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# **JUMBO GROUP LIMITED**

**CORPORATE PRESENTATION**

SGX-UBS LONDON CORPORATE DAY 2017

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October 2017

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# PRESENTATION SUMMARY

1 Corporate Overview

2 Strategies and Growth Plans

3 Financial Highlights



A close-up photograph of a plate of fried chicken, likely KFC, with various vegetables like tomatoes and green onions. The image is slightly blurred and has a warm, golden light overlay. Two horizontal red lines are positioned above and below the main text.

# **CORPORATE OVERVIEW**

**THE JUMBO STORY**

# CORPORATE MILESTONES



**ESTABLISHING**

1987

Flagship Seafood Restaurant In Singapore



**BRAND BUILDING**



**REGIONAL EXPANSION**

2013

Flagship Seafood Restaurant In Shanghai, PRC



**LISTING**

2015

November  
Listed on the Catalist Board of the SGX-ST

2016

June  
MSCI Global Micro Cap Indexes (Singapore Index)

2017

September  
FTSE ST Catalist Index

# PORTFOLIO

- 15 restaurants/outlets in Singapore
- 3 restaurants in Shanghai, PRC
- 1 restaurant in Beijing, PRC
- Manage 1 joint-venture restaurant:
  - Singapore Seafood Republic, Sentosa
- 1 joint-venture restaurant in Japan
- 1 franchise outlet in Ho Chi Minh, Vietnam
- Sells more than 1.7 tonnes of crabs each day
- Serves more than 7,500 diners each day
- Staff strength approximately 1,000
- Brands:

	9M FY2017	9M FY2016	Increase
Revenue	S\$106.9 mil	S\$103.3 mil	3.5%
EBITDA	S\$17.6 mil	S\$16.0 mil	10.1%
NPAT	S\$12.3 mil	S\$11.4 mil	7.9%



# BRANDS & OUTLETS



### Singapore

- East Coast Seafood Centre, East Coast (flagship)
- Riverside Point, Clarke Quay
- The Riverwalk, Boat Quay
- National Service Resort and Country Club, Changi
- Dempsey Hill, Dempsey

### PRC

- iAPM, Xu Hui District, Shanghai (flagship)
- Raffles City, Huangpu District, Shanghai
- IFC Mall, Pudong, Shanghai
- SKP Mall, Chaoyang District, Beijing

### Vietnam

- Dong Khoi, Ho Chi Minh (franchise)



### Singapore

- Rangoon Road, Farrer Park (flagship)
- Tanjong Katong Road, Tanjong Katong
- Chui Huay Lim Club, Newton
- Marina Bay Sands, Marina Bay
- Resort World Sentosa, Sentosa
- Ngee Ann City, Orchard Road



### Singapore

- VivoCity, Harbourfront (flagship)
- Tampines 1, Tampines



### Singapore

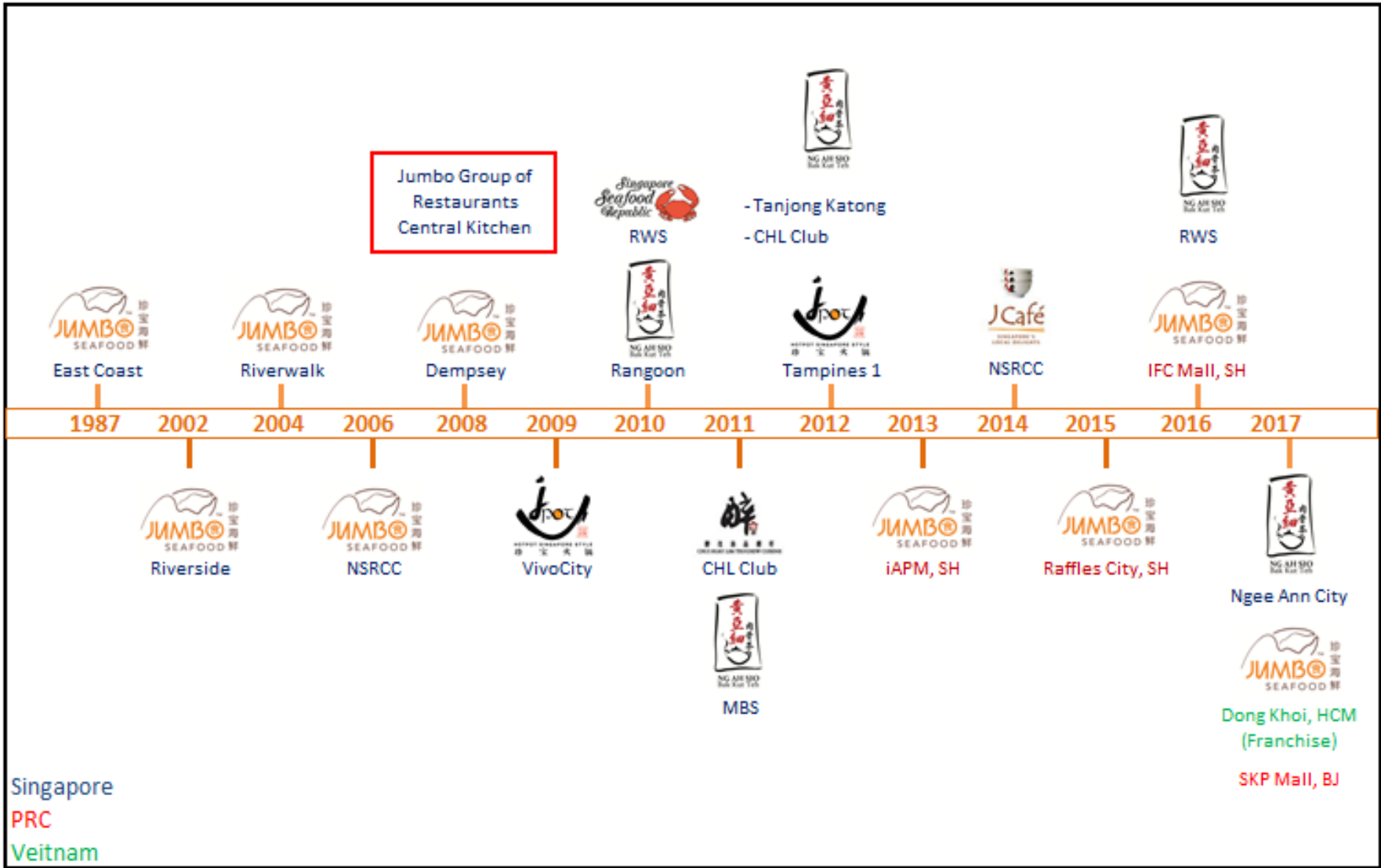
- National Service Resort and Country Club, Changi



### Singapore

- Chui Huay Lim Club, Newton

# BRANDS & OUTLETS MILESTONES





# STRONG BRAND EQUITY

### Singapore Corporate Awards 2016 – Best Investor Relations – First Year Listed Companies

Year: 2016  
Awarding Principal: Institute of Singapore Chartered Accountants  
Singapore Institute of Directors

### 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 Singapore



PEOPLE EXCELLENCE AWARD  
2015 WINNER

Year: 2015  
Awarding Principal: SPRING Singapore

### 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: 2014, 2015 and 2016  
Awarding Principal: Organised by 7 industry lead bodies and SPRING Singapore



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# STRATEGIES & GROWTH PLANS

5 - YEAR PLAN

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# GROWTH PHILOSOPHY

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

# STRATEGIC DIRECTION



Establishing new outlets in the PRC and in Singapore

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

Leverage operational success in Shanghai and Beijing to expand on brands to other major Chinese cities



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

Expansion 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

Pursue franchising opportunities



Intends to acquire a property 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



# SINGAPORE & THE PRC

(Year 2018 – Year 2022)



## THE PRC

- Shanghai
  - ✓ Current 3 Jumbo Seafood outlets
  - ✓ Possible 1-2 new outlets
- Beijing
  - ✓ Current 1 Jumbo Seafood outlet
  - ✓ Possible 1-2 new outlets
- Shenzhen
  - ✓ Possible 1 Jumbo Seafood outlet
- Xi'an
  - ✓ Possible 1 Jumbo Seafood outlet
- Other Chinese cities
  - ✓ Joint venture and/or franchise

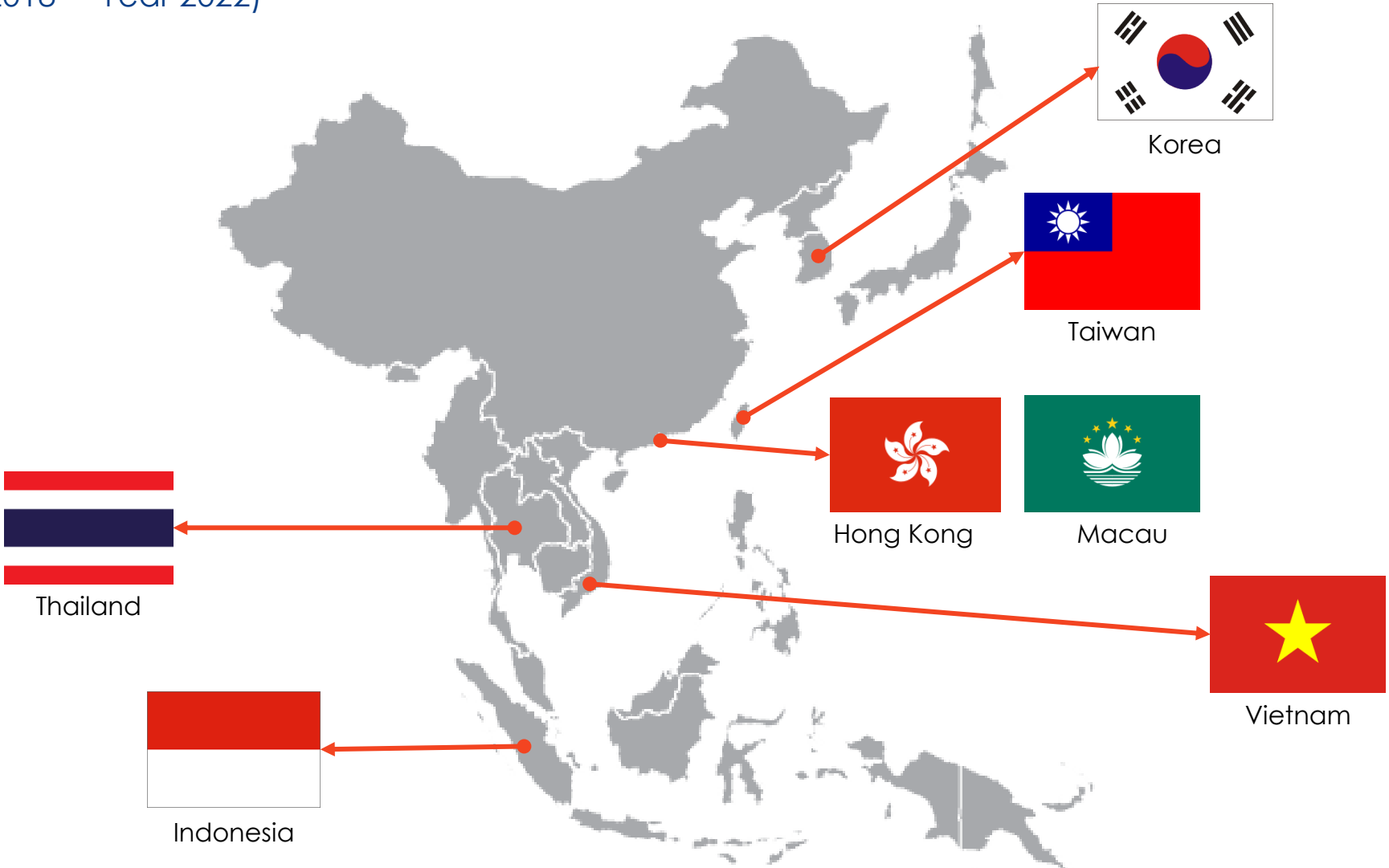


## Singapore

- ✓ Possible 1 new Jumbo Seafood outlet and 1 new Teochew Cuisine outlet

# POSSIBLE FRANCHISES

(Year 2018 – Year 2022)



# POSSIBLE FRANCHISES

(Year 2018 – Year 2022)



	<u>Taiwan</u> 4 – 6 Franchised outlets		<u>Hong Kong</u> 2 – 4 Franchised outlets
	<u>Thailand</u> 2 - 4 Franchised outlets		<u>Macau</u> 1 – 2 Franchised outlets
	<u>Korea</u> 2 – 4 Franchised outlets		<u>Vietnam</u> 2 – 4 Franchised outlets
			<u>Indonesia</u> 4 – 6 Franchised outlets

# OTHER REVENUE STREAMS



RETAIL PACKS  
jumboeshop.com.sg



CATERING & EVENTS



HOME DELIVERY







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# FINANCIAL HIGHLIGHTS

9 – MONTH FINANCIAL YEAR 2017

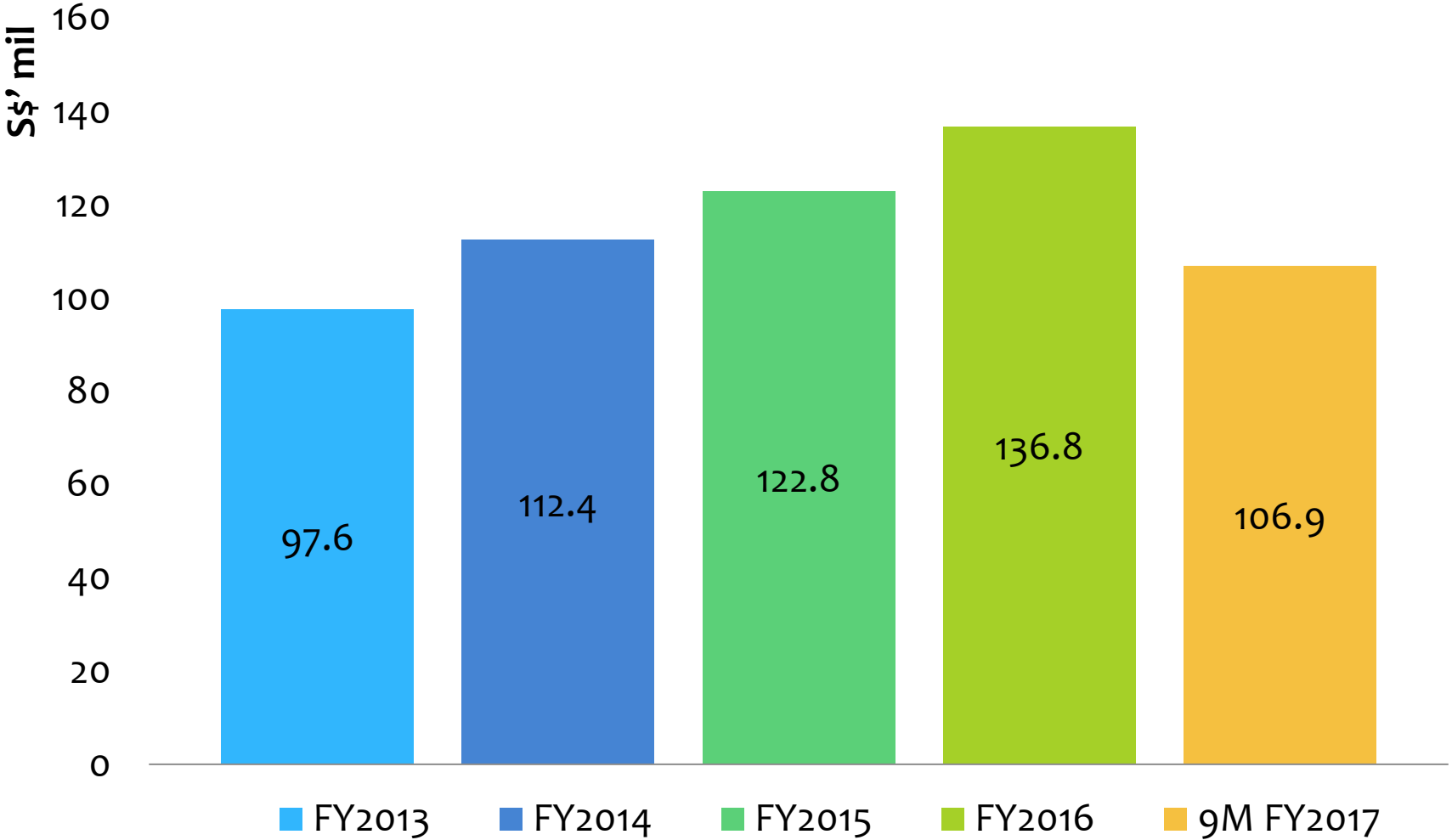
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# PROFIT OR LOSS

	Group		Increase/
	9M FY2017	9M FY2016	(Decrease)
	S\$'000	S\$'000	%
<b>Revenue</b>	<b>106,902</b>	<b>103,265</b>	<b>3.5</b>
<b>Gross profit</b>	<b>68,017</b>	<b>63,956</b>	<b>6.3</b>
Other income	1,893	2,689	(29.6)
Employee benefits expense	(30,697)	(29,156)	5.3
Operating lease expenses	(10,222)	(8,799)	16.2
Utilities expenses	(2,400)	(2,598)	(7.6)
Depreciation expense	(3,401)	(2,563)	32.7
Other operating expenses	(9,078)	(10,229)	(11.3)
Finance costs	(4)	(15)	(73.3)
Share of results of associates	83	116	(28.4)
<b>Profit before tax</b>	<b>14,191</b>	<b>13,401</b>	<b>5.9</b>
Income tax expense	(1,876)	(1,991)	(5.8)
<b>Profit for the period</b>	<b>12,315</b>	<b>11,410</b>	<b>7.9</b>
<b>EBITDA</b>	<b>17,596</b>	<b>15,979</b>	<b>10.1</b>

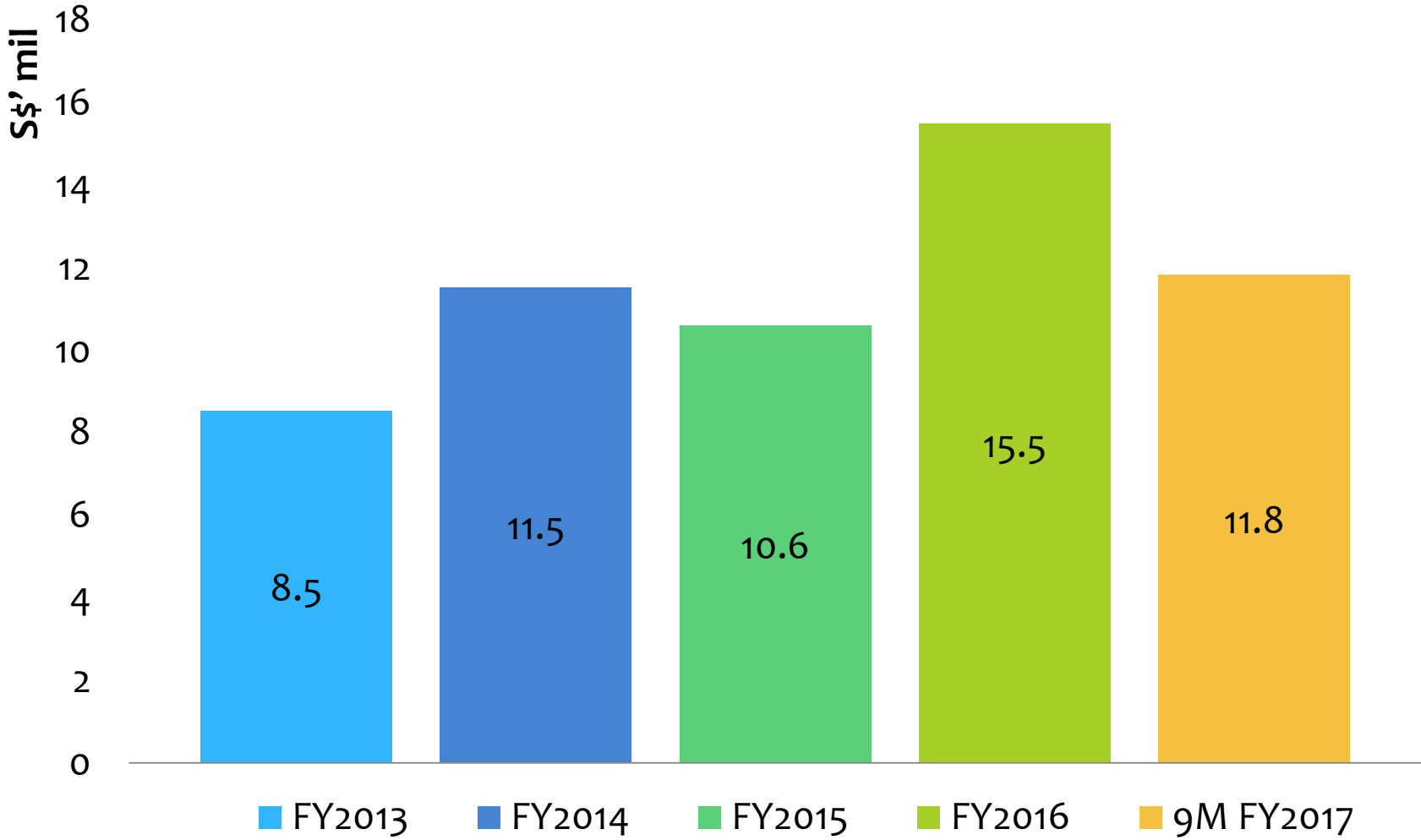
# REVENUE

(FY2013 to 9M FY2017)



# PROFIT ATTRIBUTABLE TO OWNERS

(FY2013 to 9M FY2017)

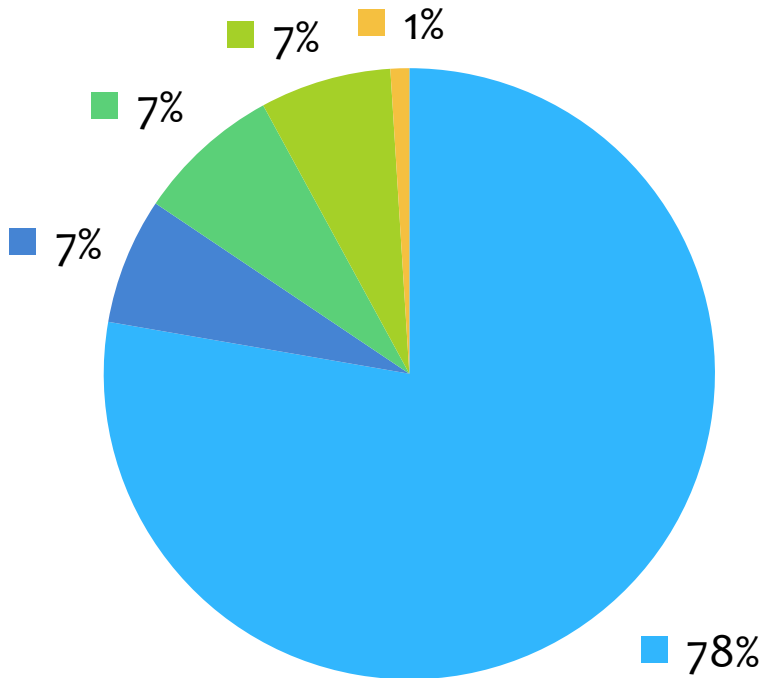




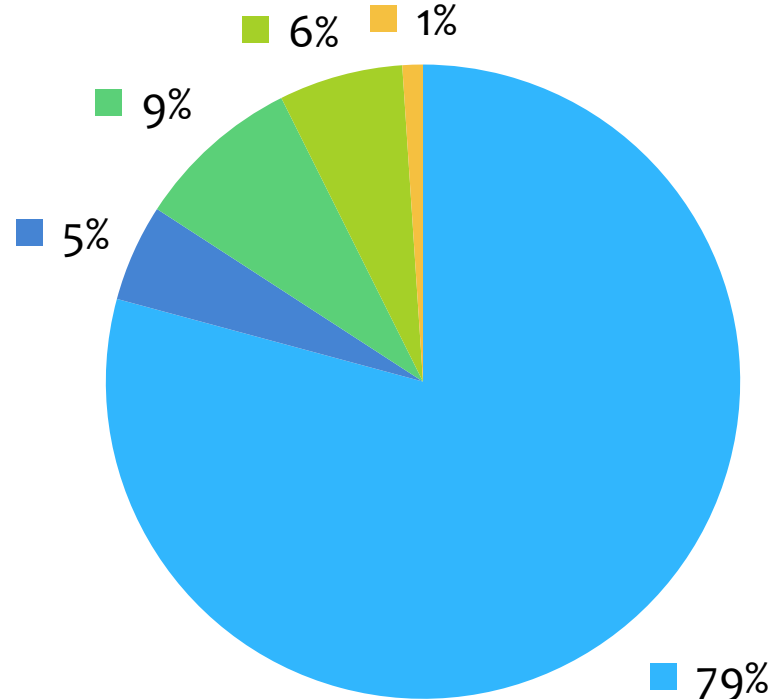
# REVENUE BREAKDOWN BY BRANDS

(Q3 FY2017 VS Q3 FY2016 Period Comparison)

### Q3 FY2017



### Q3 FY2016

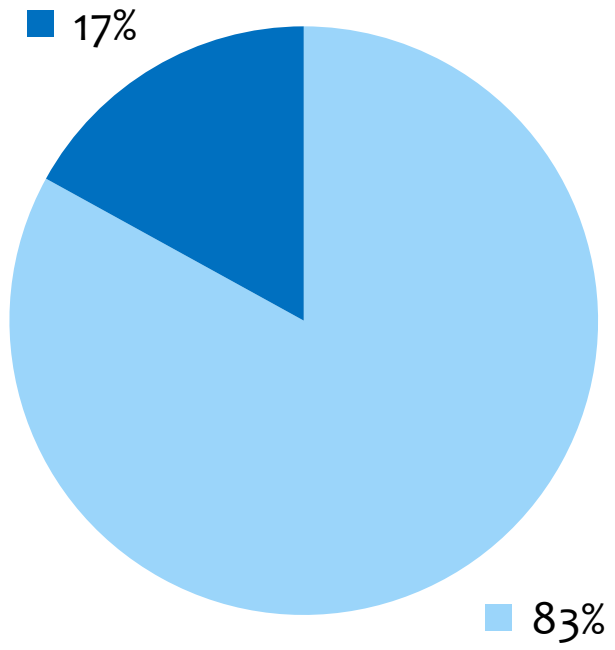


JUMBO Seafood    Bak Kut Te h    JPOT Hotpot    CHL Teochew Cuisine    J Café

# REVENUE BREAKDOWN - GEOGRAPHICAL

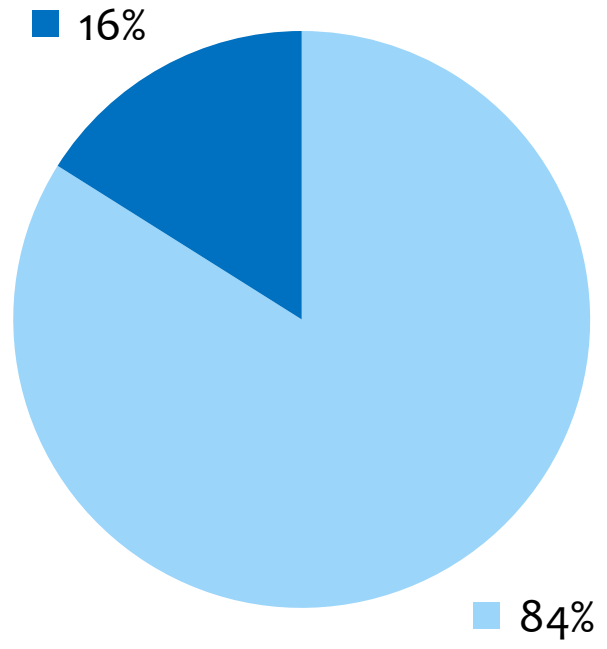
(Q3 FY2017 VS Q3 FY2016 Period Comparison)

### Q3 FY2017



Singapore

### Q3 FY2016



The PRC

# BALANCE SHEET

Summarized breakdown	As at	
	30-Jun-17	30-Sep-16
	S\$'000	S\$'000
<b>Assets</b>		
Current Assets	58,045	66,716
Non-Current Assets	19,921	19,522
<b>Total Assets</b>	<b>77,966</b>	<b>86,238</b>
<b>Liabilities</b>		
Current Liabilities	13,034	18,917
Non-Current Liabilities	301	813
<b>Total Liabilities</b>	<b>13,335</b>	<b>19,730</b>
<b>Equity</b>		
Share Capital	48,550	48,441
Currency Translation Reserve	(316)	(109)
Merger Reserve	(2,828)	(2,828)
Retained Earnings	16,999	19,277
Non-Controlling Interests	2,226	1,727
<b>Total Equity</b>	<b>64,631</b>	<b>66,508</b>
<b>Total Liabilities + Shareholders' Equity</b>	<b>77,966</b>	<b>86,238</b>
Net Asset Value (cents)	9.7	10.1

# CASH FLOWS

	9M FY2017	9M FY2016
<b>Summarized breakdown</b>	<b>S\$'000</b>	<b>S\$'000</b>
Net cash provided by operating activities	7,423	11,518
Net cash used in investing activities	(3,822)	(4,396)
Net cash used in financing activities	(14,709)	(13,020)
Net decrease in cash and cash equivalents	(11,108)	(5,898)
Cash and cash equivalents at beginning of period	59,264	60,061
Effect of foreign exchange rate changes	(22)	(111)
<b>Cash and cash equivalents at end of period</b>	<b>48,134</b>	<b>54,052</b>
Free cash flow	3,440	7,039

# DIVIDENDS

## FY2017 - Interim dividend

38% of Profit Attributable to Shareholders

## FY2016 – Final dividend

70% of Profit Attributable to Shareholders





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# THANK YOU

SGX-UBS LONDON CORPORATE DAY 2017

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