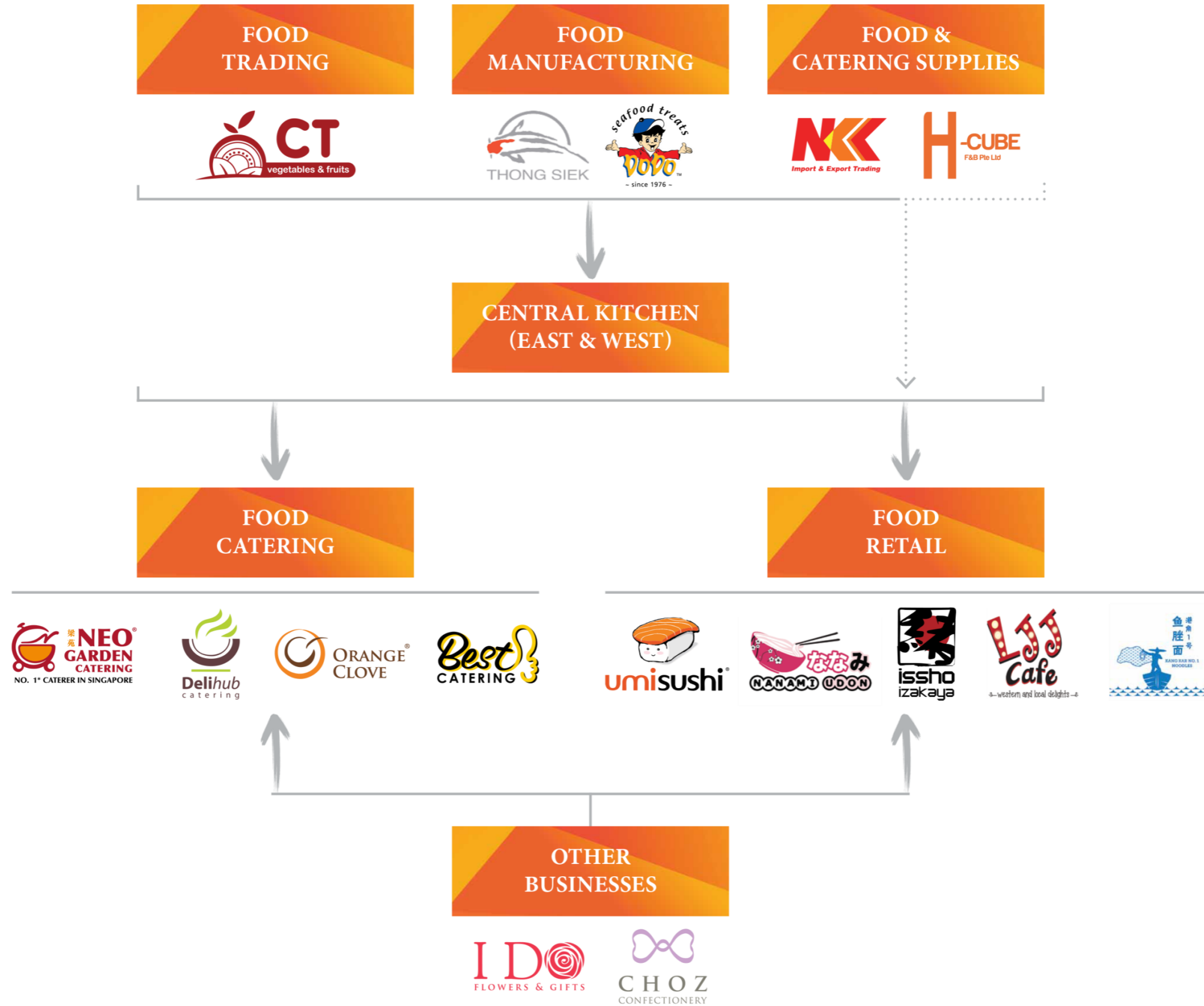
CT VEGETABLES & FRUITS PTE LTD ("CTVeg Group")

- Acquired 90%-stake
- Caters to cruises and ships
- Meets 100% of Neo Group's fruits and vegetables needs:
 - Cost savings of at least 20%
 - Direct sourcing from more than 12 countries
 - Working with new suppliers















RECENT DEVELOPMENTS

- Currently exploring opportunities to enter cruise industry and new geographical markets while deepening penetration in existing markets
- Exploring opportunities to build capabilities in food processing

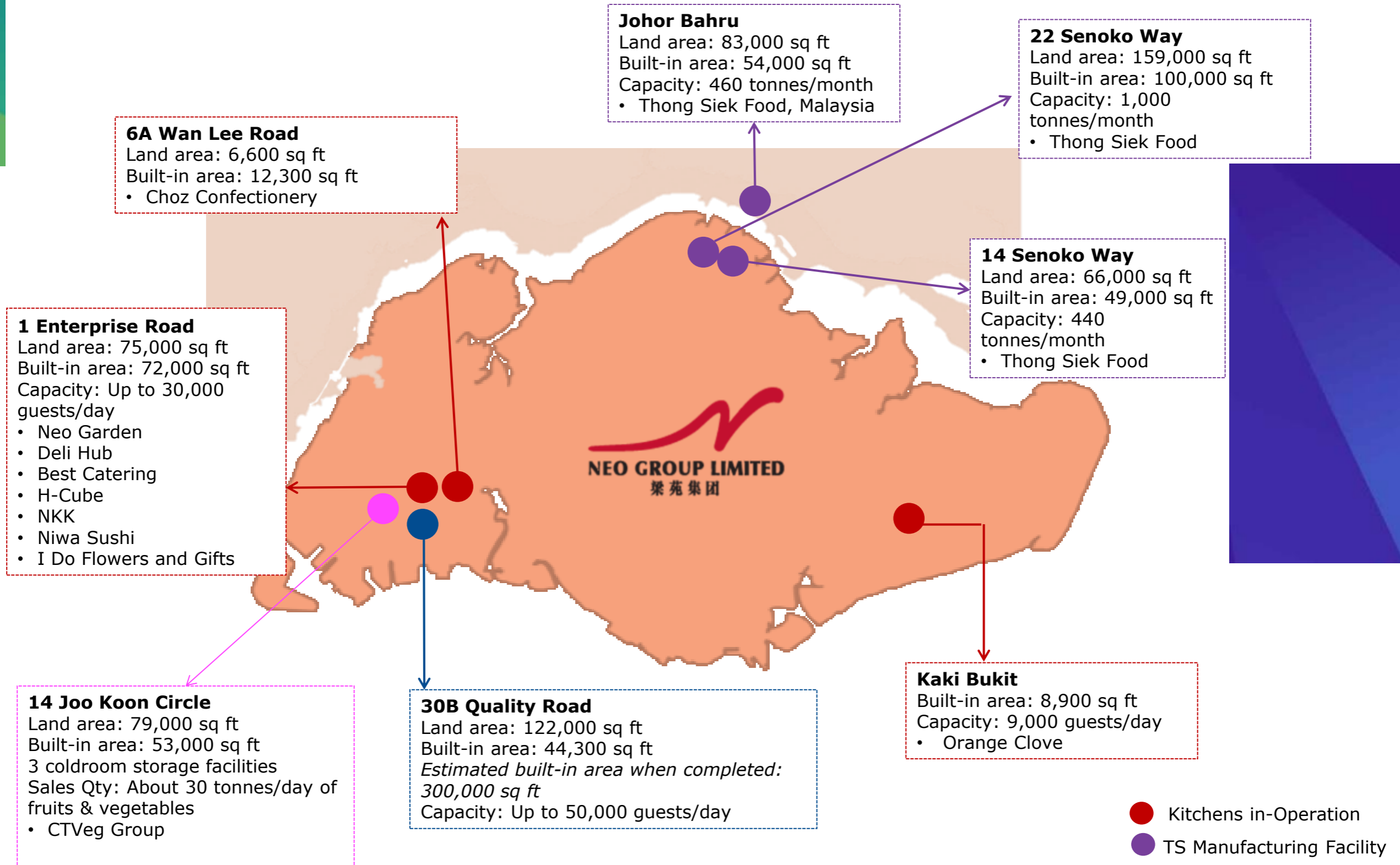
VERTICALLY-INTEGRATED VALUE CHAIN



OVERVIEW: VARIOUS BRANDS TO CAPTURE DIFFERENT MARKET SEGMENTS

FOOD CATERING	FOOD RETAIL	FOOD MANUFACTURING	FOOD AND CATERING SUPPLIES
 <p>NEO GARDEN CATERING We deliver the restaurant to you NO. 1* CATERER IN SINGAPORE</p>  <p>ORANGE CLOVE</p>	 <p>umisushi</p>  <p>issho izakaya</p>  <p>NANAMI UDON</p>	 <p>THONG SIEK seafood treats YOYO - since 1976 -</p>	 <p>NKK Import & Export Trading</p>  <p>H-CUBE F&B Pte Ltd</p>
	 <p>LJJ Cafe - western and local delights -</p>	<p>FOOD TRADING</p>	<p>OTHERS</p>
 <p>Best CATERING</p>	 <p>港角1号 鱼胜面 KANG KAR NO. 1 NOODLES</p>	 <p>CT vegetables & fruits</p>	 <p>CHOZ CONFECTIONERY</p>  <p>I DO FLOWERS & GIFTS</p>

KITCHENS & FACILITIES

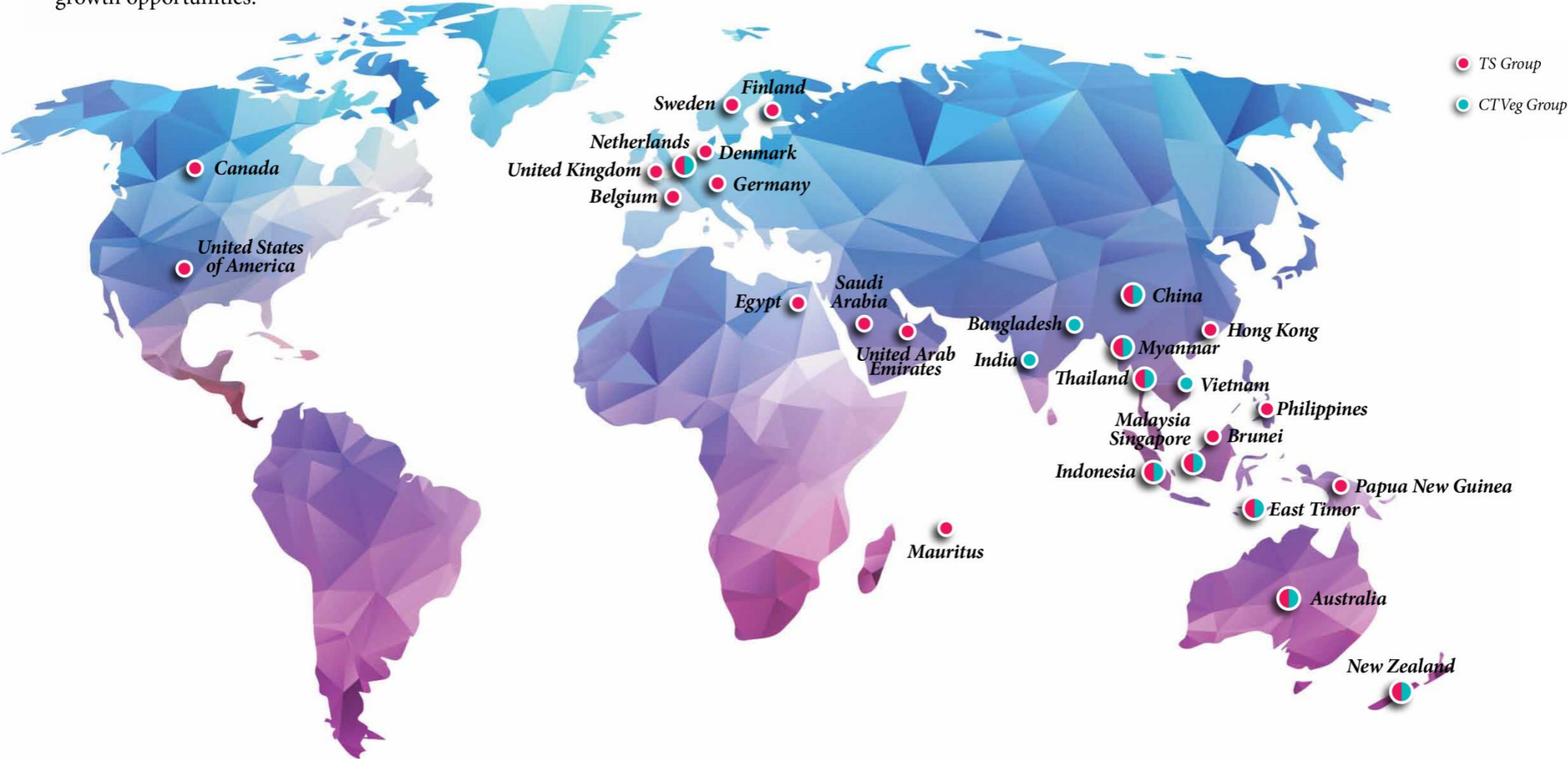


**OUR KITCHENS ACHIEVED ISO22000
IN MARCH 2016**

NEO GROUP'S GLOBAL FOOTPRINT

29 countries

Neo Group leverages on its global reach to enter new markets and capitalise on new growth opportunities.



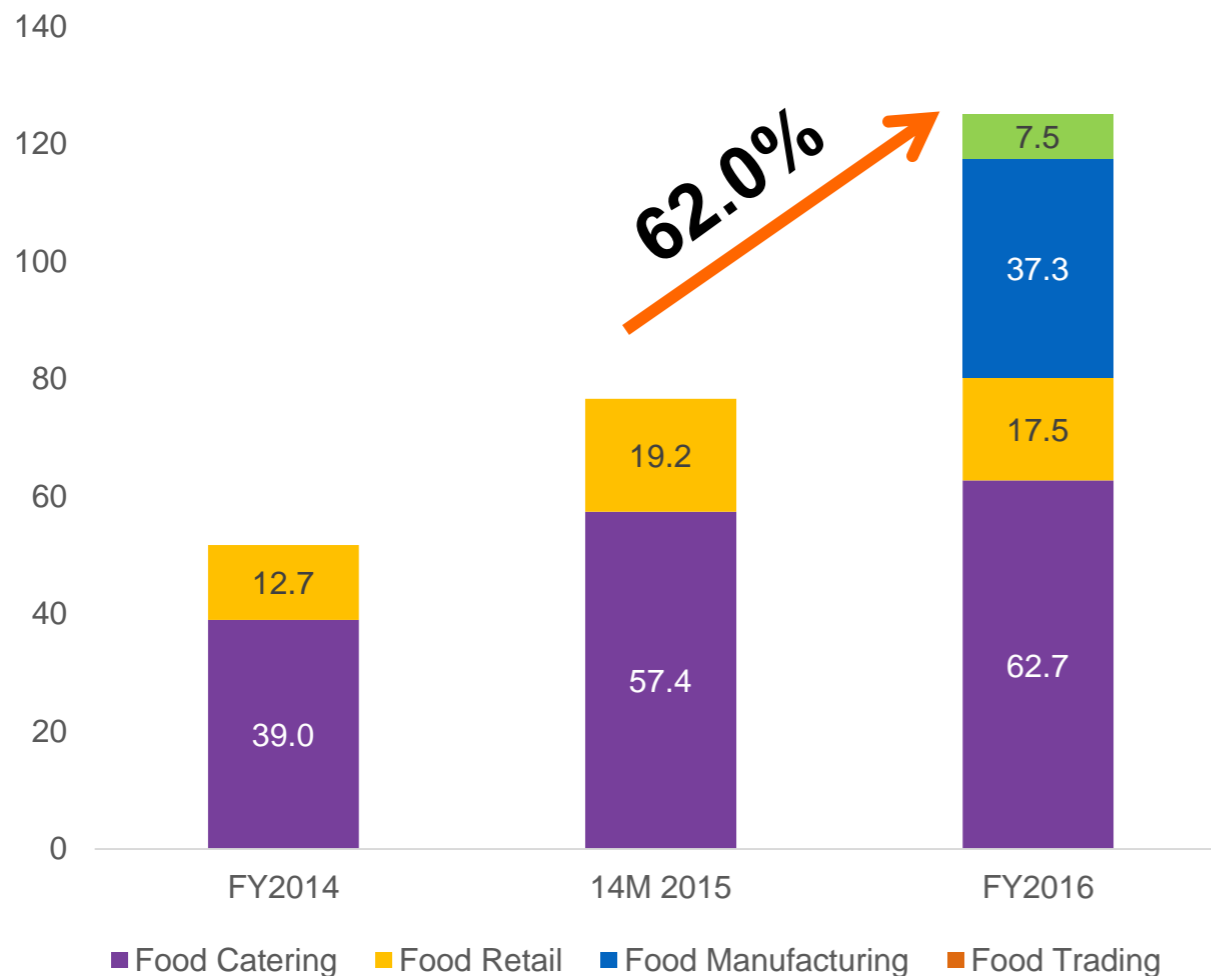


FY2016
FINANCIAL
HIGHLIGHTS

RECORD REVENUE

REVENUE SURGES 62.0% TO S\$125.4M IN FY2016

Revenue (\$'m)



Strong topline growth lifted by:

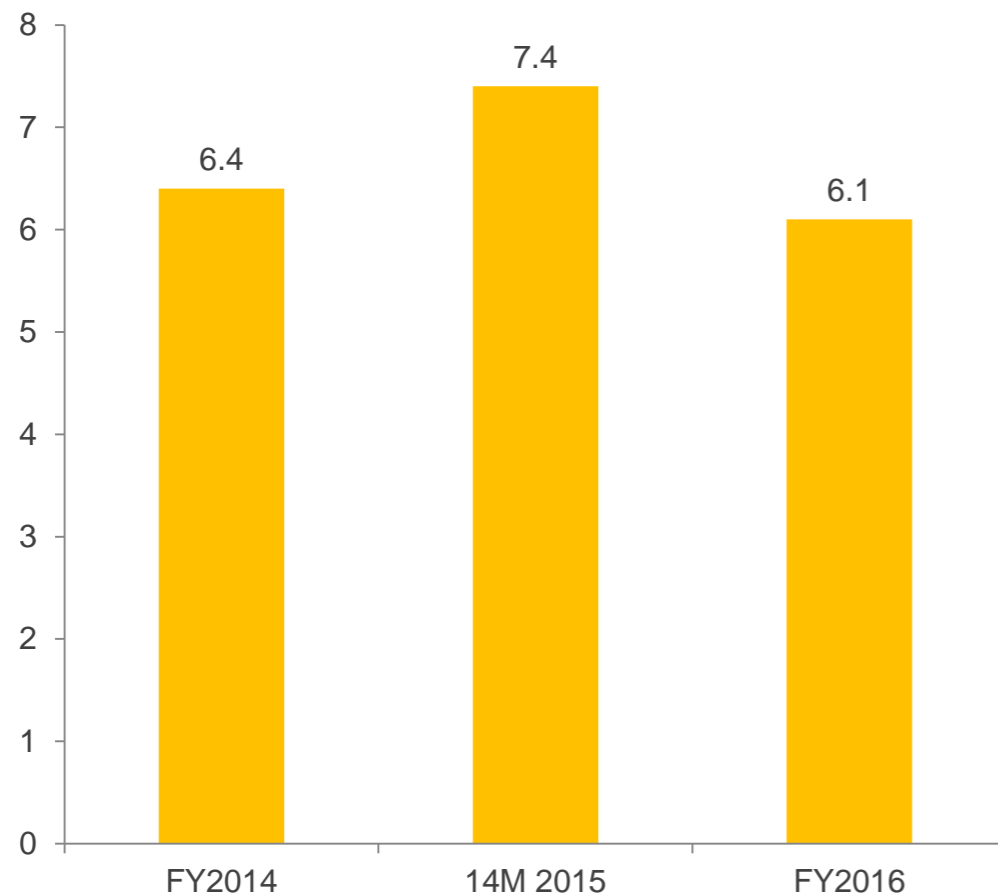
- 9.4% (*12-month annualised basis: 27.1%) growth in core Food Catering segment revenue to S\$62.7 million
- Maiden contributions from new acquisitions:
 - 10-month revenue of S\$37.3 million from Food Manufacturing segment (TS Group)
 - 5-month revenue of S\$7.5 million from Food Trading segment (CTVeg Group)

**12-month annualised basis, from April 2014 to March 2015*

FY2016 NET PROFIT

NET PROFIT IMPACTED BY BUSINESS EXPANSION ACTIVITIES;
INVESTING IN SUSTAINABLE LONG-TERM GROWTH

Profit attributable to owners of the parent (\$'m)



- Profit attributable to owners of the parent decreased by 18.1% to S\$6.1 million from S\$7.4 million in 14M 2015, mainly due to business expansion costs:
 - Maiden consolidation of TS Group and CTVeg Group financials resulting in a substantial rise in expenses
 - Recent business expansion M&A activities in FY2016 also led to increase in staff, professional and legal fees, training, IT and other expenses
- The Group will work towards integrating new subsidiaries to reap synergies and enhance economies of scale while focusing on turning around TS Group's performance

FINANCIAL HIGHLIGHTS

S\$'m	FY2016 (Audited)	14M 2015 (Audited)
Earnings Per Share (SGD cents)	4.18	5.14
Net cash from operating activities	2.9	10.5
Cash and cash equivalents at end of period	12.2	7.6
S\$'m	As at 31 March 2016 (Audited)	As at 31 March 2015 (Audited)
Equity attributable to owners of the parent	30.6	24.2
Net Asset Value Per Share (SGD cents)	20.97	16.79
Net Gearing (times) ⁽¹⁾	1.77	0.56

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

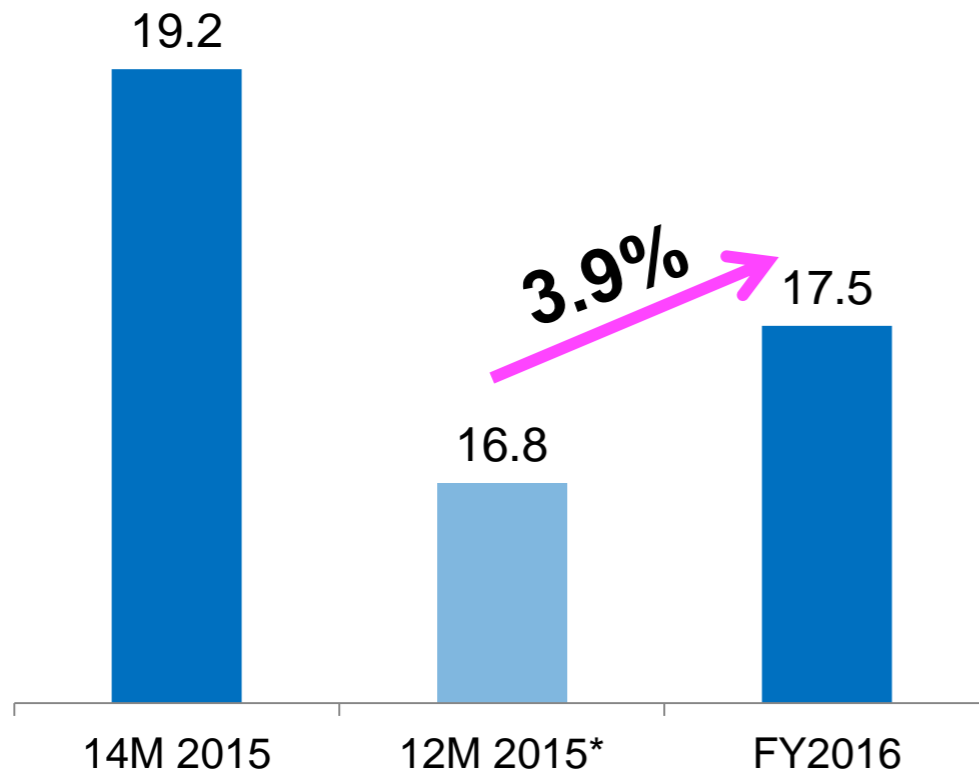


BUSINESS HIGHLIGHTS
FOOD RETAIL

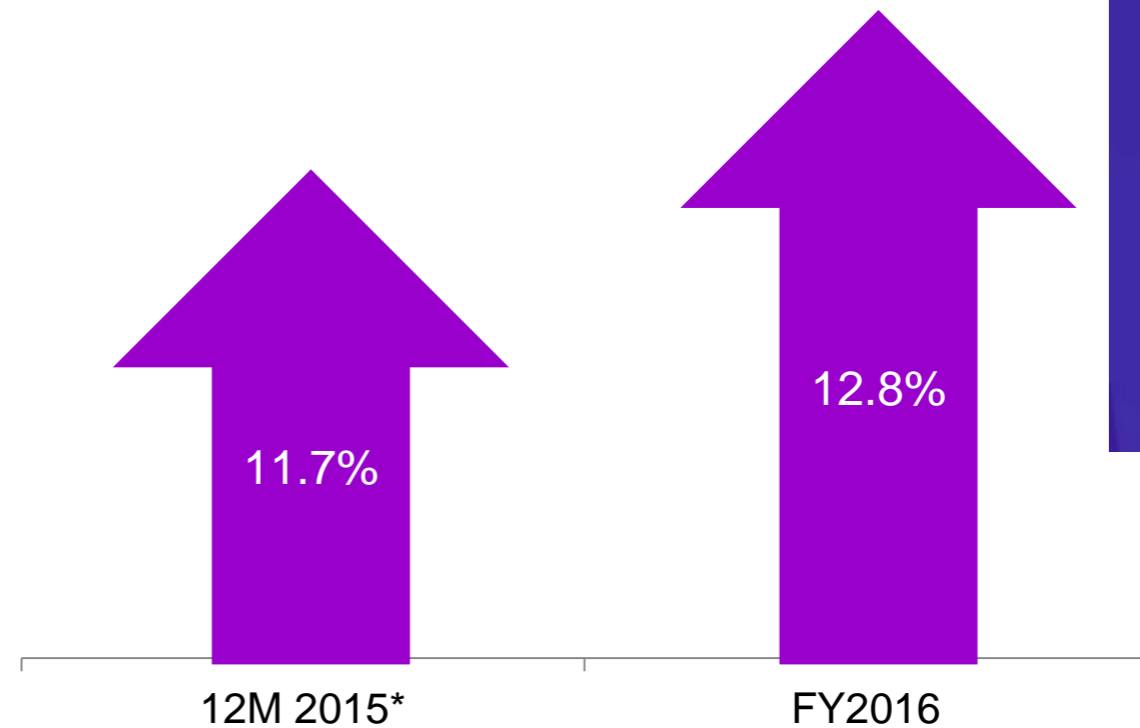
FOOD RETAIL – HIGHLIGHTS FOR FY2016

PERFORMANCE REVIEW

Food Retail Revenue (S\$m)



Food Retail Delivery Growth
(As % of Food Retail Revenue)



**12-month annualised basis, from April 2014 to March 2015*

EXTENSIVE RETAIL NETWORK*

umisushi – Largest kiosk sushi retail in Singapore

Retail Concept

Island Wide Locations



Total no. of outlets:

30

*As at 23 May 2016

FOOD RETAIL – HIGHLIGHTS FOR FY2016

NEW DEVELOPMENTS



Topline Growth Strategies

- Implement new initiatives i.e. new menus (kids bento set, salad offerings)
- Review pricing strategies, product mix and concepts
- Continue to drive delivery sales

Increased Efficiency

- Top Up System
- Inventory Ordering System
- Delivery Tracking System

Pursue corporate clients

- New tie-ups with NTUC Passion Card membership, banks, suppliers and corporate clients for loyalty programme

FOOD RETAIL – NEWLY LAUNCHED CONCEPTS

LJJ CAFÉ



Retail Area: 2,292 sq ft
Seat Capacity: Up to 120

KEY BUSINESS DRIVERS:

- Enjoy Western and local menu such as All Day Breakfast sets accompanied by a good local cuppa coffee

NEW DEVELOPMENTS:

- Newly opened on November 26, 2015
- Located at Ng Teng Fong General Hospital catering to office crowd, hospital staff and visitors



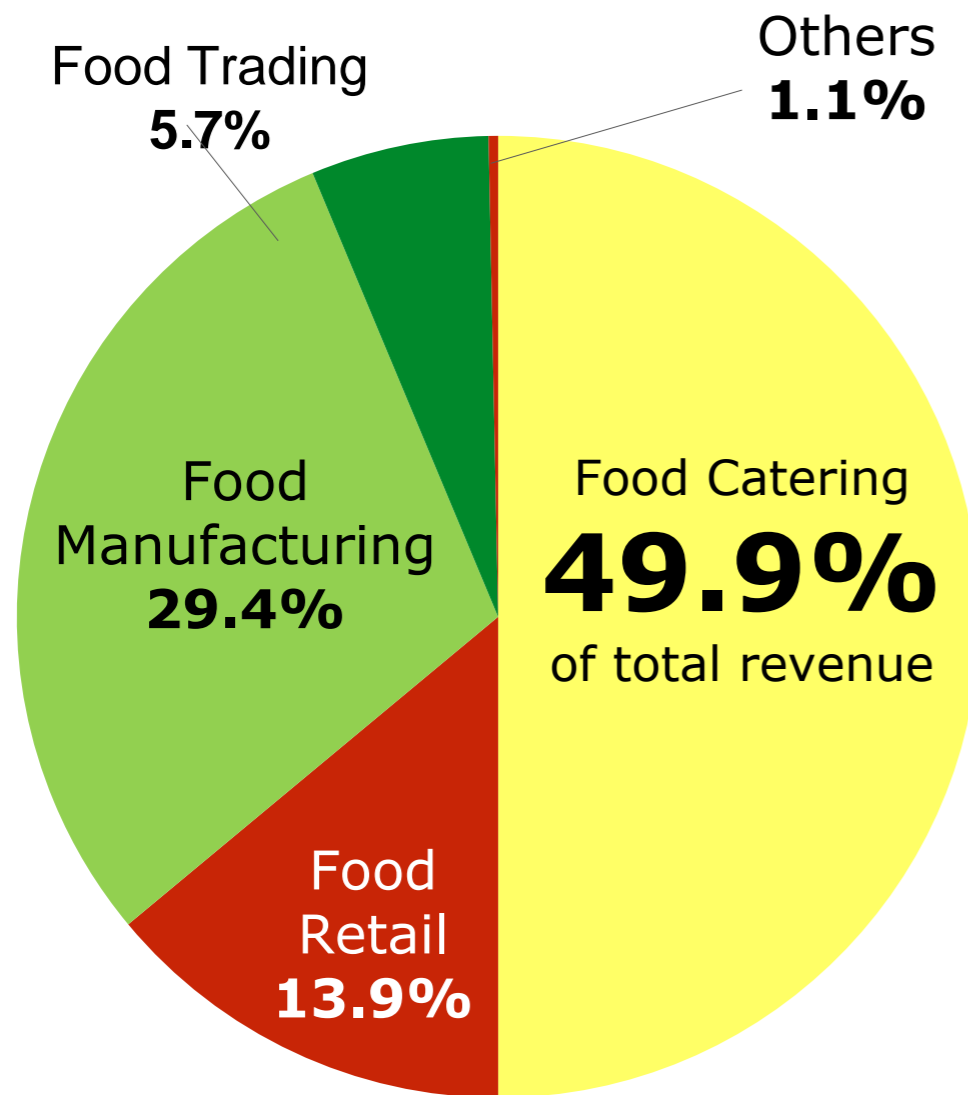


BUSINESS HIGHLIGHTS
FOOD CATERING &
OTHER BUSINESSES

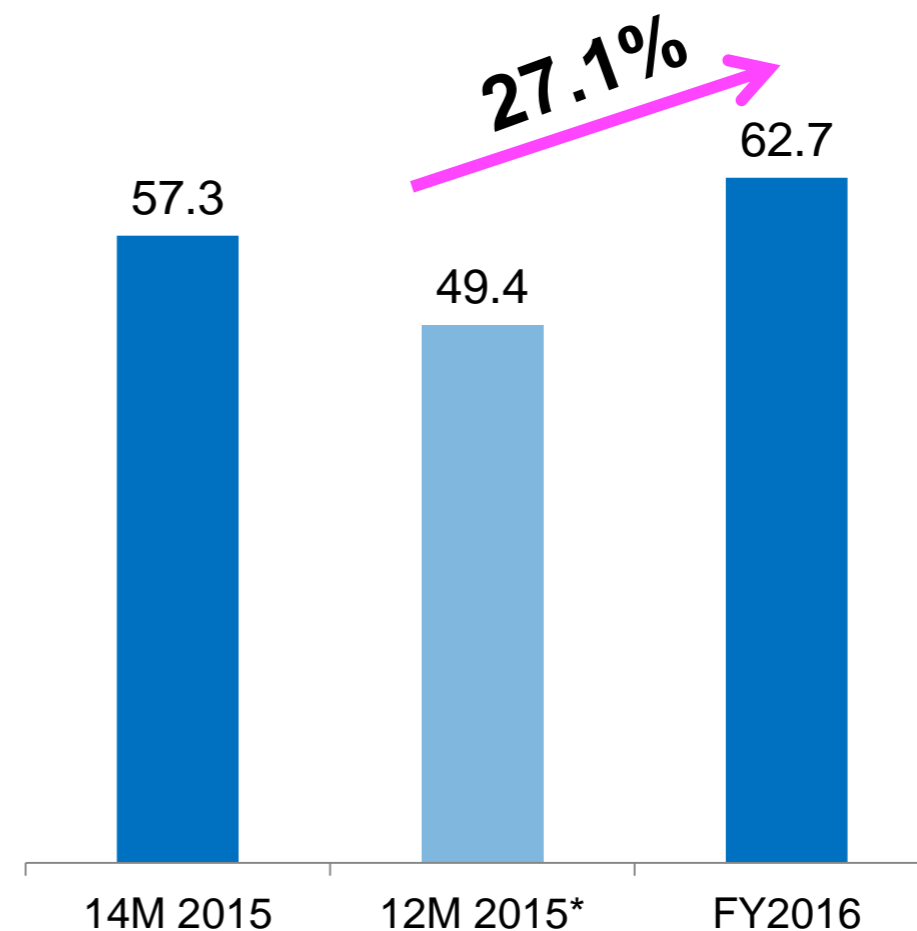
FOOD CATERING – HIGHLIGHTS FOR FY2016

PERFORMANCE REVIEW

Largest Revenue Contributor
(FY2016)



Food Catering Revenue
(S\$m)



**12-month annualised basis, from April 2014 to March 2015*

FOOD CATERING – HIGHLIGHTS FOR FY2016

NEW DEVELOPMENTS



Refreshed Product Offerings

Keeping consumers engaged

- New healthier menus and product offerings
- Hawker Live Stations serving local delights
- Continue to build and strengthen brand awareness

Pursue Corporate Clients

Sustainable income stream

- Appointed official caterer for SGX Bull Charge Run 2015 and Standard Chartered Marathon 2015
- Partnering various corporate clients
- Institutional catering and corporate café management

Improved Operations

Driving efficiencies and productivity

- New machineries in line with Neo Group's move towards full-automation
- Continue to emphasize on kitchen and sales technologies
- Improve on logistics' systems and upgrade of equipment



OUTLOOK AND PLANS AHEAD

FUTURE PLANS

ONGOING EFFORTS TO STREAMLINE BUSINESS OPERATIONS

Current

Up to 30,000
guests/day

Future

Up to 50,000*
guests/day

6A Wan Lee Road

- Land area: 6,600 sq ft
- Built-in area: 12,300 sq ft

Kaki Bukit

- Built-in Area: 8,900 sq ft

1 Enterprise Road

- Land area: 75,000 sq ft
- Built-in area: 72,000 sq ft
- Operational synergies
- Utilisation rate currently between 60% to 70%
- Corporate headquarters and consolidated base for most of our central kitchens, offices, warehouses, logistics, operations and others
- Dedicated hygiene officer for each unit

30B Quality Road

- Land area: 122,000 sq ft
- Built-in area: 44,300 sq ft
- Estimated built-in area when completed : 300,000 sq ft
- Fully automated kitchen
- Catering kitchen
- Food manufacturing
- Other businesses such as Bakery

* Subject to business operations



WHY INVEST IN
NEO GROUP?

WHY INVEST IN NEO GROUP?

1 Strong Brand Recognition

- Singapore's No. 1 event caterer since 2011
- Largest catering group capturing 14.7% market share of \$409M catering industry*
- Commitment to food quality, consistency and safety

2 Strong Revenue Growth

- Pursuit of both organic and inorganic growth (through strategic revenue-accretive M&A opportunities)

3 Integrated Value Chain

- Central Kitchen + Manufacturing Facilities + Food Trading and Food & Catering Supplies to support our Group
- Reap synergies and economies of scale

4 Clear Growth Strategies

- Vertical integration through M&A with food-related businesses
- Leverage on TS Group's international presence to expand into overseas markets
- Leverage on TS Group's expertise in food manufacturing to automate our kitchens
- Explore opportunities to create new recurring income streams

5 Multiple Product Lines to Capture Various Market Segments

- Food Catering brands to capture mass to high-end market segment
- Food Retail brands to offer unique concepts
- TS Group to have multiple product line to meet the needs of varying market segments



THANK YOU

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