
JUNE 2018

JUMBO Group Limited

CORPORATE PRESENTATION



IMPORTANT NOTICE

JUMBO GROUP LIMITED CORPORATE PRESENTATION

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 Jumbo Group Limited ("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 may contain 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.



01 ● **Corporate Overview**

02 ● **Strategies & Growth Plans**

03 ● **Financial Highlights**



01

CORPORATE
OVERVIEW

CORPORATE MILESTONES



ESTABLISHING

1987

Flagship
Seafood Restaurant
In Singapore



BRAND BUILDING



REGIONAL EXPANSION

2013

Flagship
Seafood Restaurant
in Shanghai, PRC



SGX
SINGAPORE EXCHANGE

LISTING

2015

Listed on the
Catalist Board of
the SGX-ST

2016

MSCI
Global Micro Cap
Indexes
(Singapore Index)

2017

Franchises in
Vietnam and Taiwan

FTSE ST
Catalist Index

Flagship
Seafood Restaurant
in Beijing, PRC

2018

Flagship
Seafood Restaurant
in Xi'an, PRC

Flagship
Hong Kong Tsui Wah
Restaurant
in Clarke Quay,
Singapore
(Franchisee)

PORTFOLIO

- Sells more than 1.7 tonnes of crabs each day
- Serves more than 7,500 diners each day
- Staff strength approximately 1,000

Own & Manage:

- Singapore: 13 restaurants/outlets
- PRC: 6 restaurants
 - Shanghai: 4 restaurants
 - Beijing: 1 restaurant
 - Xi'an: 1 restaurant

Joint Venture

- Singapore: 1 Singapore Seafood Republic restaurant (Manage)
- Japan: 1 Singapore Seafood Republic restaurant

Franchise

- Vietnam: 1 franchised outlet in Ho Chi Minh
- Taiwan: 1 franchised outlet in Taipei

Brands



BRANDS & RESTAURANT OUTLETS



JUMBO SEAFOOD

Singapore

- East Coast Seafood Centre, East Coast (flagship)
- Riverside Point, Clarke Quay
- The Riverwalk, Boat Quay
- NSRCC, Changi
- Dempsey Hill, Dempsey

PRC

- iAPM, Xu Hui District, Shanghai (flagship)
- Raffles City, Huangpu District, Shanghai
- IFC Mall, Lujiazui District, Shanghai
- L' Avenue, Changning District, Shanghai
- SKP Mall, Chaoyang District, Beijing
- SKP Mall, Beilin District, Xi'an

Vietnam

- Dong Khoi, Ho Chi Minh (franchise)

Taiwan

- Shin Kong Mitsukashi (Xin Yi), Taipei (franchise)



NG AH SIO BAK KUT TEH

Singapore

- Rangoon Road, Farrer Park (flagship)
- Chui Huay Lim Club, Newton
- Marina Bay Sands, Marina Bay
- Resort World Sentosa, Sentosa



JCAFE

Singapore

- NSRCC, Changi



JPOT

Singapore

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



CHUI HUAY LIM

Singapore

- Chui Huay Lim Club, Newton

AWARDS & ACCOLADES

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



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

SINGAPORE FOOTPRINTS



2002
RIVERSIDE

2004
RIVERWALK

2006
NSRCC

2008
DEMPSEY



EAST COAST

2008
JUMBO GROUP OF
RESTAURANT
CENTRAL KITCHEN



2009
VIVOCITY



2010
RANGOON



NG AH SIO
Rak Kut Teh

2011
MBS

2012
CHUI HUAY LIM CLUB



2012
TAMPINES ONE



J Cafe
SINGAPORE'S
LOCAL SINGAPORES

2014
NSRCC



NG AH SIO
Rak Kut Teh

RWS



CLARKE QUAY

1987
ESTABLISHMENT

2008

2010

2015

2016

2017

2018

GLOBAL FOOTPRINTS



L'AVENUE MALL, SHANGHAI

XINYI, TAIPEI
(franchise)



DONG KHOI, HO CHI MINH
(franchise)

SKP MALL, BEIJING

2013
REGIONAL EXPANSION

2014

2015

2016

2017
FRANCHISE

2018





02

**STRATEGIES
&
GROWTH PLANS**

STRATEGIC DIRECTION



ORGANIC GROWTH

Local & Overseas Market

Local Market

Leveraging on operational success and market knowledge to open new outlets and develop new concepts

Overseas Market

Leveraging on strong brand equity to expand overseas footprints via self-managed, franchise and/or joint venture outlets



MERGERS & ACQUISITION

Enhance Competitive Edge

Food & Beverage Businesses

Acquiring brands with high growth potential and committed operators to enhance our current brand mix

Non - Food & Beverage Businesses

Acquiring businesses to complement or strength our current functional requirements giving us a competitive edge



INFRASTRUCTURE & CAPABILITY BUILDING

Preparation for the Future

Corporate Headquarters

Increase efficiency and productivity by housing all strategic functions under one roof

Central Kitchen & Logistic Functions

Enhance central kitchen and logistic capabilities to support local and overseas expansions

Information Technology Systems

Invest in IT to further strengthen our competitive edge

Human Resource & Training

Develop robust human resource policies and training curriculums to attract and groom talents

GROWTH PHILOSOPHY



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

SINGAPORE & THE PRC



Singapore

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



THE PRC

- Shanghai
 - ✓ Current 4 Jumbo Seafood outlets
 - ✓ Possible 1 new outlet
- Beijing
 - ✓ Current 1 Jumbo Seafood outlet
 - ✓ Possible 1-2 new outlets
- Xi'an
 - ✓ Current 1 Jumbo Seafood outlet
- Shenzhen
 - ✓ Possible 1 Jumbo Seafood outlet
- Other Chinese cities
 - ✓ Joint venture and/or franchise

SINGAPORE & THE PRC

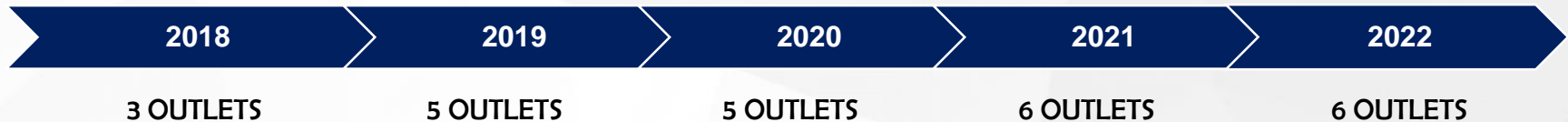
Franchise Revenue

- Franchise fee
- Royalty fee
- Sale of proprietary items

Franchise Support

- Quality assurance
 - Operation audit
 - Food quality audit
 - Food safety audit
- Introduction of new dishes

Franchise Opening Targeted Timeline



POTENTIAL FRANCHISES



Taiwan
6 – 8 Franchised outlets
(Currently 1 Franchised outlet)



Thailand
2 - 4 Franchised outlets



Korea
2 – 4 Franchised outlets



Hong Kong
2 – 4 Franchised outlets



Macau
1 – 2 Franchised outlets



Vietnam
2 – 4 Franchised outlets
(Currently 1 Franchised outlet)



Indonesia
4 – 6 Franchised outlets

OTHER REVENUE STREAMS



RETAIL PACKS
jumboeshop.com.sg



CATERING & EVENTS



HOME DELIVERY



03

**FINANCIAL
HIGHLIGHTS**

FINANCIAL HIGHLIGHTS

P&L

GROUP HALF-YEAR

	HY FY2018		HY FY2017		Variance	
	\$'000	%	\$'000	%	\$'000	%
Revenue	77,496	100.0%	72,088	100.0%	5,408	7.5%
Cost of sales	(28,662)	37.0%	(25,909)	35.9%	(2,753)	10.6%
Gross profit	48,834	63.0%	46,179	64.1%	2,655	5.7%
Other income	1,921	2.5%	1,204	1.7%	717	59.6%
Employee benefits expense	(24,253)	31.3%	(20,368)	28.3%	(3,885)	19.1%
Operating lease expenses	(7,237)	9.3%	(6,762)	9.4%	(475)	7.0%
Utilities expenses	(1,794)	2.3%	(1,574)	2.2%	(220)	14.0%
Depreciation expense	(2,237)	2.9%	(2,238)	3.1%	1	N.M.
Other operating expenses	(7,494)	9.7%	(6,399)	8.9%	(1,095)	17.1%
Finance costs	-	-	(4)	0.0%	4	N.M.
Share of results of associates	(180)	0.2%	67	0.1%	(247)	N.M.
Profit before tax	7,560	9.8%	10,105	14.0%	(2,545)	(25.2%)
Income tax expense	(1,190)	1.5%	(1,320)	1.8%	130	(9.8%)
Profit for the period	6,370	8.2%	8,785	12.2%	(2,415)	(27.5%)
EBITDA	9,797	12.6%	12,343	17.1%	(2,546)	(20.6%)

FINANCIAL HIGHLIGHTS

P&L

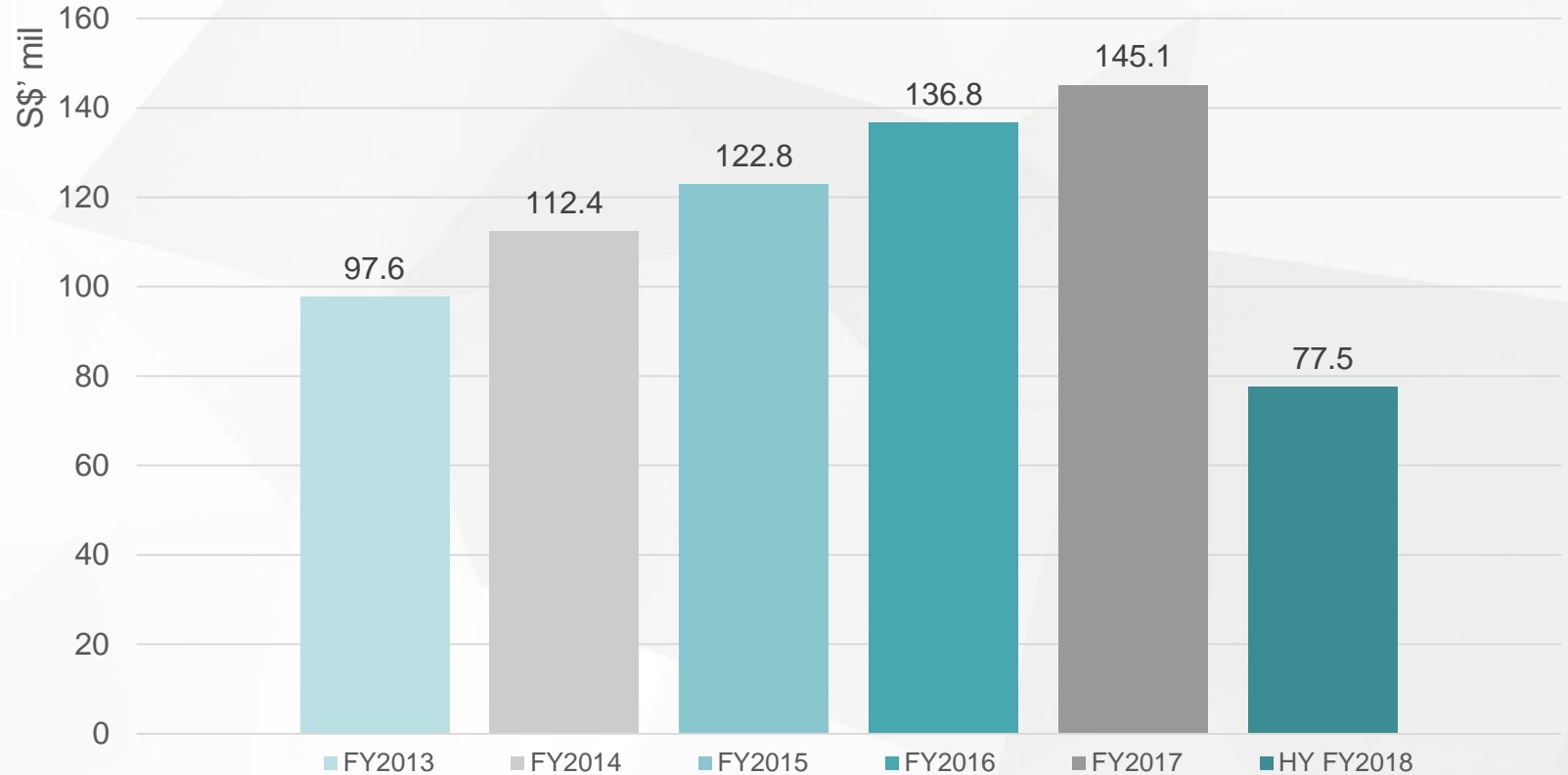
GROUP QUARTER

	Q2 FY2018		Q2 FY2017		Variance	
	\$'000	%	\$'000	%	\$'000	%
Revenue	41,748	100.0%	39,379	100.0%	2,369	6.0%
Cost of sales	(15,328)	36.7%	(14,214)	36.1%	(1,114)	7.8%
Gross profit	26,420	63.3%	25,165	63.9%	1,255	5.0%
Other income	1,260	3.0%	826	2.1%	434	52.5%
Employee benefits expense	(12,960)	31.0%	(10,303)	26.2%	(2,657)	25.8%
Operating lease expenses	(3,713)	8.9%	(3,509)	8.9%	(204)	5.8%
Utilities expenses	(921)	2.2%	(809)	2.1%	(112)	13.8%
Depreciation expense	(1,143)	2.7%	(1,161)	2.9%	18	(1.6%)
Other operating expenses	(3,988)	9.6%	(3,432)	8.7%	(556)	16.2%
Finance costs	-	-	(1)	0.0%	1	N.M.
Share of results of associates	51	0.1%	53	0.1%	(2)	(3.8%)
Profit before tax	5,006	12.0%	6,829	17.3%	(1,823)	(26.7%)
Income tax expense	(759)	1.8%	(792)	2.0%	33	(4.2%)
Profit for the period	4,247	10.2%	6,037	15.3%	(1,790)	(29.7%)
EBITDA	6,149	14.7%	7,990	20.3%	(1,841)	(23.0%)

FINANCIAL HIGHLIGHTS

REVENUE

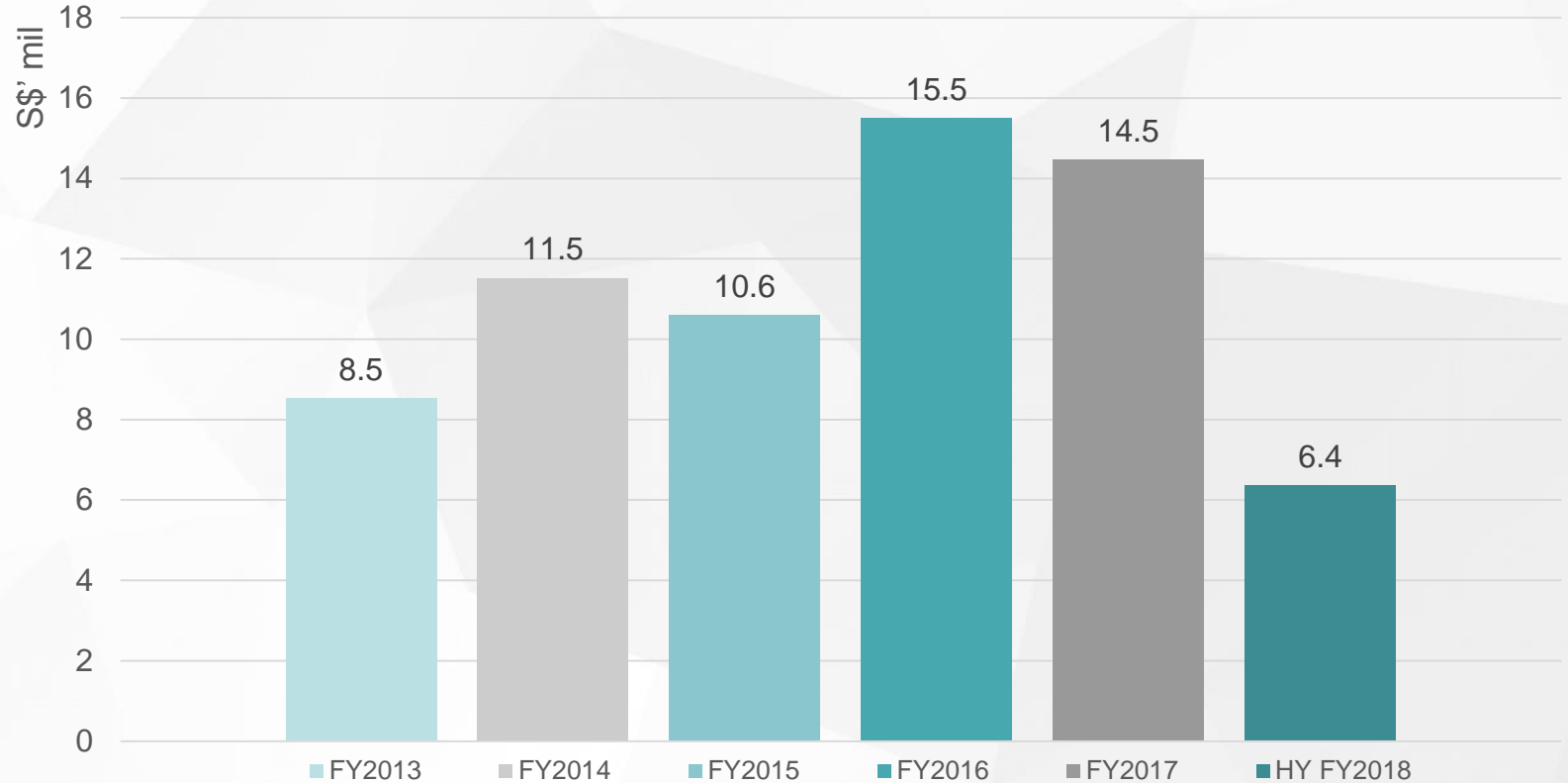
FY2013 to HY FY2018



FINANCIAL HIGHLIGHTS

PROFIT ATTRIBUTABLE TO OWNERS

FY2013 to HY FY2018

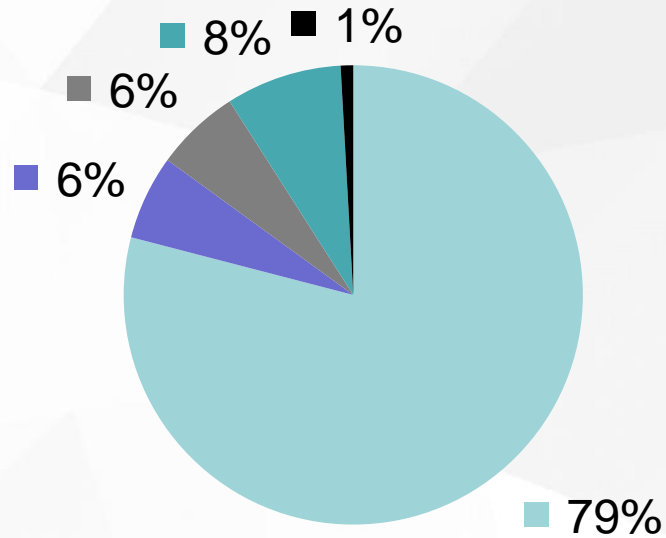


FINANCIAL HIGHLIGHTS

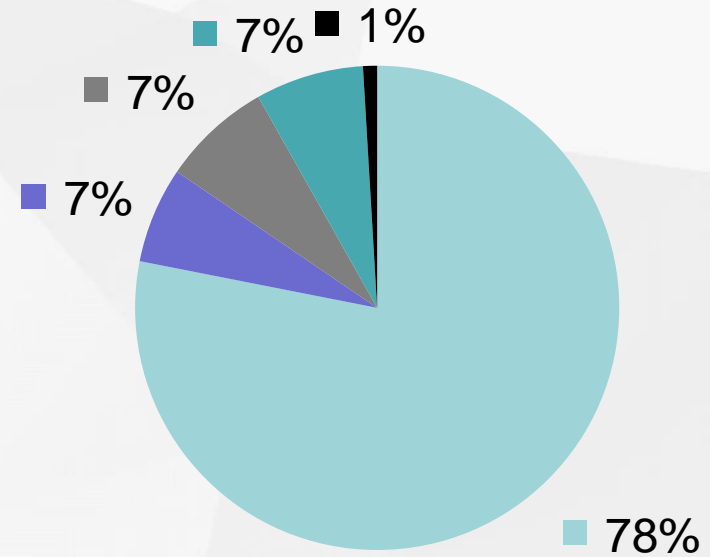
REVENUE BREAKDOWN

BRANDS

HY FY2018



FY2017



JUMBO Seafood

Bak Kut Te h

J POT Hotpot

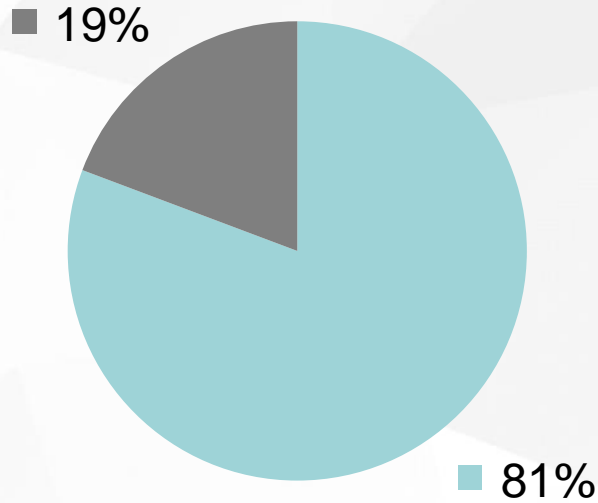
CHL Teochew Cuisine

J Café

REVENUE BREAKDOWN

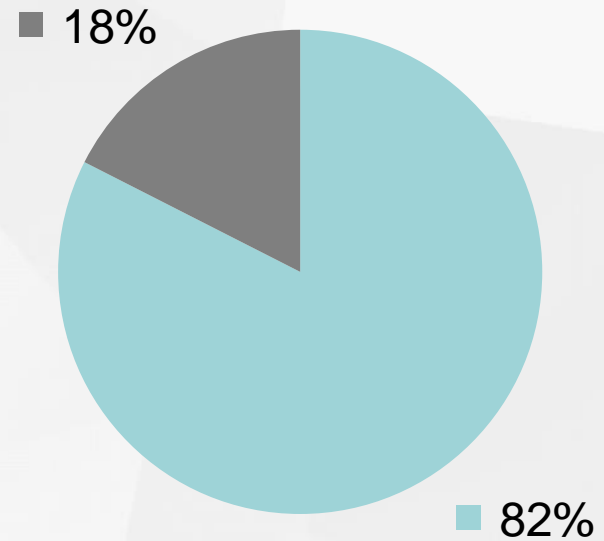
GEOGRAPHICAL

HY FY2018



■ SINGAPORE

FY2017



■ THE PRC

FINANCIAL HIGHLIGHTS
BALANCE SHEET
GROUP

	As at	
	<u>31/3/2018</u>	<u>30/9/2017</u>
ASSETS	\$'000	\$'000
Current assets		
Cash and cash equivalents	44,484	51,262
Trade and other receivables	11,644	9,036
Short-term investments	489	426
Inventories	1,652	1,479
Total current assets	58,269	62,203
Non-current assets		
Investment in associates	1,758	550
Available-for-sale investment	75	75
Goodwill	782	782
Property, plant and equipment	20,440	19,382
Club memberships	238	238
Total non-current assets	23,293	21,027
Total assets	81,562	83,230

	As at	
	<u>31/3/2018</u>	<u>30/9/2017</u>
LIABILITIES AND EQUITY	\$'000	\$'000
Current liabilities		
Trade and other payables	9,926	10,085
Provision for reinstatement costs	1,936	1,829
Income tax payable	1,995	2,535
Total current liabilities	13,857	14,449
Non-current liabilities		
Deferred tax liability	301	301
Total non-current liabilities	301	301
Capital and reserves		
Share capital	48,806	48,550
Currency translation reserve	(114)	(110)
Merger reserve	(2,828)	(2,828)
Retained earnings	18,310	19,639
Equity attributable to owners of the Company	64,174	65,251
Non-controlling interests	3230	3229
Total equity	67,404	68,480
Total liabilities and equity	81,562	83,230

FINANCIAL HIGHLIGHTS
CASHFLOW
GROUP QUARTER

	<u>Q2 FY2018</u>	<u>Q2 FY2017</u>
	\$'000	\$'000
Operating activities		
Profit before income tax	5,006	6,829
Adjustments for:		
Depreciation expense	1,143	1,161
Interest income	(5)	(74)
Finance costs	-	1
Loss on property, plant and equipment written off	-	92
Reversal of impairment of investment in associates	(500)	-
Fair value gain on short-term investments	(16)	(40)
Share-based payment expenses	256	109
Reversal of provision for reinstatement	-	(14)
Share of results of associates	(51)	(53)
Unrealised foreign exchange loss / (gain)	78	(88)
Operating cash flows before movements in working capital	5,911	7,923
Trade and other receivables	(1,410)	298
Inventories	(178)	95
Trade and other payables	(1,689)	(6,843)
Cash generated from operations	2,634	1,473
Interest income	5	74
Finance costs	-	(1)
Reinstatement cost paid	-	(18)
Income tax paid	(1,599)	(1,270)
Net cash from operating activities	1,040	258

	<u>Q2 FY2018</u>	<u>Q2 FY2017</u>
	\$'000	\$'000
Investing activities		
Acquisition of property, plant and equipment	(970)	(1,404)
Proceeds from reduction of investments in associate	220	-
Proceeds from disposal of property, plant and equipment	-	154
Net cash used in investing activities	(750)	(1,250)
Financing activities		
Dividend paid to owners of the Company	(7,698)	(10,903)
Repayment of bank borrowings	-	(575)
Net cash used in financing activities	(7,698)	(11,478)
Net decrease in cash and cash equivalents	(7,408)	(12,470)
Cash and cash equivalents at beginning of the period	51,892	61,451
Effect of foreign exchange rate changes	-	-
Cash and cash equivalents at end of the period	44,484	48,981

FINANCIAL HIGHLIGHTS
CASHFLOW
GROUP HALF-YEAR

	<u>HY FY2018</u>	<u>HY FY2017</u>
	\$'000	\$'000
Operating activities		
Profit before income tax	7,560	10,105
Adjustments for:		
Depreciation expense	2,237	2,238
Interest income	(18)	(151)
Finance costs	-	4
Loss on property, plant and equipment written off	-	93
Gain on disposal of property, plant and equipment	(1)	-
Reversal of impairment of investment in associates	(500)	-
Fair value gain on short-term investments	(63)	(40)
Share-based payment expenses	256	109
Reversal of provision for reinstatement	-	(14)
Share of results of associates	180	(67)
Unrealised foreign exchange gain	(33)	(45)
Operating cash flows before movements in working capital	9,618	12,232
Trade and other receivables	(2,608)	(875)
Inventories	(173)	26
Trade and other payables	(159)	(5,370)
Cash generated from operations	6,678	6,013
Interest income	18	151
Finance costs	-	(4)
Reinstatement cost paid	-	(18)
Income tax paid	(1,730)	(1,665)
Net cash from operating activities	4,966	4,477

	<u>HY FY2018</u>	<u>HY FY2017</u>
	\$'000	\$'000
Investing activities		
Acquisition of property, plant and equipment	(3,188)	(3,412)
Acquisition of investment in associates	(1,108)	-
Proceeds from reduction of investments in associate	220	-
Proceeds from disposal of property, plant and equipment	1	154
Net cash used in investing activities	(4,075)	(3,258)
Financing activities		
Dividend paid to owners of the Company	(7,698)	(10,903)
Repayment of bank borrowings	-	(599)
Net cash used in financing activities	(7,698)	(11,502)
Net decrease in cash and cash equivalents	(6,807)	(10,283)
Cash and cash equivalents at beginning of the period	51,262	59,264
Effect of foreign exchange rate changes	29	-
Cash and cash equivalents at end of the period	44,484	48,981

FINANCIAL HIGHLIGHTS
DIVIDENDS
INTERIM

HY FY2018

INTERIM DIVIDEND

\$0.005 Per Share

50.4% of profit attributable
to shareholders of the company





JUMBO GROUP LIMITED
THANK YOU

This presentation has been prepared by the Company and its contents have been reviewed by the Company's sponsor, United Overseas Bank Limited (the "Sponsor"), for compliance with the relevant rules of the SGX-ST. The Sponsor has not independently verified the contents of this presentation.

This presentation has not been examined or approved by the SGX-ST and the SGX-ST assumes 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 Mr. Chia Beng Kwan, Senior Director, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone +65 6533 9898.