

JAPAN FOODS HOLDING LTD.



1H2016 Financial Results Presentation

*This presentation has been reviewed by the Company's sponsor, CIMB Bank Berhad, Singapore Branch ("**Sponsor**") for compliance with the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual Section B: Rules of Catalyst. The Sponsor has not independently verified the contents of this presentation. This presentation has not been examined or approved by the SGX-ST. The Sponsor and the SGX-ST assume no responsibility for the contents of this presentation, including the correctness of any of the statements or opinions made or reports contained in this presentation. The contact person for the Sponsor is Ms Tan Cher Ting, Director, Investment Banking, CIMB Bank Berhad, Singapore Branch, at 50 Raffles Place, #09-01 Singapore Land Tower, Singapore 048623, Telephone: +65 6337 5115.*

Important Notice

DISCLAIMER

This presentation is prepared for information purposes only, without regard to the objectives, financial situation nor needs of any specific person. This presentation does not constitute, or form any part of any offer for sale or subscription of, or solicitation of any offer to buy or subscribe for, any securities nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or commitment whatsoever.

This presentation was prepared exclusively for the parties presently being invited for the purposes of discussion. Neither this presentation nor any of its content may be distributed, reproduced, or used without the prior written consent of Japan Foods Holding Ltd. (“**Japan Foods**” or the “**Company**”). The Company does not make any representation or warranty, expressed or implied, as to the accuracy of the information contained herein, and expressly disclaims any and all liability based, in whole or in part, on such information, errors therein or omissions therefrom.

FORWARD-LOOKING STATEMENTS

This presentation contains certain forward-looking statements with respect to the financial condition, results of operations and business of the Company and its subsidiaries and certain of the plans and objectives of the management of the Company and its subsidiaries. Such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results or performance of the Company and its subsidiaries to be materially different from any future results or performance expressed or implied by such forward-looking statements. Such forward-looking statements were made based on assumptions regarding the present and future business strategies of the Company and its subsidiaries and the political and economic environment in which the Company and its subsidiaries will operate in the future. Reliance should not be placed on these forward-looking statements, which reflect the view of the management of the Company and its subsidiaries as of the date of this presentation only.

CONFIDENTIALITY

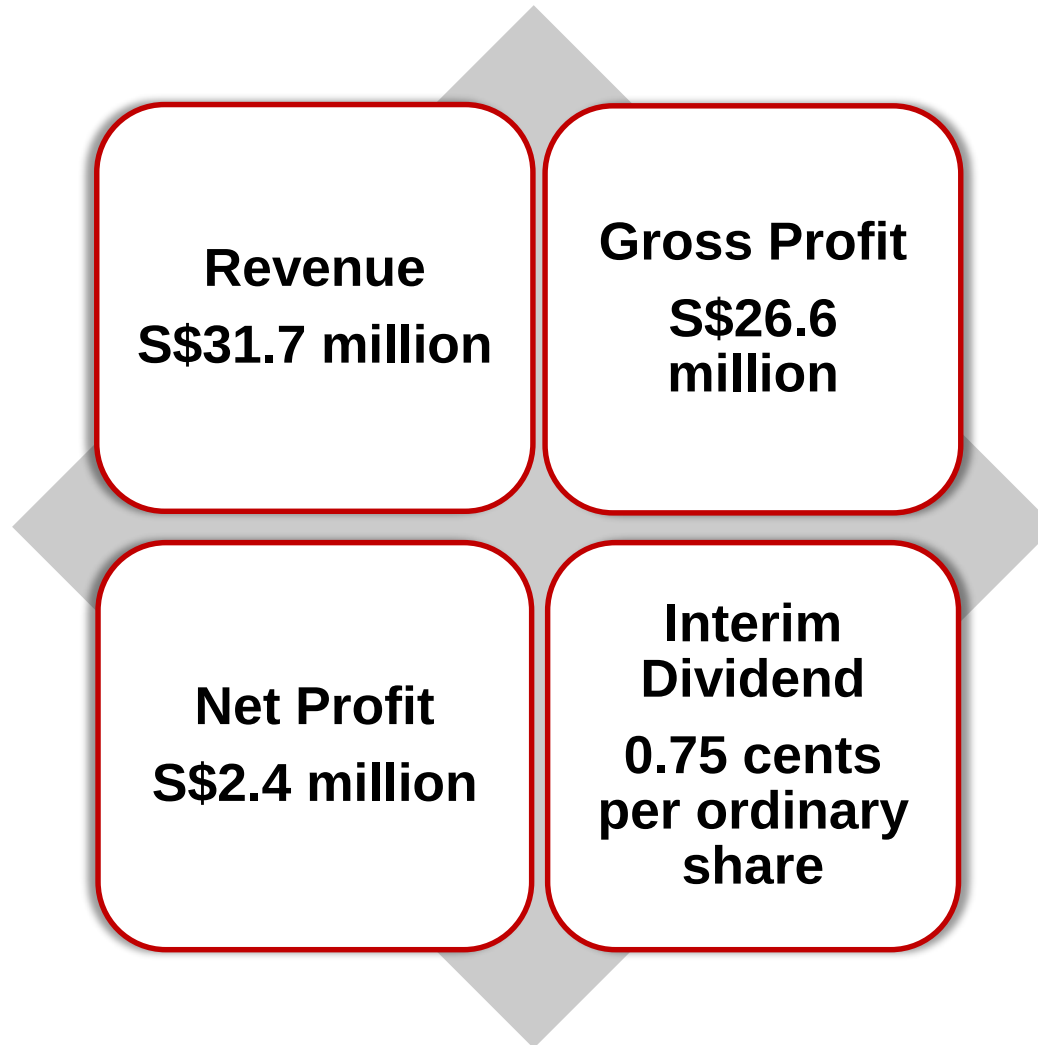
This presentation is given to you on a confidential basis and solely for your information and must not be reproduced, disclosed, distributed or passed to any other person. No copy of this presentation shall be taken or transmitted to any country where distribution or dissemination of this presentation is prohibited. By accepting this presentation, you agree to be bound by the limitations and restrictions set out herein.

JAPAN FOODS HOLDING LTD.



Overview of 1H2016

1H2016 Highlights



Key Developments in 1H2016



Recent franchised brands

- **“Hanamidori”** - In **May 2015**, the Group launched “Hanamidori” with the first restaurant in Plaza Singapura
 - ❖ Brand is renowned in Hakata, Kyushu for serving an all-chicken menu and Mizutaki – a specialty chicken broth hot pot



Newer brands continue to gain momentum

- Continued to look for opportunities to expand our new brands “Osaka Ohsho”¹ and “Kazokutei”
 - ❖ Opened **1 more “Osaka Ohsho”** restaurant and **1 more “Kazokutei”** restaurant bringing the total outlets under these brands to 7 and 3 outlets respectively

¹includes two brand extensions – 1 “Gyoza Bo” branded restaurant and 1 “Kotsujiru Nabe” branded restaurant



Expanded overseas network

- **24** restaurants as at 30 September 2015 from **19** restaurants as at 30 September 2014. Increase driven by the Group’s:
 - ❖ Associated companies opening 4 restaurants under the “Menya Musashi” brand in Hong Kong and China
 - ❖ Sub-franchisee opening 1 restaurant under the “Ajisen Ramen” brand in Vietnam



Optimising resources to drive sales performance

- Employed strategy of good restaurant portfolio management by swapping under-performing brands for more popular ones in order to drive higher sales across all locations
- Continued efforts to control raw materials costs and usage as well as engage in strategic menu pricing
- Increased central kitchen capacity

Our Brand Portfolio

10 Franchise Brands from Japan



Ajisen Ramen



Hanamidori



Botejyu



Botejyu San



Keika Ramen



Kazokutei



麵屋武蔵

Menya Musashi



Menzo Butao



Osaka Ohsho



Yonehachi

3 Self-Developed Brands



Fruit Paradise

TOKYO WALKER

Our Network

As at 30 September 2015



The Group, together with its sub-franchisees, operates a total of 54 restaurants and food court outlet under various brands in Singapore, Malaysia and Vietnam. It also has interests in 15 restaurants in Hong Kong and China through associated companies.

45 Self-operated restaurants & food court outlet

15 Restaurants through associated companies

9 Restaurants operated by sub-franchisees

Updates on our Singapore Network

Self-Operated Restaurants	Updates	No. of Restaurants As at 30 Sep 2015	No. of Restaurants As at 30 Sep 2014
Ajisen Ramen	- Closed Jurong Point restaurant in November 2014 - Closed Compass Point restaurant in September 2015	16	18
Botejyu San	Unchanged	1	1
Fruit Paradise	Closed Raffles City restaurant in August 2015	4	5
Hanamidori	Opened Plaza Singapura restaurant in May 2015	1	-
Japanese Gourmet Town	Unchanged	1	1
Kazokutei	Opened Plaza Singapura restaurant in May 2015	3	2
Keika Ramen	Opened Hougang Mall restaurant in February 2015	1	-
Menya Musashi	Closed Ion Orchard restaurant in August 2015	8	9
Menzo Butao	Unchanged	1	1
Osaka Ohsho	Opened East Point Mall restaurant in December 2014	7	6
Yonehachi	Unchanged	1	1
TOTAL		44	44
Food Court Outlets	Updates	No. of Outlets As at 30 Sep 2015	No. of Outlets As at 30 Sep 2014
Ajisen Ramen	Unchanged	1	1

Updates on our Overseas Network

Restaurants	Updates	No. of Outlets As at 30 September 2015	No. of Outlets As at 30 September 2014
Ajisen Ramen¹	▪ Unchanged	6 in Malaysia	6 in Malaysia
	▪ Opened 1 restaurant in Ho Chi Minh City, Vietnam	3 in Vietnam	2 in Vietnam
Menya Musashi²	▪ Opened 2 restaurants in various locations in Hong Kong	10 in Hong Kong	8 in Hong Kong
	▪ Opened 2 restaurants in China – 1 in Shanghai and 1 in Beijing	5 in China	3 in China
TOTAL		24	19

¹ operated by sub-franchisees

² interests in restaurants through associated companies

JAPAN FOODS HOLDING LTD.

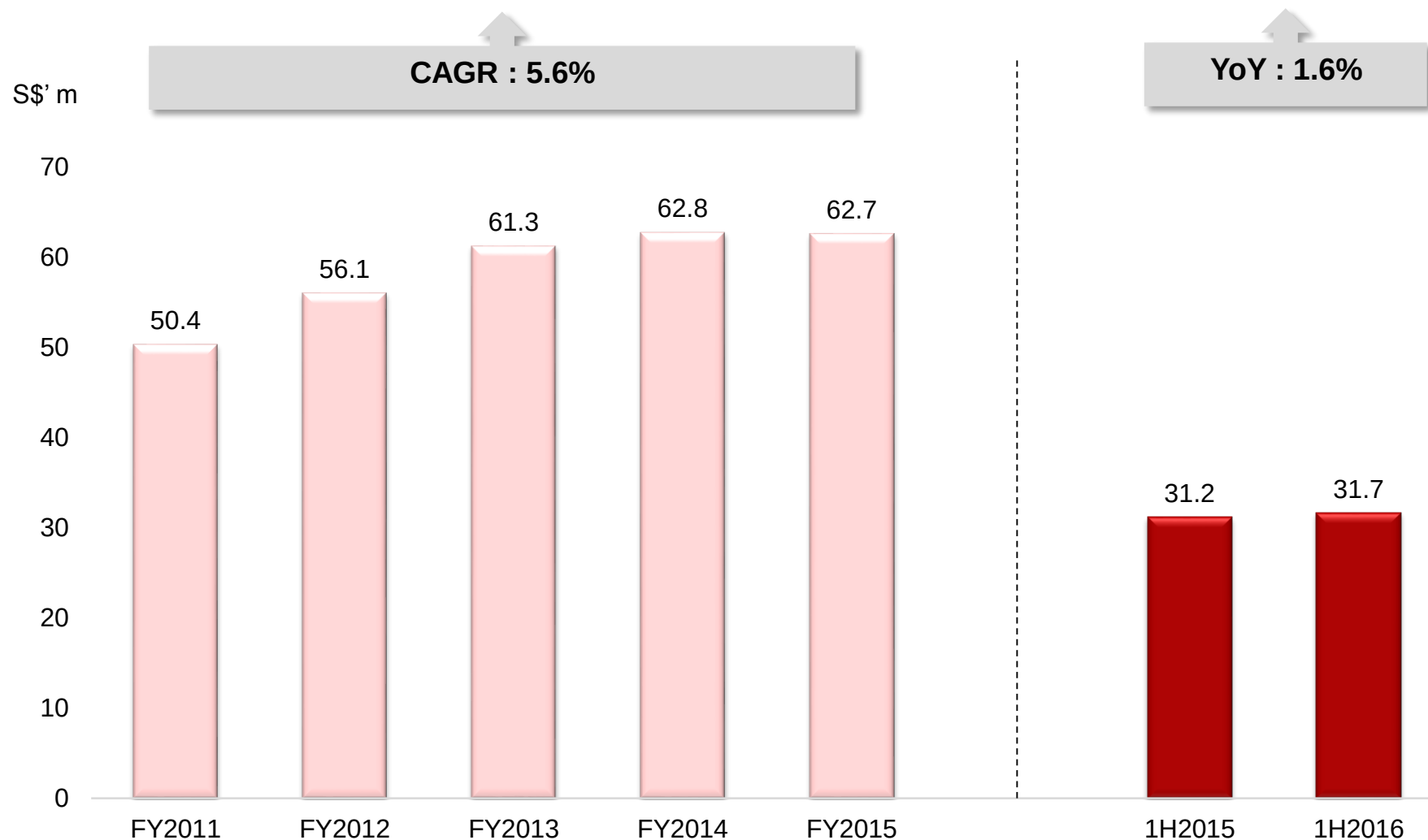


1H2016 Financial Highlights

Financial Highlights

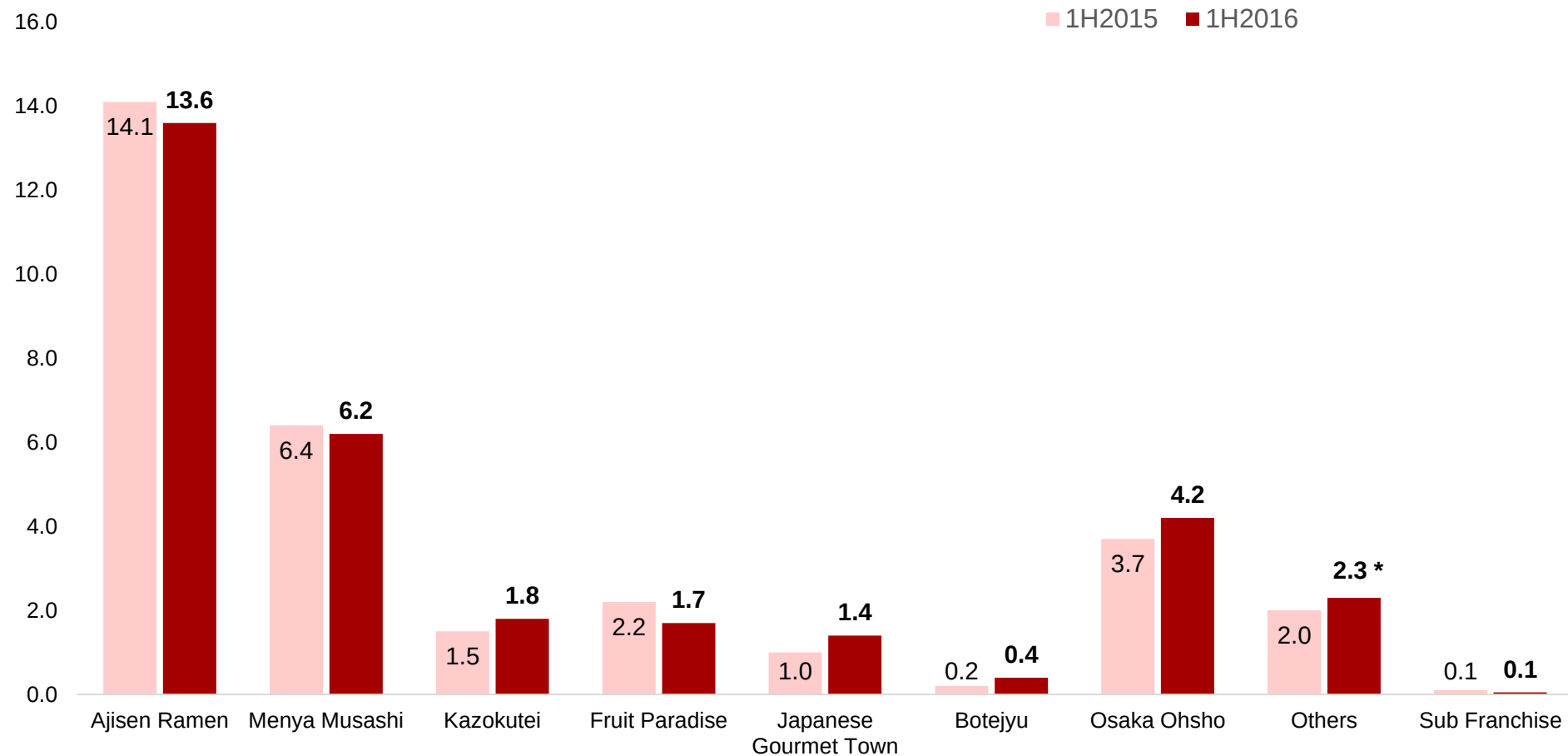
S\$' m (6 months ended 30 September)	1H2016	1H2015	Change (%)
Revenue	31.7	31.2	↑ 1.6
Gross Profit	26.6	25.7	↑ 3.5
Gross Profit Margin (%)	83.9	82.4	↑ 1.5 pts
EBIT	2.6	1.9	↑ 35.5
EBIT margin (%)	8.2	6.1	↑ 2.1 pts
EBITDA	5.3	4.2	↑ 26.2
EBITDA margin (%)	16.7	13.5	↑ 3.2 pts
Net Profit After Tax (NPAT)	2.4	1.8	↑ 33.1
NPAT Margin (%)	7.6	5.8	↑ 1.8 pts
Earnings Per Share (S'pore cents)	1.38	1.04	↑ 32.7
Return on Equity (%)	7.7	6.2	↑ 1.5 pts

Revenue



Revenue Mix by Brands

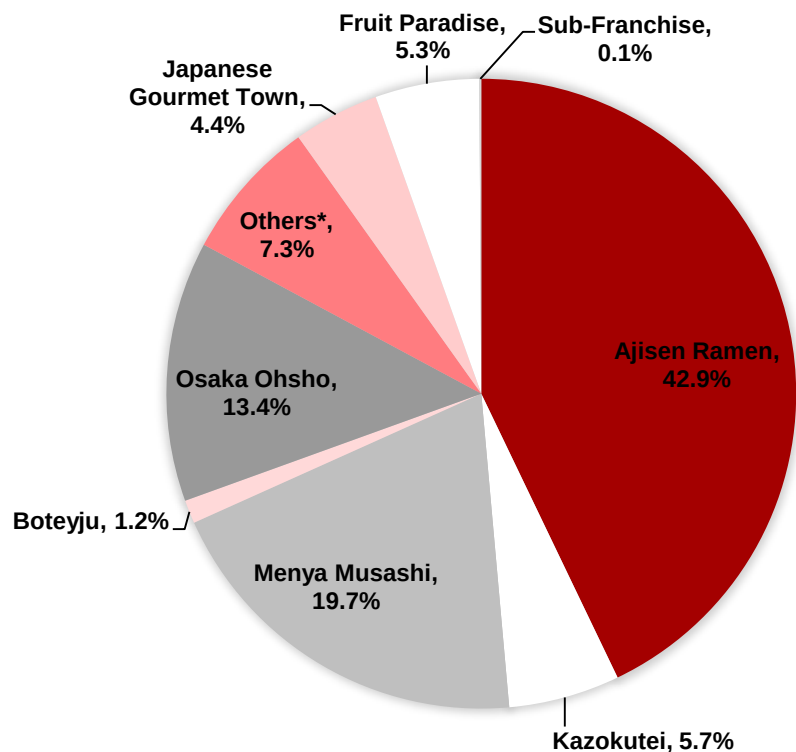
S\$' m



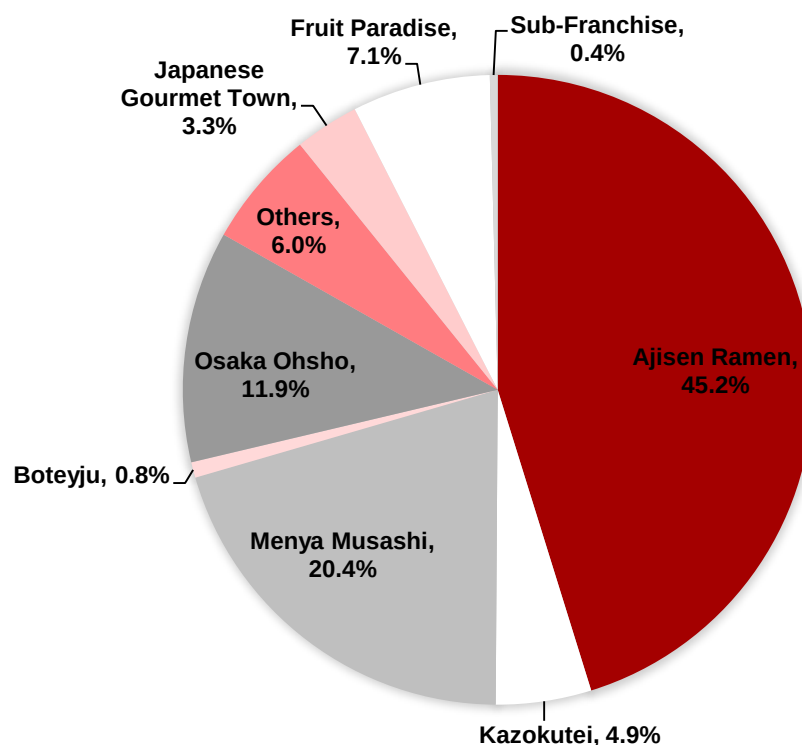
* Includes revenue contribution by Keika Ramen and Hanamidori, which opened in February 2015 and May 2015 respectively.

Revenue Breakdown

1H2016

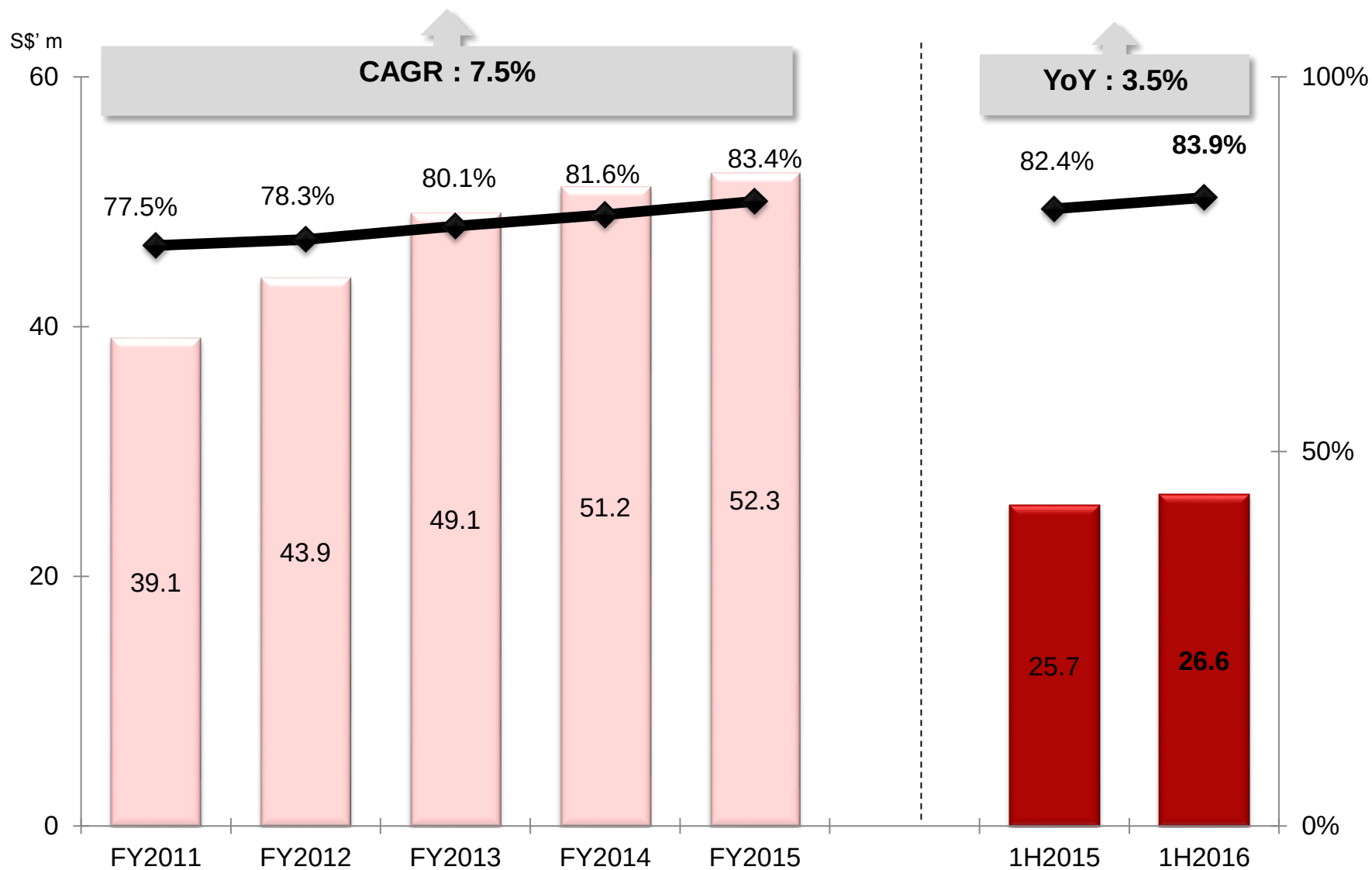


1H2015

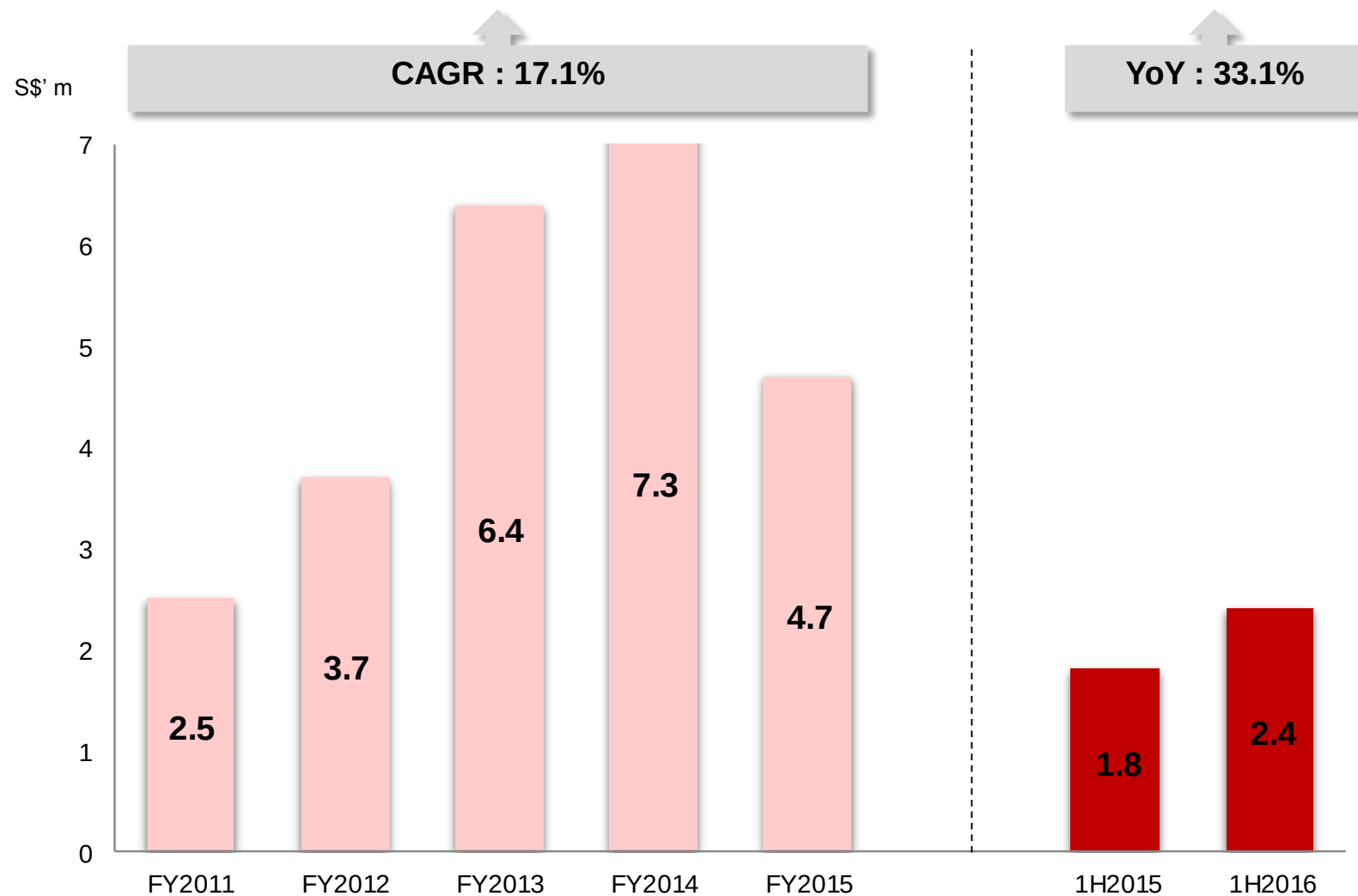


* Includes revenue contribution by Keika Ramen and Hanamidori, which opened in February 2015 and May 2015 respectively.

Gross Profit and Gross Profit Margin



Net Profit



Cash Flow

S\$ 'm	Six months ended 30 Sep 2015	Six months ended 30 Sep 2014	Change (%)
Net cash provided by operating activities	5.5	4.3	↑ 27.9
Net cash used in investing activities	(1.4)	(5.0)	↓ 72.0
Net cash used in financing activities	(2.3)	(2.7)	↓ 14.8
Net increase in cash and cash equivalents	1.8	(3.3)	NM
Cash and cash equivalents at beginning of financial year	14.2	16.8	↓ 15.5
Cash and cash equivalents at end of financial year	16.0	13.4	↑ 19.4

Key Financial Ratios

	As at 30 Sep 2015	As at 31 Mar 2015	Change (%)
Cash and cash equivalents (S\$'m)	17.8	15.9	↑ 11.9
Total assets (S\$'m)	39.3	38.2	↑ 2.9
Total equity (S\$'m)	31.0	30.6	↑ 1.3
Net cash ratio (%)	57.4	52.0	↑ 5.4pts
Net asset value per share (S'pore cents) ⁽¹⁾	17.76	17.57	↑ 1.08
Net cash per share (S'pore cents) ⁽¹⁾	10.1	9.1	↑ 11.0

(1) Computed based on 174,436,000 shares as at 30 September 2015 and 174,006,000 shares as at 31 March 2015.

Interim Dividend



Name of dividend	Interim
Dividend type	Cash
Dividend amount per share (Singapore cents)	0.75 cents per ordinary share
Tax rate	Tax exempt (one-tier)
Date payable	9 December 2015

JAPAN FOODS HOLDING LTD.



Investment Highlights

Four-Pronged Strategy



Development of New Concepts

Launch new franchised and self-developed brands



Overseas Expansion

Via strategic investments such as acquisitions, joint ventures or through a franchise / sub-franchise model



Cost & Quality Control

Via central kitchen, bulk purchase and economies of scale



Network Expansion & Consolidation

Grow network prudently and close/convert underperforming outlets

Four-Pronged Strategy

Investment Highlights



Established market presence and brand recognition

Continuously innovating and introducing new quality cuisine

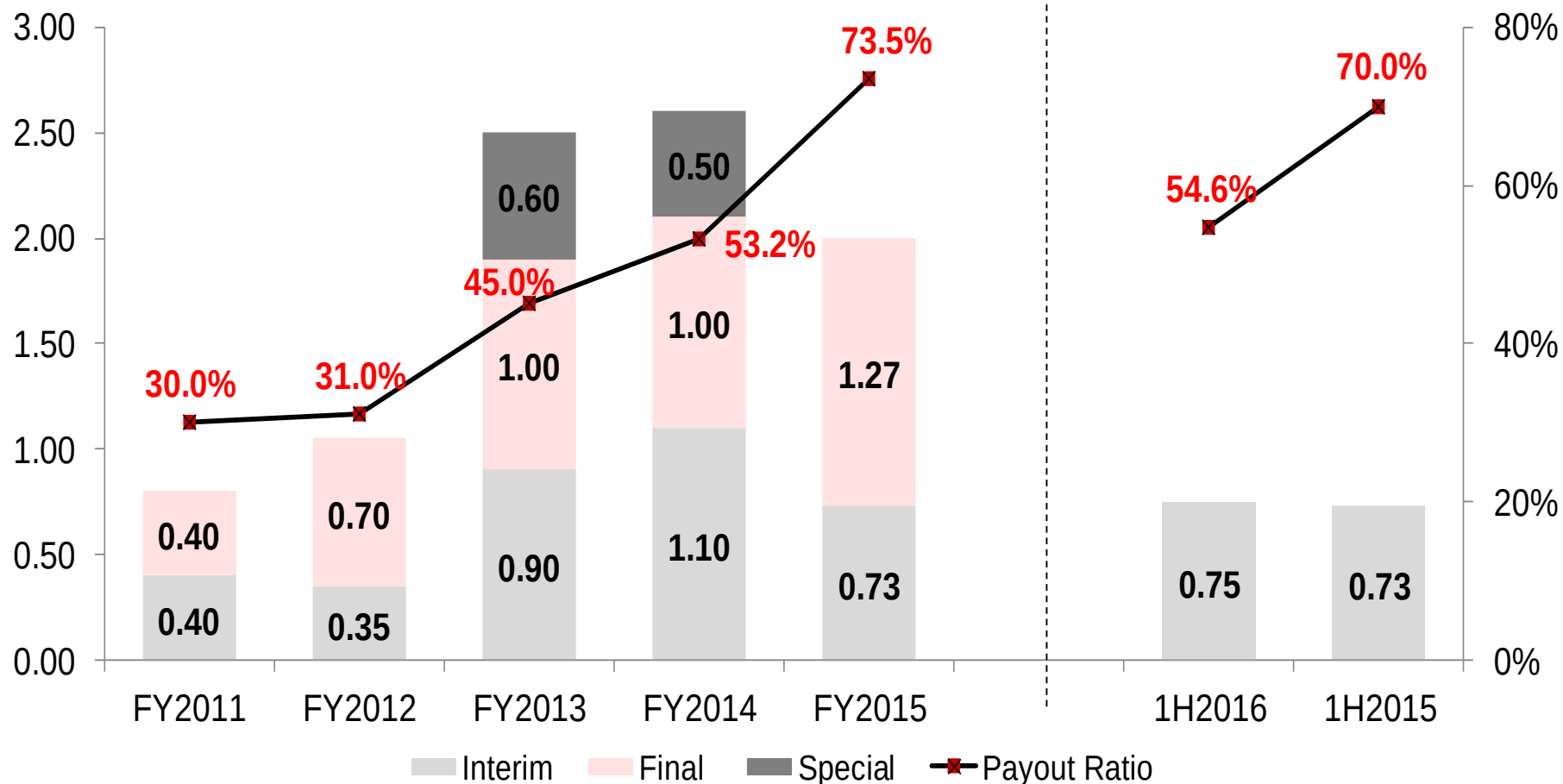
Scalable business model in Singapore. Intends to seek opportunities to expand its presence in the ASEAN region

Target annual dividend payout ratio of not less than 40%

5-Year Dividend History & Current

Dividend Per Share
(Singapore cents)

Dividend Payout
Ratio (%)



Exploring Regional Opportunities



The Group will also seek opportunities to expand its presence in the ASEAN region by way of joint ventures, acquisitions and/or sub-franchising of its brands.

JAPAN FOODS HOLDING LTD.



Thank You