



REFINING  
OUR APPROACH

Annual Report 2020  
Japan Foods Holding Ltd.

SGInvestors  
**JAPAN FOODS  
HOLDING LTD.**  
SGInvestors

**FY 2020  
Annual General  
Meeting**  
September 2020

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**FY 2020  
At a Glance**

# Growing network of restaurants

(as at 31 Mar 2020)



**59** Self-operated restaurants  
in Singapore

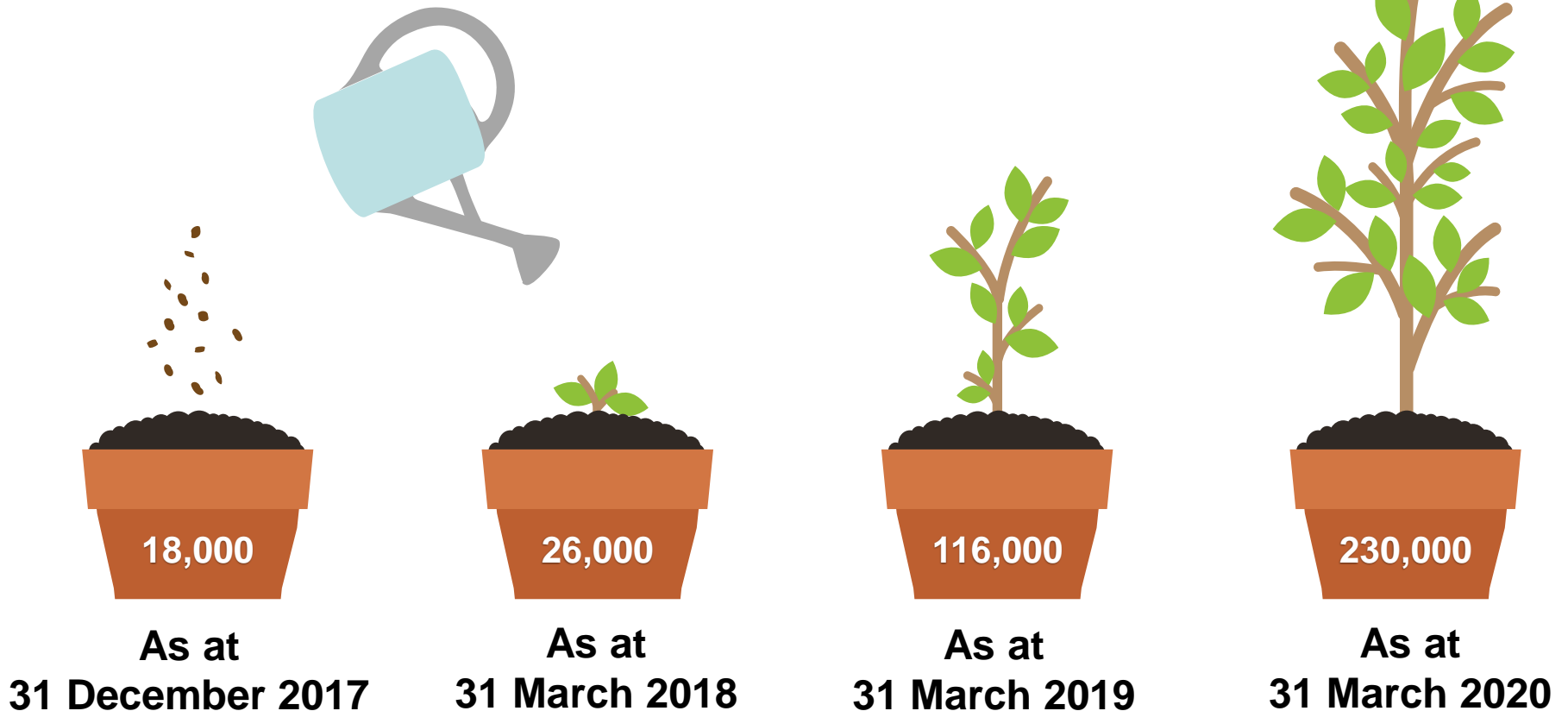
**16** Restaurants through  
associated companies  
(Hong Kong: 6; China: 9,  
Indonesia: 1)

**1** Restaurant operated by  
sub-franchisee in Malaysia

# JFH Rewards Programme

## Steady membership growth since launch

- A near double-digit growth in members from FY2019



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# Impact of Covid-19 pandemic

## Singapore operations (weakened fourth quarter Jan - Mar 2020)

### FY2020 versus FY2019

FY2020:	<b>Revenue</b> <b>S\$68.4 million</b>	<b>Gross Profit</b> <b>S\$57.8 million</b>
FY2019:	S\$68.1 million	S\$57.5 million
FY2020:	<b>Net Profit</b> <b>S\$1.0 million</b>	<b>EBITDA</b> <b>S\$22.3 million</b>
FY2019:	S\$3.3 million	S\$8.5 million

- *Rising fears of a global outbreak of Covid-19 caused people to stay home during the period Jan 2020 to Mar 2020 which led to a significant fall in earnings for the group in the fourth quarter of FY2020*
- *Impairment loss arising from certain non-performing stores*
- *Weak fourth quarter weighed heavily on bottomline performance for FY2020*

**Note:**

**All financial figures have been rounded**

\* The Group adopted the new and revised Singapore Financial Reporting Standards (International) ("SFRS(I)") and Interpretations of SFRS(I) ("INT SFRS(I)") that are effective for annual periods beginning on or after 1 January 2019. SFRS (I) 16 introduced a single lessee accounting model, which requires a lessee to recognise all leases on its statements of financial position to reflect its rights to use the leased assets and a corresponding lease liability except for certain short-term leases (less than 12 months) and leases of low-value assets.

# Total Dividend in FY2020

Name of dividend	Interim	Final
Dividend type	Cash	
Dividend amount per share (Singapore cents)	1.0 cents per ordinary share	0.25 cents per ordinary share
Tax rate	Tax exempt (one-tier)	Tax exempt (one-tier)
Date payable	6 December 2019	1 October 2020 <sup>(1)</sup>



- Total dividend in FY2020: **1.25 Singapore cents a share**
- Dividend payout ratio: **Approximately 214% of earnings** for FY2020.

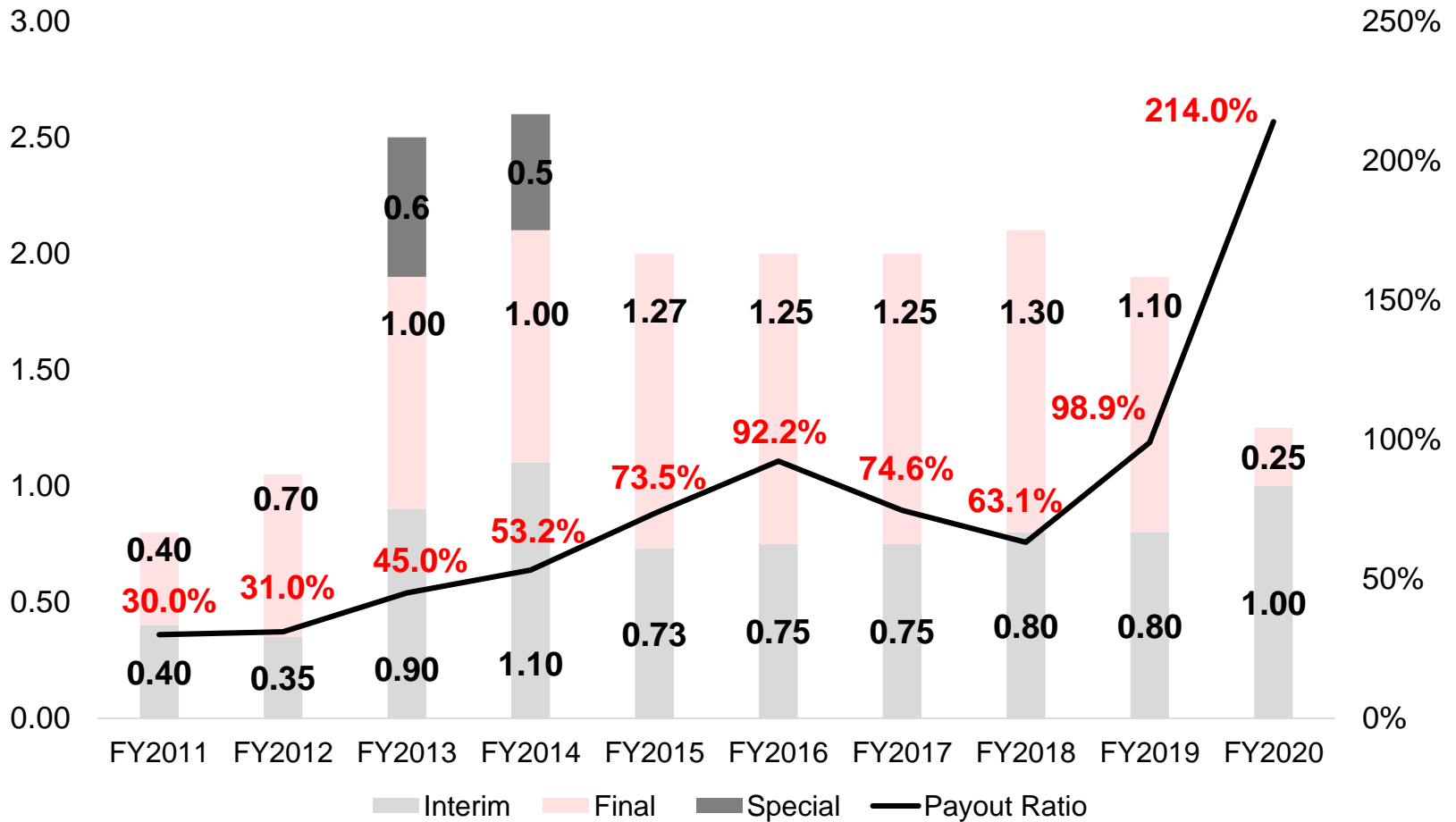
**Note:**

<sup>(1)</sup>The final dividend, if approved by the shareholders of the Company at the forthcoming annual general meeting of the Company, will be paid on 1 October 2020.

# Dividend History

Dividend Per Share  
(Singapore cents)

Dividend Payout  
Ratio (%)







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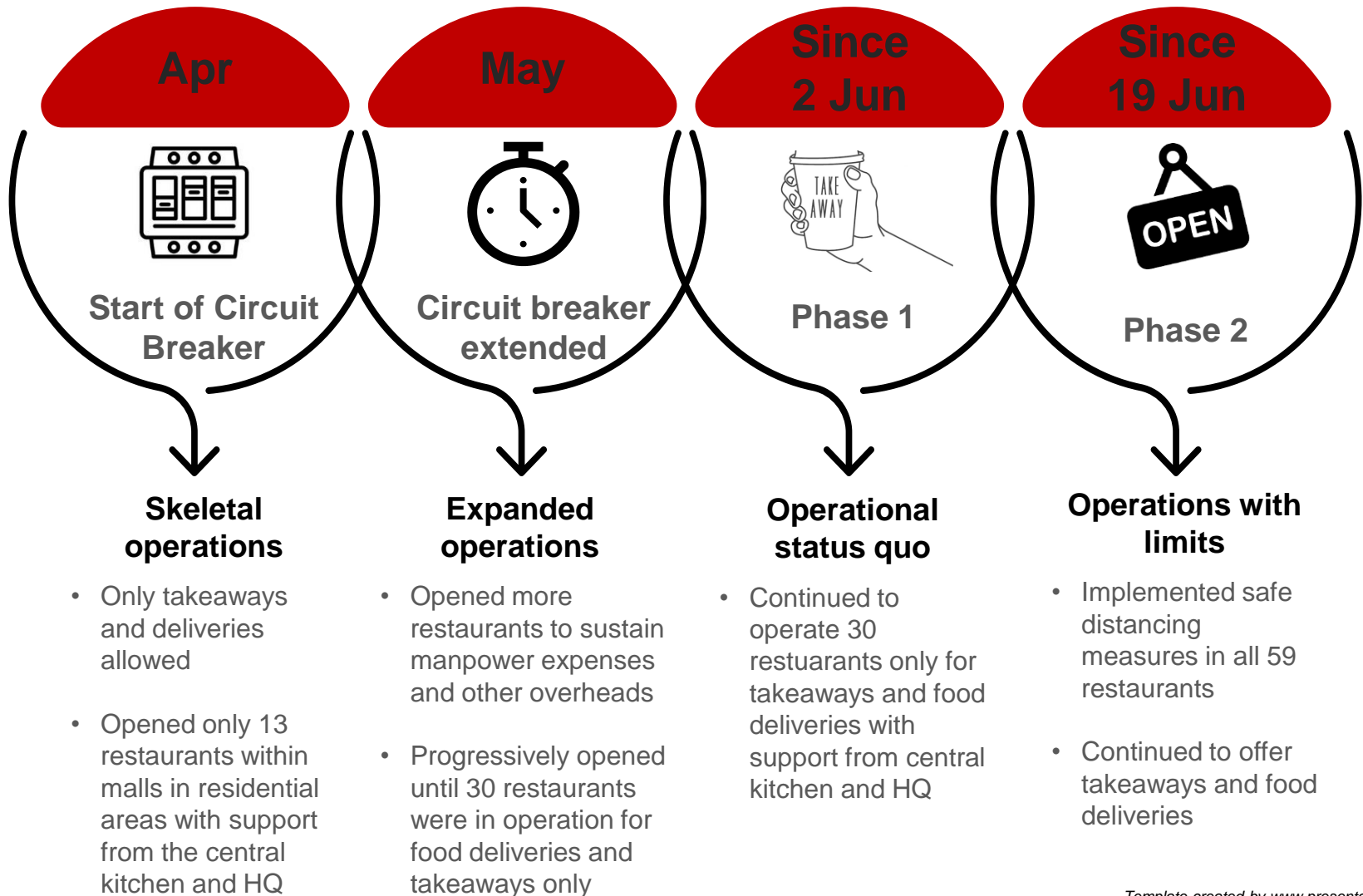
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**Embracing a  
new normal**

**Overcoming the  
unprecedented**

# Impact of Covid-19 pandemic

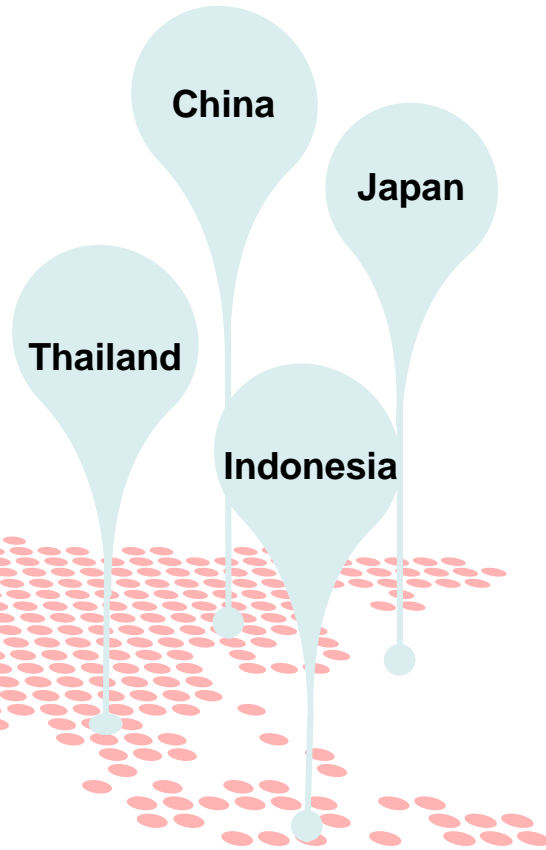
## Singapore operations (Apr 2020 – Jun 2020)



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# Impact of Covid-19 pandemic

## Update on overseas plans and operations



### Disrupted planned store openings in Japan

- Plans to open restaurants in two locations in Japan by August 2020 delayed <sup>a</sup>

### Lower number of stores in Hong Kong and China <sup>b</sup>

- As at 31 March 2019: 20
- As at 31 March 2020: 16

### No change to the number of stores in Malaysia <sup>c</sup>

- As at 31 March 2019: 1
- As at 31 March 2020: 1

a. To be operated by Dining Collective, which is the Group's joint venture company with Minor Food (Singapore) Pte. Ltd. to conduct the business of franchising and operating existing restaurant brands of both parties in Japan, Thailand and China

b. Operated by associated companies

c. Operated by sub-franchisees

# Strategies

To embrace the new normal



Introduce delivery services to more restaurants



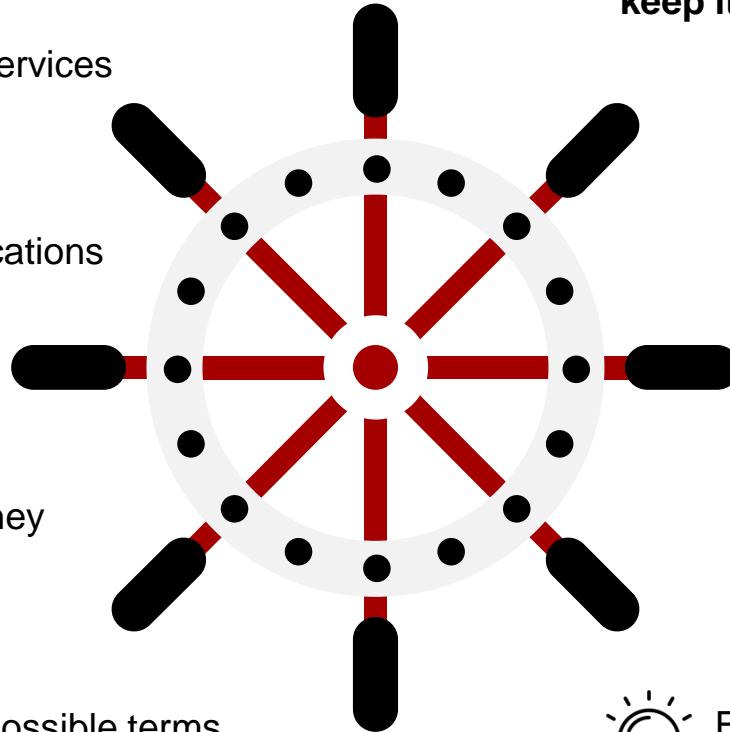
Expand delivery locations



Enhance online presence as people actively seek dining options online while they continue to remain at home



Negotiate best possible terms upon renewal and/or entering into new leases



The Group will continue to intensify its efforts to control costs and intends to keep its operations in Singapore lean:



Control raw material costs



Improve operational efficiency via streamlining of work processes and technology



Practice good and prudent management of our Singapore and overseas portfolio in the near term



Explore and introduce innovate new food concepts and brands



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**Thank You**