



Corporate Presentation

January 2016

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Presentation Outline

1 Corporate Overview

2 Strategies and Growth Plans

3 Financial Highlights



Corporate Overview

Corporate Overview

- Established the first Jumbo Seafood Outlet in 1987 in the popular East Coast Seafood Centre
- Home Grown Singapore Style Seafood Restaurant
- Grown into a group of 17 restaurants, in Singapore & Shanghai
- Manage 2 joint-venture restaurants: Yoshimaru & SSR Sentosa in Singapore
- Partner of 1 joint-venture restaurant in Japan
- Evolved into the following lifestyle brands:

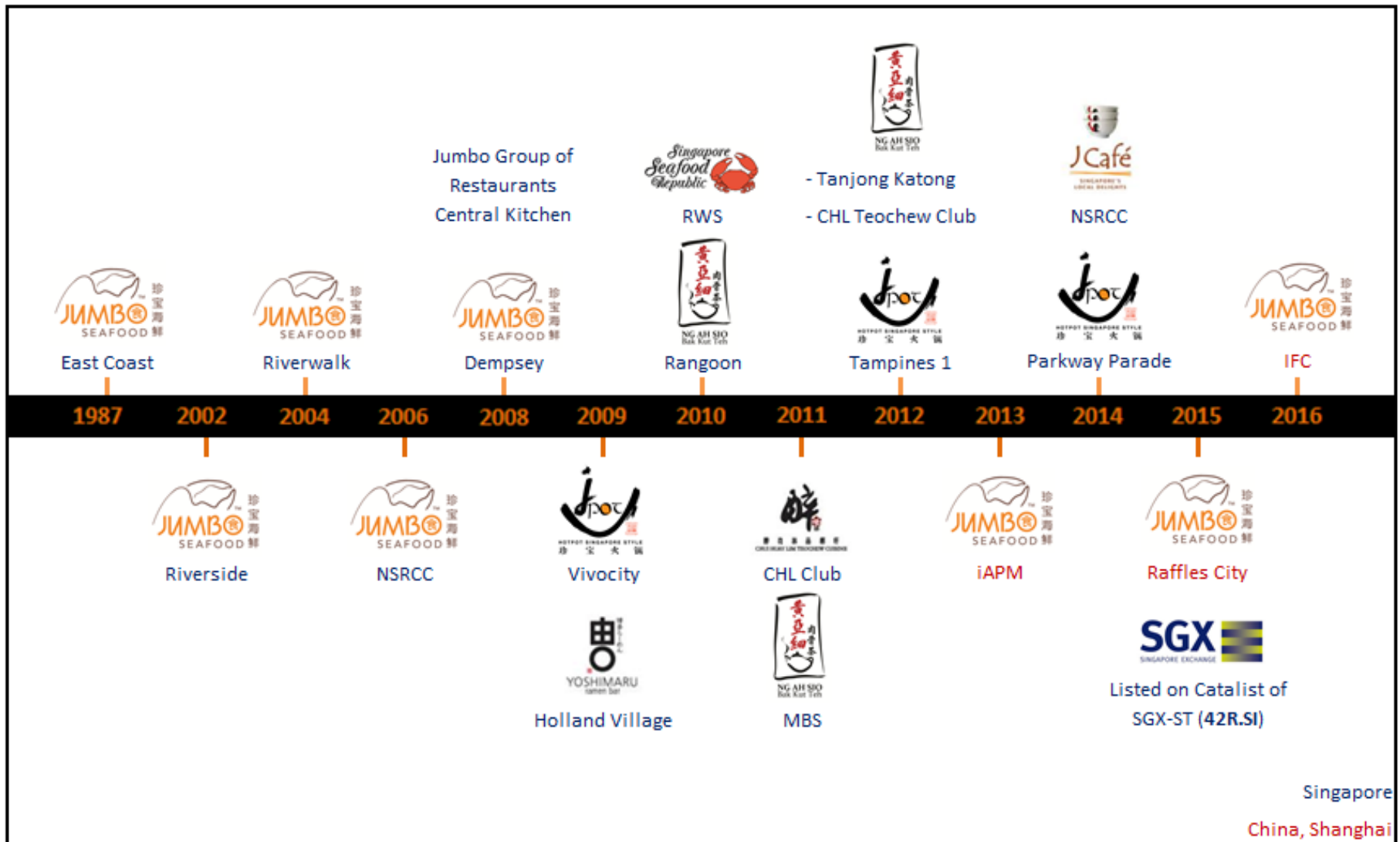


Corporate Overview

- Serve more than 1.6 tons of crabs each day
- Serve more than 6,800 diners each day
- Staff strength approximately 800
- Financial Summary (FY2015)
 - ✓ Revenue s\$122.80M
 - ✓ EBITDA s\$19.66M⁽¹⁾
 - ✓ NPAT s\$14.35M⁽¹⁾









⁽¹⁾ Excluding S\$1.03 million IPO Expenses

JUMBO Milestones



Singapore
China, Shanghai

Brands & Outlets

 <p>珍宝海鲜 JUMBO SEAFOOD</p>	<p>Singapore</p> <ul style="list-style-type: none"> • East Coast Seafood Centre, East Coast (flagship outlet) • Riverside Point, Clarke Quay • The Riverwalk, Boat Quay • National Service Resort and Country Club, Changi • Dempsey Hill, Dempsey 	<p>PRC (Shanghai)</p> <ul style="list-style-type: none"> • iAPM, Xu Hui District (flagship outlet) • Raffles City, Huangpu District • IFC, Pudong New Area
 <p>HOTPOT SINGAPORE STYLE 珍宝火锅</p>	<p>Singapore</p> <ul style="list-style-type: none"> • Vivocity, Harbourfront (flagship outlet) • Tampines 1, Tampines • Parkway Parade, Marine Parade 	
 <p>NG AH SIO Bak Kut Teh</p>	<p>Singapore</p> <ul style="list-style-type: none"> • Rangoon Road, Farrer Park (flagship outlet) • Tanjong Katong Road, Tanjong Katong • Chui Huay Lim Club, Newton • Marina Bay Sands, Marina Bay 	
 <p>醉花林品潮軒 CHUI HUAY LIM TEOCHEW CUISINE</p> <p>Singapore</p> <ul style="list-style-type: none"> • Chui Huay Lim Club, Newton 	 <p>J Café SINGAPORE'S LOCAL DELIGHTS</p> <p>Singapore</p> <ul style="list-style-type: none"> • National Service Resort and Country Club, Changi 	 <p>JUMBO CATERING</p> <p>JUMBO eShop</p>
 <p>Singapore Seafood Republic (Partnership)</p>	<p>Singapore</p> <ul style="list-style-type: none"> • Resort World Sentosa, Sentosa <p>Japan</p> <ul style="list-style-type: none"> • Shinagawa, Tokyo • Ginza, Tokyo • Umeda, Osaka 	 <p>YOSHIMARU ramen bar (Partnership)</p> <p>Singapore</p> <ul style="list-style-type: none"> • Holland Village, Bukit Timah

Awards & Recognition



Year:
2015

Awarding Principal:
The Business Times and KPMG,
supported by IDA, IE Singapore,
Singapore Business Federation and
SPRING



Year:
2015

Awarding Principal:
SPRING



**Singapore Productivity
Awards – Excellence in
F&B Sector**

Year:
2015

Awarding Principal:
Singapore Business Federation

**HRM Awards – SME
Employer of the Year**

Year:
2015

Awarding Principal:
HRM Asia Pte Ltd



Year:
2015

Awarding Principal:
Brand Alliance Group



Year:
2012, 2013, 2014 and 2015

Awarding Principal: Organised by 7
industry lead bodies

**Tatler Beijing & Shanghai
Best Restaurants Guide
2014 – Featured as one of
the best restaurants in
SHANGHAI**

Year:
2014

**Modern Weekly – 2014
Best Restaurant Selection
SHANGHAI**

Year:
2015

Awards & Recognition

Singapore SME 1000 Company

Year:
2015

Awarding Principal:
DP Information Network
Pte Ltd



Star Chef Competition - Professional Team (2nd runner up) for Asian cuisine

Year:
2013

Awarding Principal:
Restaurant Association of
Singapore



Established Brand Category

Year:
2012

Awarding Principal:
Association of Small and Medium
Enterprises and Lianhe Zaobao



Heritage Category

Year:
2012

Awarding Principal:
Association of Small and Medium
Enterprises and Lianhe Zaobao



Year:
2012

Awarding Principal:
The Business Times and KPMG,
supported by IDA, IE Singapore,
Singapore Business Federation and
SPRING



Star Chef Competition - Unilever Food Solutions Top Team Award (Finalist)

Year:
2012

Awarding Principal:
Restaurant Association of
Singapore



Star Chef Competition - Luzerne Best Appetiser Award (2nd Runner Up)

Year:
2012

Awarding Principal:
Restaurant Association of
Singapore

7th World Championship of Chinese Cuisine 2012 – Gold Award

Year:
2012

Awarding Principal:
World Association of Chinese
Cuisine

Strong Brand Equity

Top of mind awareness amongst locals and tourists

Established brands names. Our Jumbo Seafood brand and Ng Ah Sio brand has more than 23 years and 60 years of operating track record respectively

Ranked amongst top 5% of restaurant in Singapore in terms of review ratings (over 1,600 reviews) by Tripadvisor

Only Restaurant featured amongst the “Top 50 most iconic places in Singapore to visit” list compiled by Tripadvisor



Strong Marketing Through Multiple Channels

Maximizing customers reach

Loyalty Programme

- Over 48,000 customers under our Jumbo Rewards customer loyalty programme, which seeks to encourage repeat patronage and attract new customers
- Quarterly in-house bilingual newsletter “Wok’s up”
- Active CRM programme

Traditional Media

- Major newspapers,
- Television,
- Radio programmes,
- Outdoor advertising,
- Promotional brochures and flyers

Social Media and Online Platforms

- Facebook
- Blogs reviews
- Travel and restaurants review websites
- Mobile friendly

Joint Promotion with Business Associates

- Banks
- Credit cards
- Groupon

Established Central Kitchen and IT Systems for Productivity

Increasing seating capacity and turnover to maximise profit generation

Central Kitchen and R&D Kitchen

Maintain high standard of consistency and food quality across all dining brands. Reduced reliance on individual chefs.

Reduce kitchen size by up to 33% and increase seating capacity by up to 15% for outlets

Lower operating and labour costs and improved productivity at outlets allows us to increase operating hours and diner turnover

Allow creation of new dishes and improvement of preparation processes for greater quality consistency

Efficient IT systems

Enterprise Resource Planning (ERP) system enable us to effectively monitor business, optimise operational efficiency, maintain a high level of responsiveness to customers' needs and lower operating costs

POS system, Chope Reservation System and Tic Tok Queue Management System to improve operational efficiency



Strategic Goal

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

Strategies and Growth Plans



Establishing new outlets in the PRC and in Singapore and refurbishing existing outlets



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



Acquiring new premises for our corporate headquarters, Central Kitchen and R&D Kitchen

- 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
- Intend to open at least 3 additional outlets in the PRC and Singapore, by end 2017.
- Intend to refurbish and renovate our existing outlets
- May expand 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
- Cater to our future growth and development
- Enhance communication among various departments within the Group
- Increase our operational efficiency




Financial Highlights

P&L

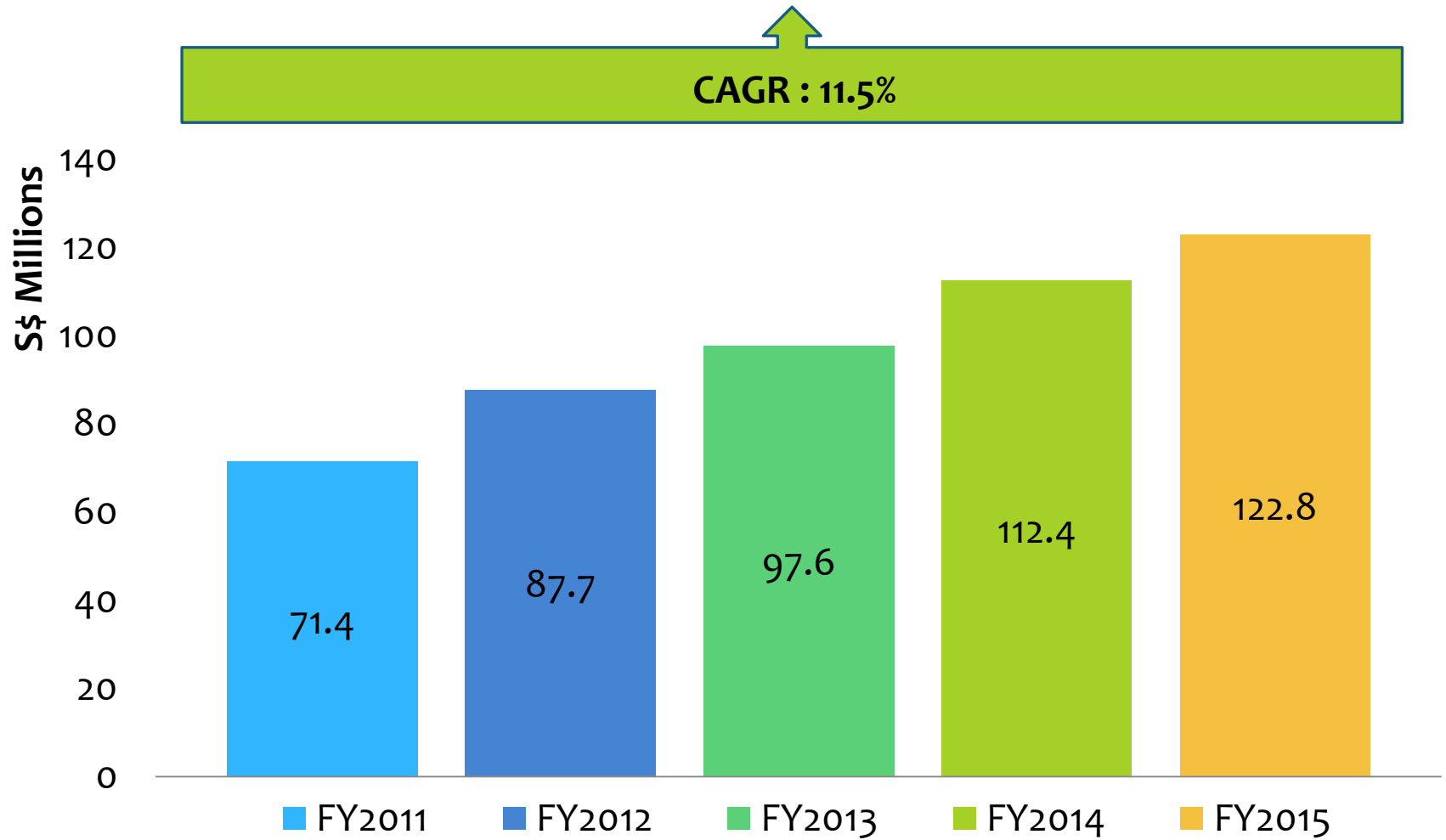
FY2014 – FY2015

	Group		Increase/ (Decrease) %
	FY 2015 S\$'000	FY 2014 S\$'000	
Revenue	122,795	112,404	9.2
Raw materials and consumables used	(45,338)	(42,697)	6.2
Changes in inventories	(182)	679	N.M. ⁽¹⁾
Other income	3,160	2,567	23.1
Employee benefits expense	(34,752)	(30,443)	14.2
Operating lease expenses	(10,335)	(8,846)	16.8
Utilities expenses	(3,631)	(3,507)	3.5
Depreciation expense	(3,456)	(3,127)	10.5
Other operating expenses	(13,146)	(11,496)	14.4
Finance costs	(32)	(31)	3.2
Share of results of associates	57	88	(35.2)
Profit before tax	15,140	15,591	(2.9)
Income tax expense	(1,819)	(1,813)	0.3
Profit for the year	13,321	13,778	(3.3)

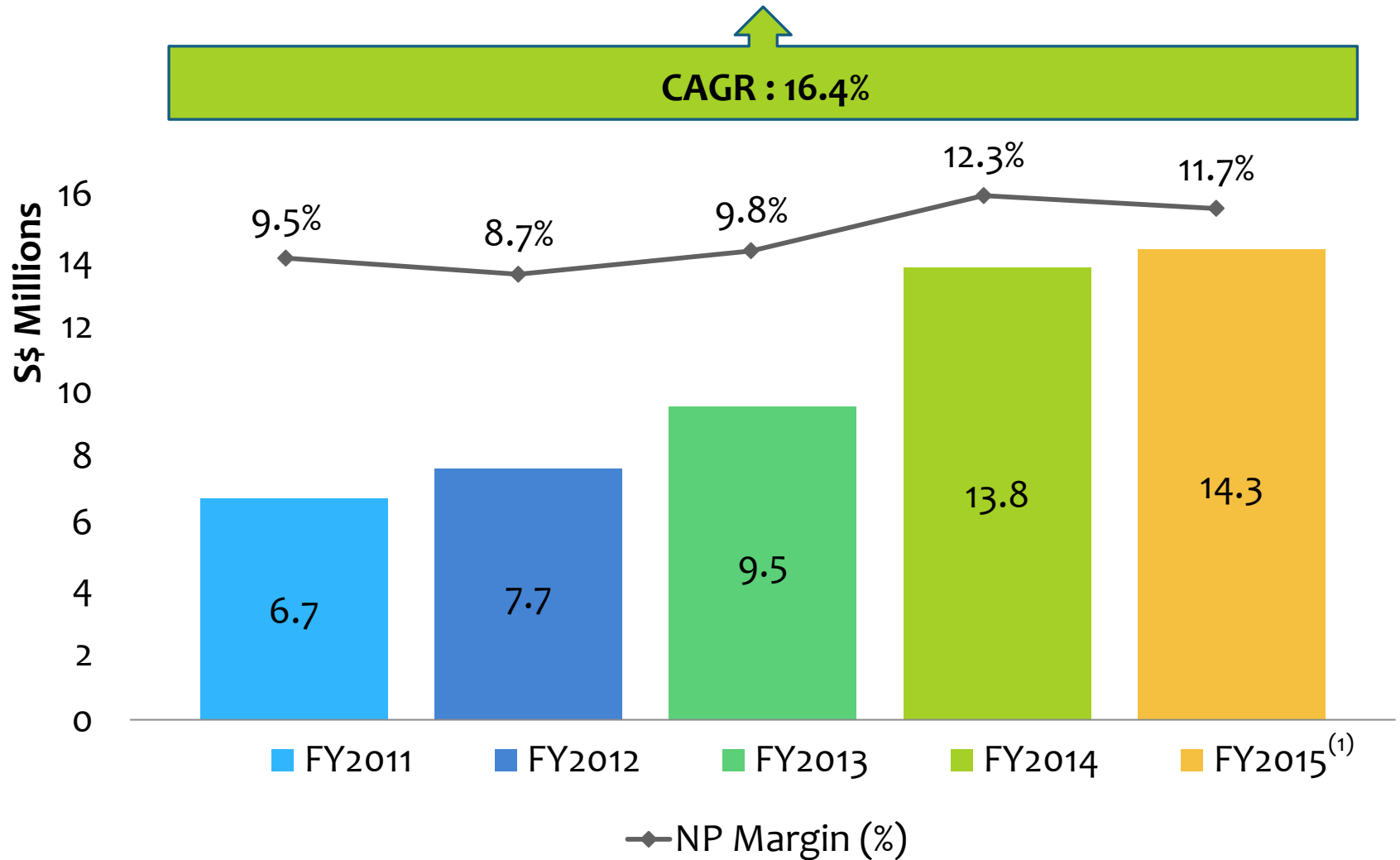
FY 2014 – FY 2015

Summarized Breakdown	FY 2015		FY 2014		Change	
	\$'000	%	\$'000	%	%	
Revenue	122,795	100.0	112,404	100.0	 9.2	
EBITDA	19,657 ⁽¹⁾	16.0	18,748	16.7	 4.8	
NPBT	16,169 ⁽¹⁾	13.2	15,591	13.9	 3.7	
(1) Excluding S\$1.03 million IPO Expenses						











Revenue








Net Profit & Net Profit Margin



Balance Sheet

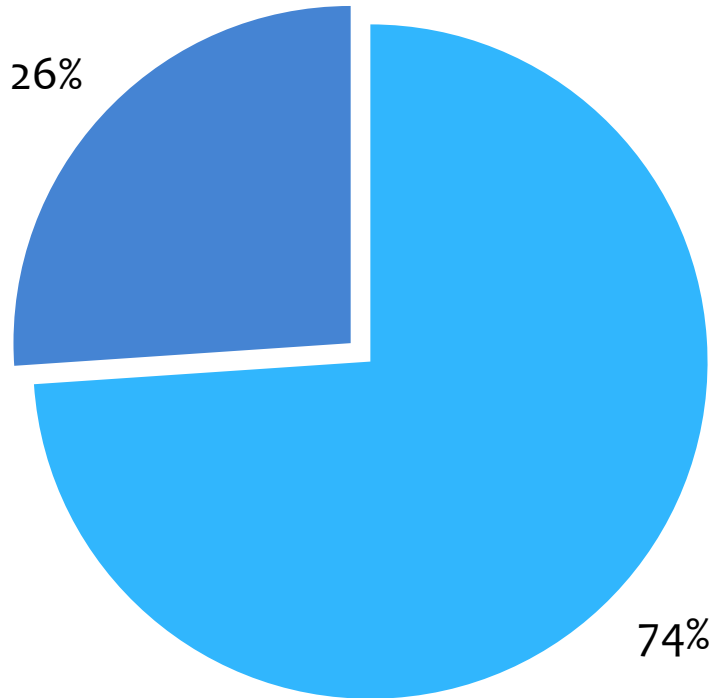
Summarized Breakdown	As at 30 Sept 2015	As at 30 Sept 2014	Change
	\$'000	\$'000	%
ASSETS			
Current Assets	68,025	57,591	 18.1
Non-Current Assets	15,491	13,419	 15.4
Total Assets	83,516	71,010	 17.6
LIABILITIES			
Current Liabilities	17,577	18,023	 2.5
Non-Current Liabilities	742	969	 23.4
Total Liabilities	18,319	18,992	 3.5
EQUITY			
Share Capital	2,596	2,596	0.0
Retained Earnings and Reserves	54,327	44,513	 22.0
Fellow Co-operative Venturer's Interests	5,440	3,288	 65.5
Non-controlling Interests	2,834	1,621	 74.8
Total Equity	65,197	52,018	 25.3
Total Liabilities + Shareholders' Equity	83,516	71,010	

Cash Flow Statement

Summarized Breakdown	FY2015	FY2014	Change
	\$'000	\$'000	%
Net Cash Provided by Operating Activities	14,975	16,630	 10.0
Net Cash Used in Investing Activities	(1,990)	(4,656)	 57.3
Net Cash Used in Financing Activities	(505)	(1,687)	 70.1
Net Increase in Cash and Cash Equivalents	12,480	9,987	 25.0
Free Cash Flow	9,506	12,772	 25.6

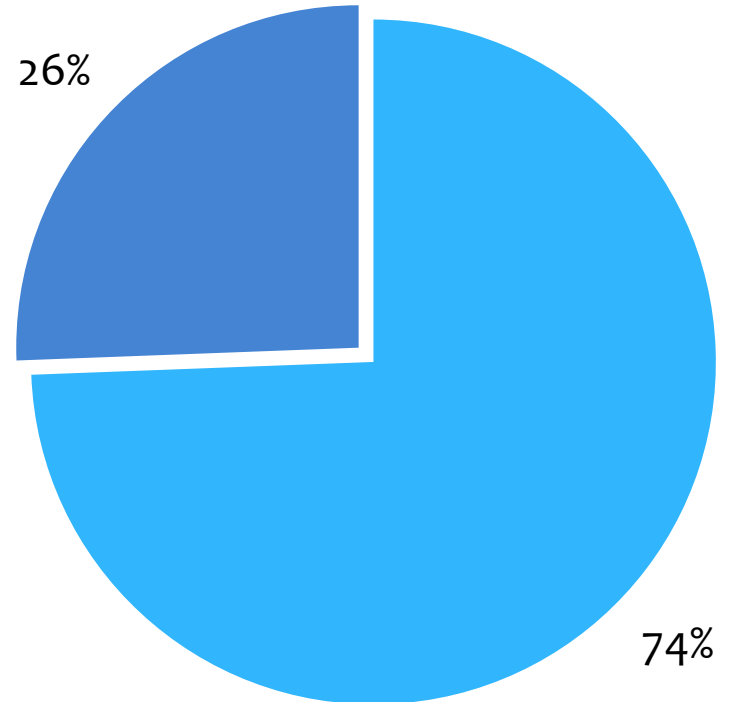
Revenue Breakdown

2015



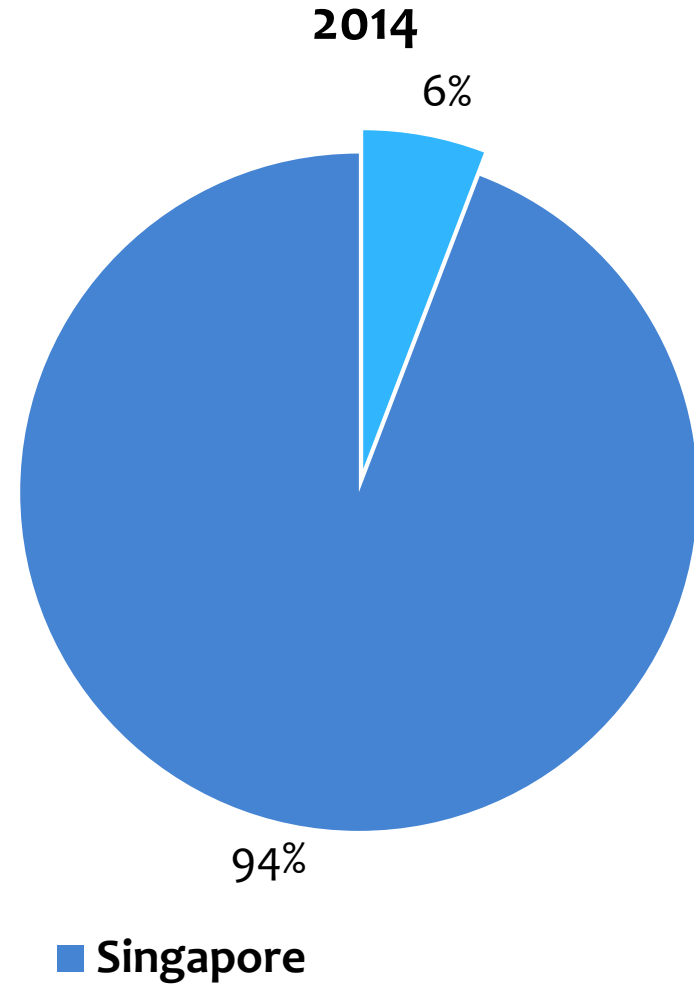
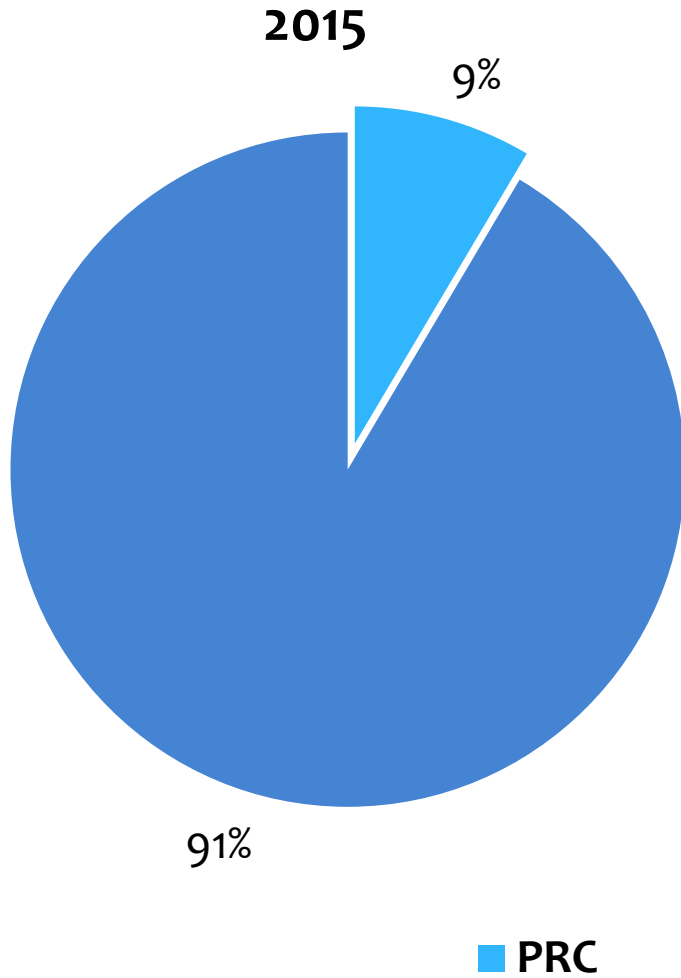
■ JUMBO

2014



■ Others

Geographical Revenue



Proposed Dividends

Proposed dividend of not less than 30% of net profits attributable to Shareholders in each of FY2016 and FY2017



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