



JAPAN FOODS HOLDING LTD.

Corporate Presentation FY2022

12 months ended
31 March 2022



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JAPAN FOODS HOLDING LTD.

Overview of FY2022



Performance at a Glance

2H2022 / 2H2021

| | | |
|-----------------|-----------------------------------|--|
| 2H 2022: | Revenue S\$33.4 million | Gross Profit S\$28.4 million |
| | ----- | ----- |
| 2H 2021: | S\$32.5 million | S\$27.6 million |

| | | |
|-----------------|-------------------------------------|----------------------------------|
| 2H 2022: | Net Profit S\$4.9 million | EBITDA S\$15.9 million |
| | ----- | ----- |
| 2H 2021: | S\$3.3 million | S\$14.8 million |

FY2022/FY2021

| | | |
|----------------|-----------------------------------|--|
| FY2022: | Revenue S\$54.6 million | Gross Profit S\$46.2 million |
| | ----- | ----- |
| FY2021: | S\$51.0 million | S\$43.2 million |

| | | |
|----------------|-------------------------------------|----------------------------------|
| FY2022: | Net Profit S\$3.2 million | EBITDA S\$24.5 million |
| | ----- | ----- |
| FY2021: | S\$3.6 million | S\$27.3 million |

Note:
All financial figures have been rounded

Network (as at 31 March 2022)



56

Self-operated restaurants
in Singapore

24

Restaurants through associated
companies in China, Hong
Kong and Indonesia

1

Restaurant operated by
sub-franchisee in Malaysia

2

Restaurants operated by
joint venture company in
Singapore

Singapore Network

| Non-Halal Restaurant Brands | As at 31 March 2022 | As at 31 March 2021 |
|-----------------------------|---------------------|---------------------|
| Ajisen Ramen | 13 | 14 |
| Afuri | 2 | 2 |
| Curry is Drink | 1 | 1 |
| Fruit Paradise | 2 | 1 |
| Ichiro Ramen | 1 | 1 |
| Kagurazaka Saryo | 1 | 1 |
| Kazokutei | 1 | 1 |
| Konjiki Hototogisu | 8 | 8 |
| Menya Musashi | 4 | 6 |
| Menzo Butao | 1 | 1 |
| New ManLee Bak Kut Teh | 1 | 1 |
| Osaka Ohsho | 4 | 4 |
| Shitamachi Tendon | 5 | 3 |
| Akimitsu | | |
| Shoryu Ramen | 1 | 2 |
| Yonehachi | 2 | 2 |
| Halal Restaurant Brands | | |
| Edo Shokudo | 1 | - |
| Tokyo Shokudo | 7 | 2 |
| Yakiniku Shokudo | 1 | - |
| TOTAL RESTAURANTS | 56 | 50 |



Fast Growing Halal Segment

TOKYO SHOKUDO
東京食堂


焼肉食堂
YAKINIKU SHOKUDO

EDO SHOKUDO
江戸食堂 

- ✓ **Strong acceptance from target audience**
 - Positive response from the Muslim community since the first restaurant opened in November 2020
- ✓ **Promising sales performance**
 - Generated sales of S\$11.2 million in FY2022
 - Contributed 20.5% of total revenue in FY2022
- ✓ **Created “Shokudo” as umbrella brand for Halal segment**
- ✓ **From 1 restaurant in FY2021 to 9 restaurants in FY2022**
 - 7 “Tokyo Shokudo” restaurants
 - 1 “Yakiniku Shokudo” restaurant
 - 1 “Edo Shokudo” restaurant

Brand Update

Reinvigorating restaurant portfolio

タキョキッチン
Takyo Kitchen
Japanese-Western

New

Brand highlights:

- ✓ Self-developed
- ✓ Featuring Japanese-inspired Western food
- ✓ No pork, no lard
- ✓ Also offers desserts from the Group's "Fruit Paradise" and "Kagurazaka Saryo" brands
- ✓ First restaurant opened at North Point in April 2022



Overseas Operations: Business Update

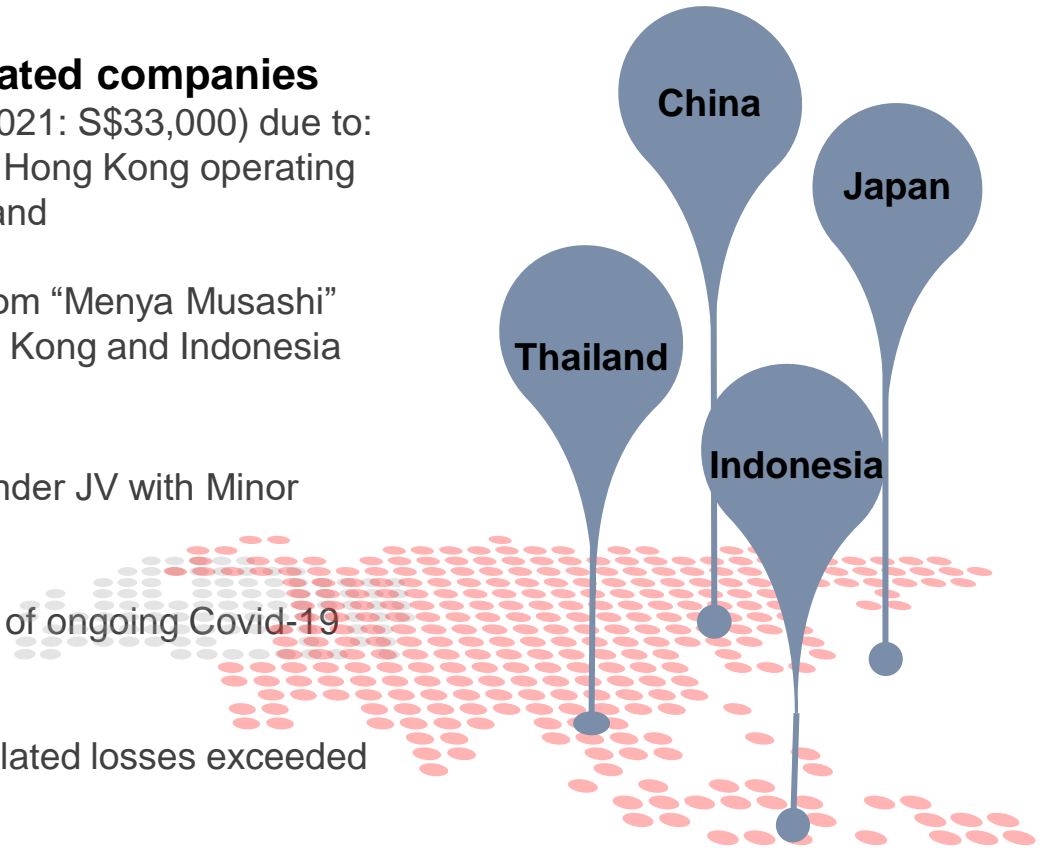
(as at 31 March 2022)

Stronger performance from associated companies

- FY2022 share of profit: S\$83,000 (FY2021: S\$33,000) due to:
 - Higher profits from restaurants in Hong Kong operating under the “Konjiki Hototogisu” brand
 - Partially offset by share of loss from “Menya Musashi” brand restaurants in China, Hong Kong and Indonesia

Share of results of joint venture

- Three “Pizzakaya” brand restaurants under JV with Minor Food Group (Singapore) Pte. Ltd.
- Currently in loss position due to impact of ongoing Covid-19 restrictions
- No share of loss in HY2022 as accumulated losses exceeded capital contribution of S\$100,000



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Financial Highlights FY2022



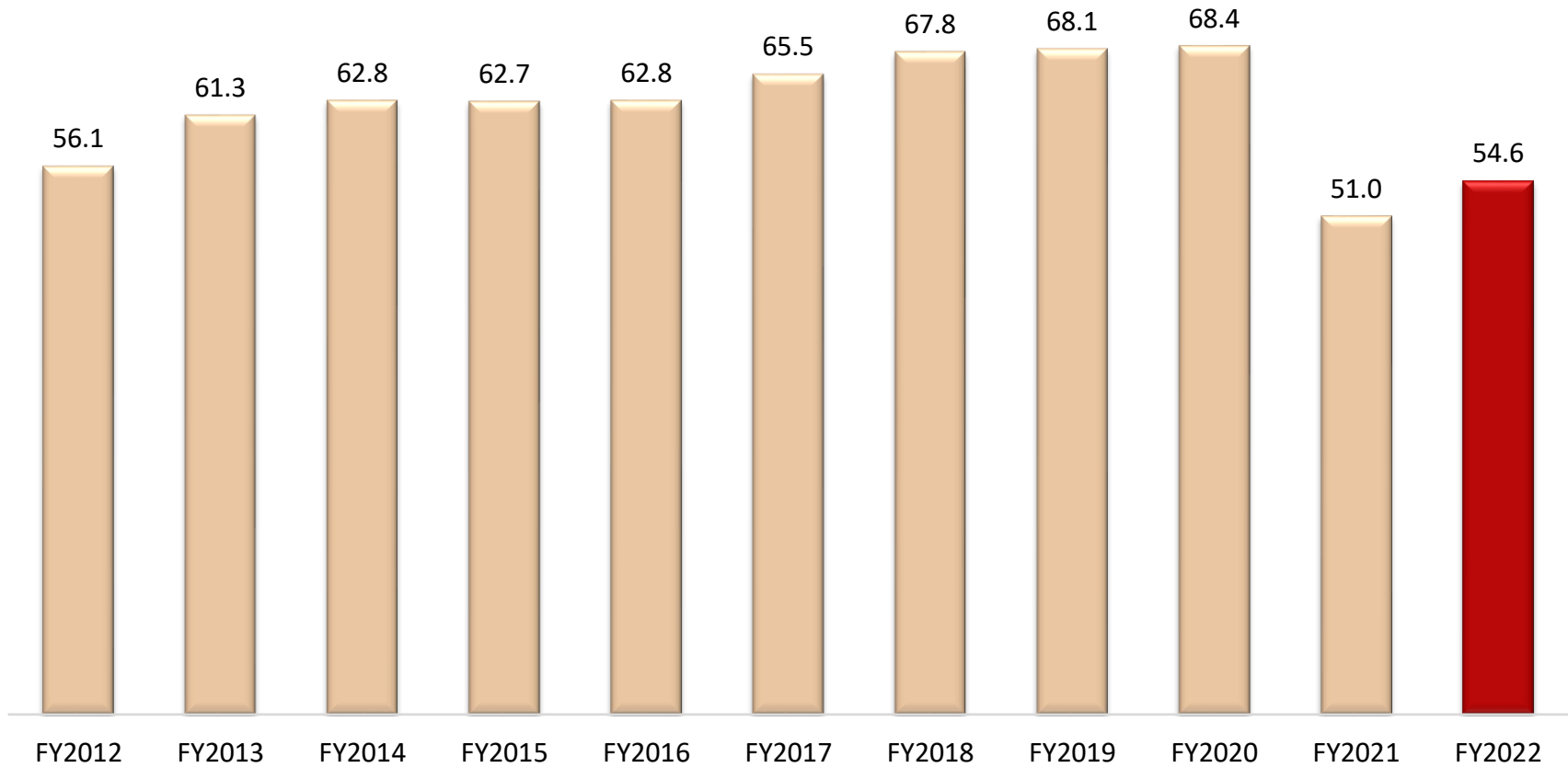
Financial Highlights

| S\$' m | 6 months ended 31 Mar | | | 12 months ended 31 Mar | | |
|--|-----------------------|--------|------------|------------------------|--------|------------|
| | 2H2022 | 2H2021 | Change (%) | FY2022 | FY2021 | Change (%) |
| Revenue | 33.4 | 32.5 | 2.9 | 54.6 | 51.0 | 7.1 |
| Gross Profit | 28.4 | 27.6 | 3.2 | 46.2 | 43.2 | 6.9 |
| Gross Profit Margin (%) | 85.1 | 84.9 | 0.2% pt | 84.6 | 84.7 | (0.1% pt) |
| EBIT | 5.2 | 4.3 | 20.9 | 4.0 | 5.2 | (23.1) |
| EBIT margin (%) | 15.0 | 13.0 | 2.0% pt | 7.0 | 10.0 | (3.0% pt) |
| EBITDA | 15.9 | 14.8 | 7.4 | 24.5 | 27.3 | (10.3) |
| EBITDA margin (%) | 47.0 | 46.0 | 1.0% pt | 45.0 | 52.5 | (7.5% pt) |
| Net Profit After Tax (NPAT) | 4.9 | 3.3 | 46.4 | 3.2 | 3.6 | (10.8) |
| NPAT Margin (%) | 15.0 | 10.0 | 5.0% pt | 6.0 | 7.0 | (1.0% pt) |
| Earnings Per Share ^a (S'pore cents) | 2.8 | 1.9 | 46.1 | 1.9 | 2.1 | (11.1) |
| Return on Equity (%) | 14.9 | 10.0 | 4.9% pt | 9.9 | 10.9 | (1.0% pt) |

Note: All financial figures have been rounded

a) EPS was computed based on the weighted average number of shares of 174,420,000 shares and 173,940,205 shares in 2HY2022 and 2HY2021 respectively; and 174,417,157 shares and 173,934,022 shares in FY2022 and FY2021 respectively.

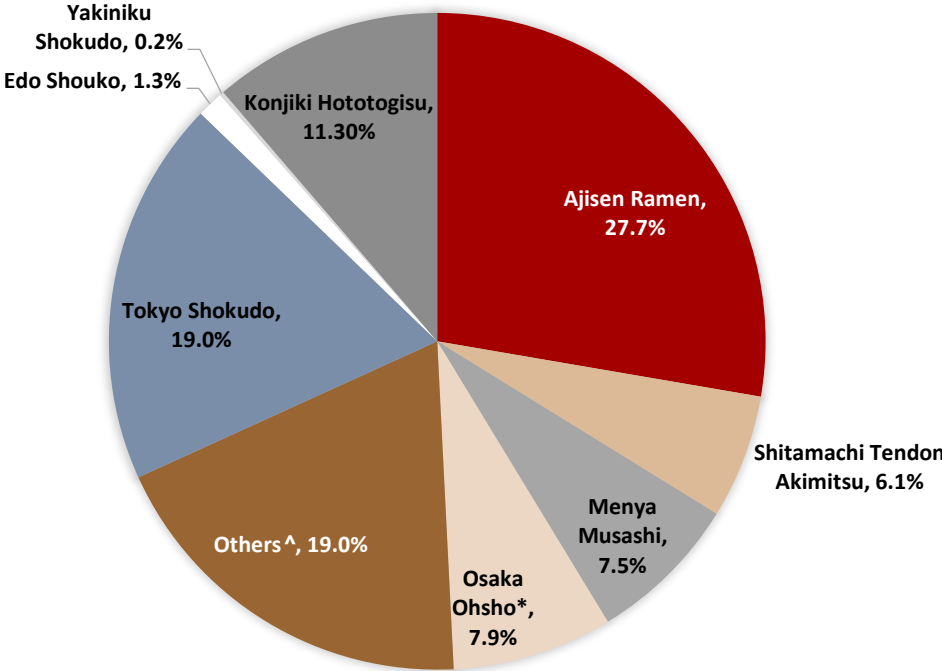
Revenue (S\$' m)



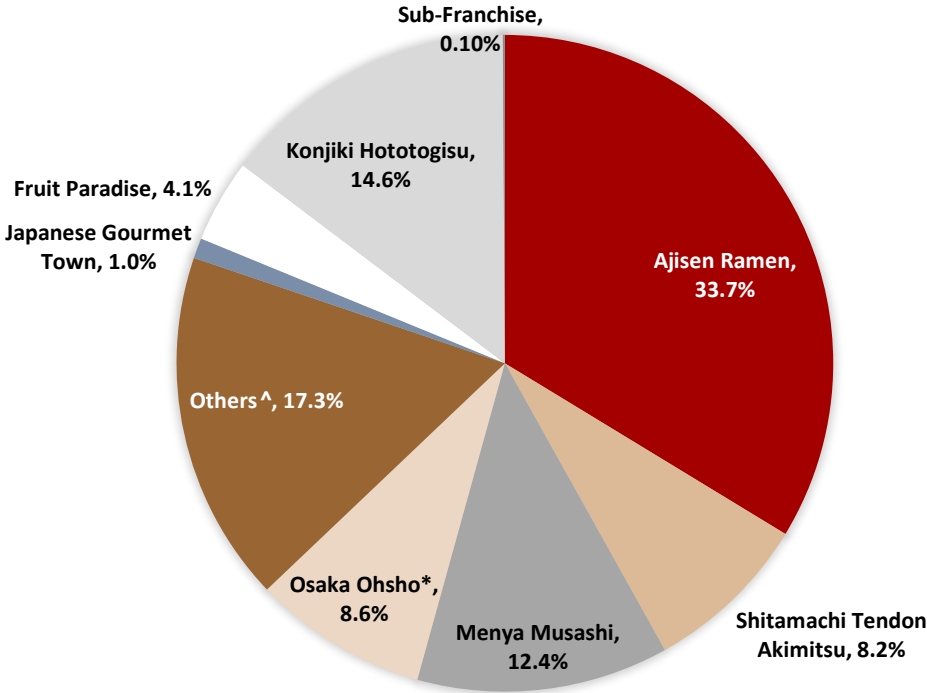
Revenue Breakdown

FY2022

Halal brands contributed 20.5% of total revenue

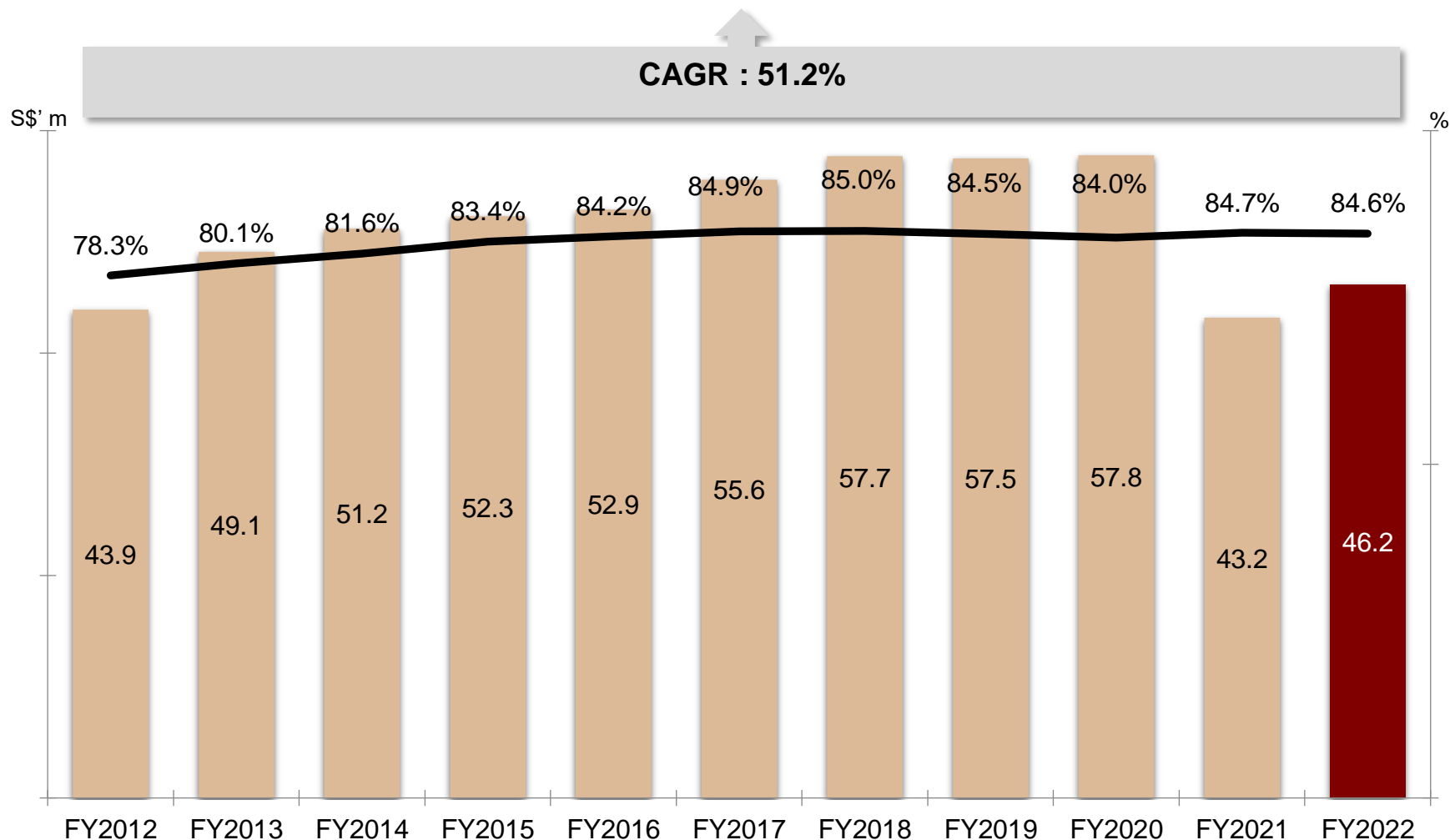


FY2021



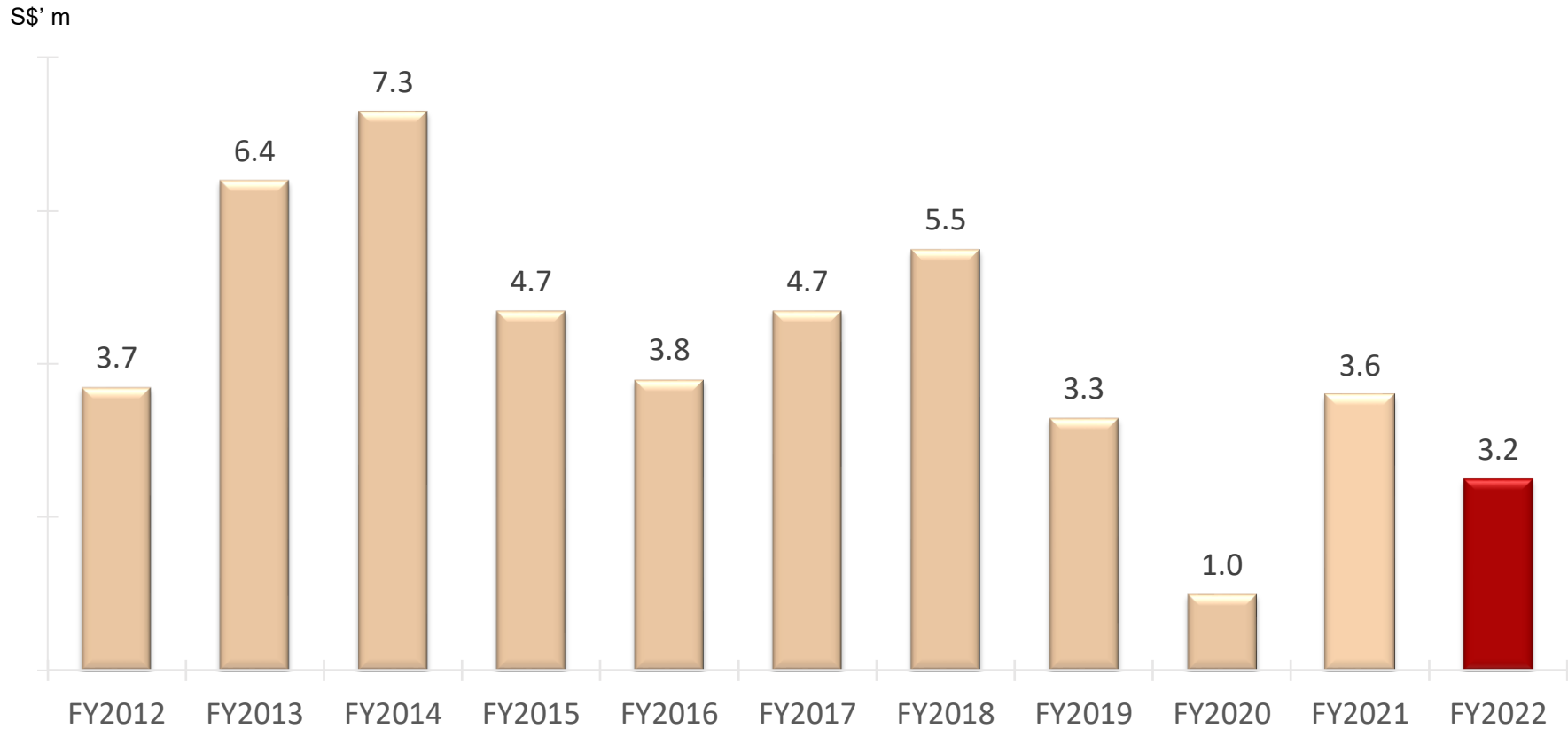
Notes:
 * Includes 1 "Kotsujiru Nabe" brand restaurant, which is a brand extension of the "Osaka Ohsho" brand
 ^ Includes the impact of JFH Rewards where reward points known as J\$ earned by members (net of expired points of approximately S\$0.1 million) amounting to S\$0.8 million was deducted from the corresponding revenue recognised in FY2022 in accordance with the relevant accounting standard (as compared to S\$0.7 million in FY2021).

Gross Profit and Gross Profit Margin



Note:
All financial figures have been rounded

Net Profit (S\$' m)



Note:
All financial figures have been rounded

Cash Flow

| S\$ 'm | FY2022 | FY2021 | Change (%) |
|--|--------|--------|------------|
| Net cash generated from operating activities | 25.4 | 19.5 | ▲ 30.3 |
| Net cash used in investing activities | (3.5) | (2.2) | ▲ 59.1 |
| Net cash used in financing activities | (22.6) | (14.3) | ▲ 58.0 |
| Net increase / (decrease) in cash and cash equivalents | (0.7) | 3.0 | N.M. |
| Cash and cash equivalents at beginning of financial year | 20.6 | 17.6 | ▲ 17.0 |
| Cash and cash equivalents at end of financial period | 19.9 | 20.6 | ▼ 3.4 |

*Note:
All financial figures have been rounded*

Key Financial Ratios

| | As at 31 Mar 2022 | As at 31 Mar 2021 | Change (%) |
|---|----------------------|----------------------|------------|
| Cash and bank balances (S\$'m) | 23.2 | 23.1 | - |
| Total assets (S\$'m) | 77.8 | 68.1 | ▲ 14.2 |
| Total equity (S\$'m) | 32.7 | 33.4 | ▼ 2.1 |
| Net cash ratio ⁽¹⁾ | 0.9 | 1.0 | ▼ 10.0 |
| Net asset value per share (S'pore cents) ⁽²⁾ | 18.8 | 19.1 | ▼ 1.6 |
| Net cash per share (S'pore cents) ⁽²⁾ | 13.3 | 13.3 | - |

Notes:

(1) Net cash ratio is calculated by taking the cash and bank balances and dividing that number by the total current liabilities.

(2) Computed based on 174,347,200 shares as at 31 March 2021 and 174,424,000 shares as at 31 March 2022 respectively.

Note: All financial figures have been rounded

Total Dividend in FY2022

| Name of dividend | Interim | Final |
|---|-------------------------------|-------------------------------|
| Dividend type | Cash | |
| Dividend amount per share (Singapore cents) | 0.50 cents per ordinary share | 1.35 cents per ordinary share |
| Tax rate | Tax exempt (one-tier) | Tax exempt (one-tier) |
| Date paid / payable | December 2021 | To be announced |



- Total dividend in FY2022: **1.85 Singapore cents a share**
- Dividend payout ratio: **Approximately 99.8% of earnings** for FY2022.
- A reflection of the Group's confidence in the sustainability of the business.

JAPAN FOODS HOLDING LTD.

Investment Merits & Strategies



Resumption of Overseas Expansion Plans

- ✓ **First target market: Land of the Rising Sun**
 - Japan is expected to open its borders gradually starting from May 2022*

- ✓ **JV company with Minor Food Group to open first restaurant in the coming months**
 - Expected to commence operations of its first restaurant in Tokyo before the end of calendar year 2022

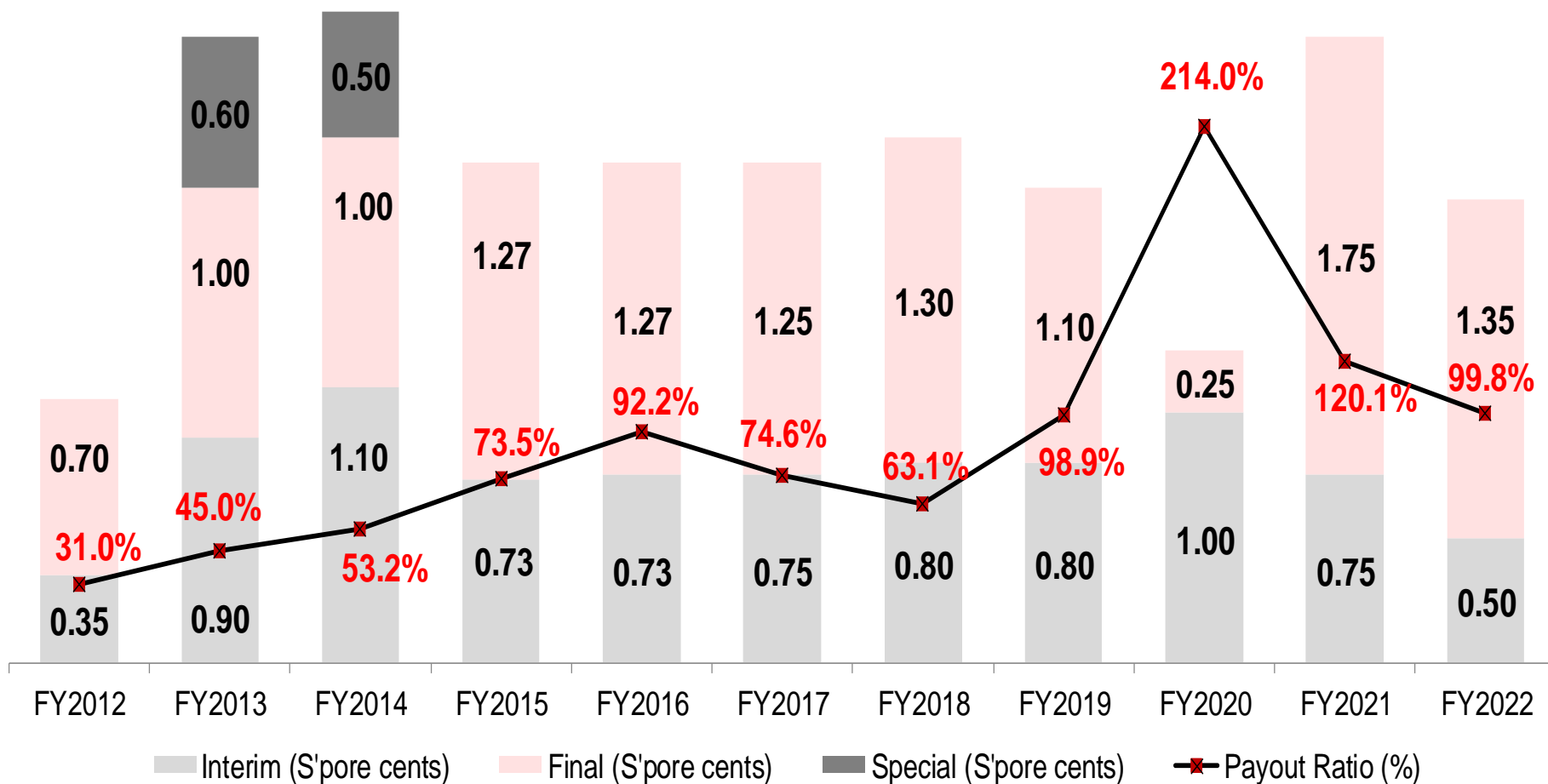
 - Tokyo restaurant to offer Thai food under the Thai Express brand

- ✓ **Intend to look for opportunities in other target markets including Thailand and China**



* Bloomberg article "Japan to Allow Tourist Groups as Soon as This Month, Report Says" dated 6 May 2022.

Dividend History



Healthy Position Among Peers

| | Market Cap (S\$' m) | Price (S\$) | Net profit margin (%) | ROE (%) | Net Debt / Equity (times) | P/E (times) | Div yield (%) |
|-----------------------|------------------------|-------------|--------------------------|------------|---------------------------------|-------------|------------------|
| Japan Foods | 71.5 | 0.410 | 5.9 | 9.9 | 0.1 | 22.0 | 3.3 |
| ABR Holdings | 97.5 | 0.485 | 3.3 | 2.6 | - | 39.2 | 2.1 |
| Sakae Holdings | 15.1 | 0.108 | 11.0 | 4.1 | 0.7 | 6.5 | 11.1 |
| Soup Restaurant | 23.7 | 0.085 | 2.6 | 7.4 | - | 30.7 | 2.4 |
| Tung Lok Restaurant | 31.0 | 0.113 | 1.7 | 7.4 | 0.3 | 30.9 | - |
| Katrina | 11.6 | 0.050 | (0.4) | - | - | - | - |
| Jumbo | 179.9 | 0.280 | (14.4) | - | 0.2 | - | - |
| RE&S Holdings | 70.8 | 0.200 | 7.6 | 26.1 | 1.4 | 7.5 | 6.8 |
| Kimly Limited | 472.1 | 0.380 | 16.5 | 29.4 | 0.4 | 12.0 | 3.5 |
| No Signboard Holdings | 14.3 | 0.031 | (80.4) | - | 15.2 | - | - |

Source: ShareInvestor.com, data as at 24 May, 5.30pm

All figures have been rounded

Japan Foods, Tung Lok – FYE 31 Mar RE&S Holdings – FYE 30 Jun No Signboard, Kimly – FYE 30 Sep Rest of peers – FYE 31 Dec

Business Strategy Amidst Macro Challenges



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Thank You!

