

JUMBO   
GROUP

CORPORATE PRESENTATION  
JANUARY 2020



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## JUMBO GROUP LIMITED CORPORATE PRESENTATION

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# AGENDA

- Corporate Overview
- Our Brands' Developments
- Growth Strategies
- Latest Financials



# CORPORATE OVERVIEW



# ABOUT JUMBO

## OUR HUMBLE BEGINNINGS



- Started out in Singapore in 1987 with a single JUMBO Seafood outlet (now our flagship restaurant) at the East Coast Seafood Centre

## OUR CURRENT ACHIEVEMENTS



- One of Singapore's leading multi-dining concept F&B establishments
- Listed on SGX Catalist since November 2015
- Famous for its Award-Winning Chilli Crab, a symbolic dish of Singapore
- Operates a network of 38 outlets, spanning across 15 cities in Asia



**We own 6 brands...**



**and manage 2 brands...**



**across 15 Cities in Asia**

# THE BIG NAME IN SEAFOOD



**1.9 tonnes**

of crabs sold  
each day



**9,000**

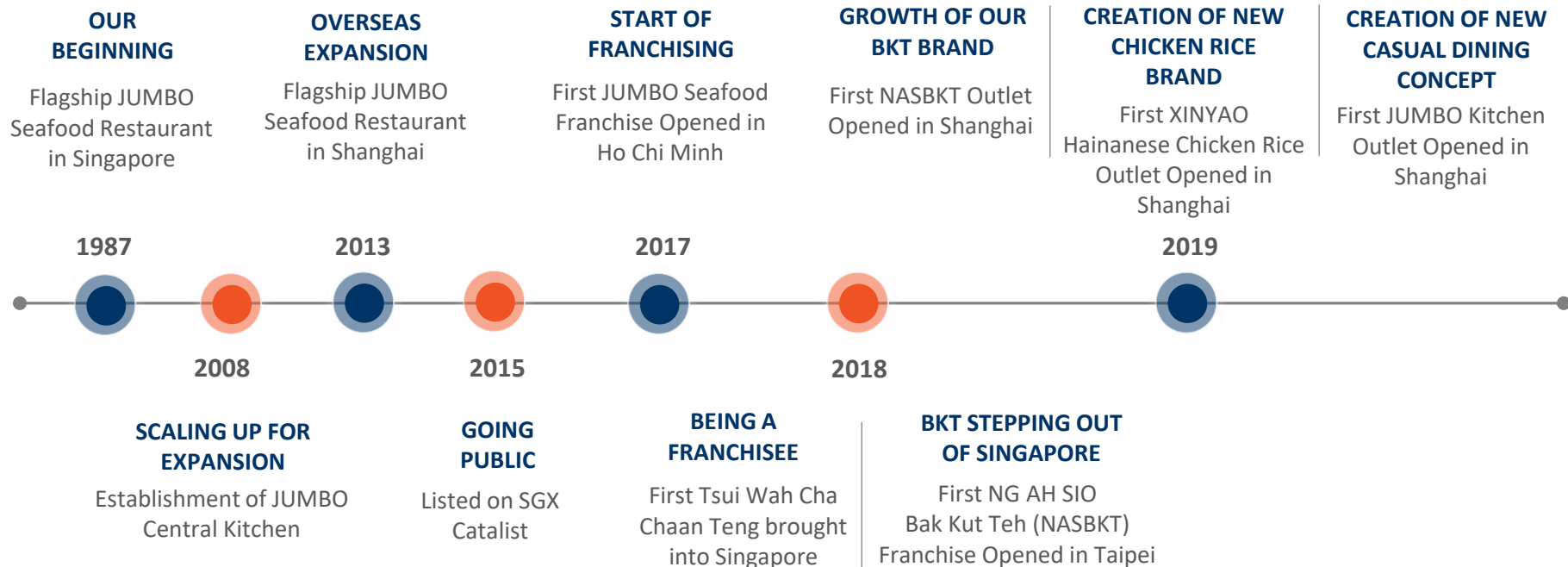
diners served  
daily



**1,200**

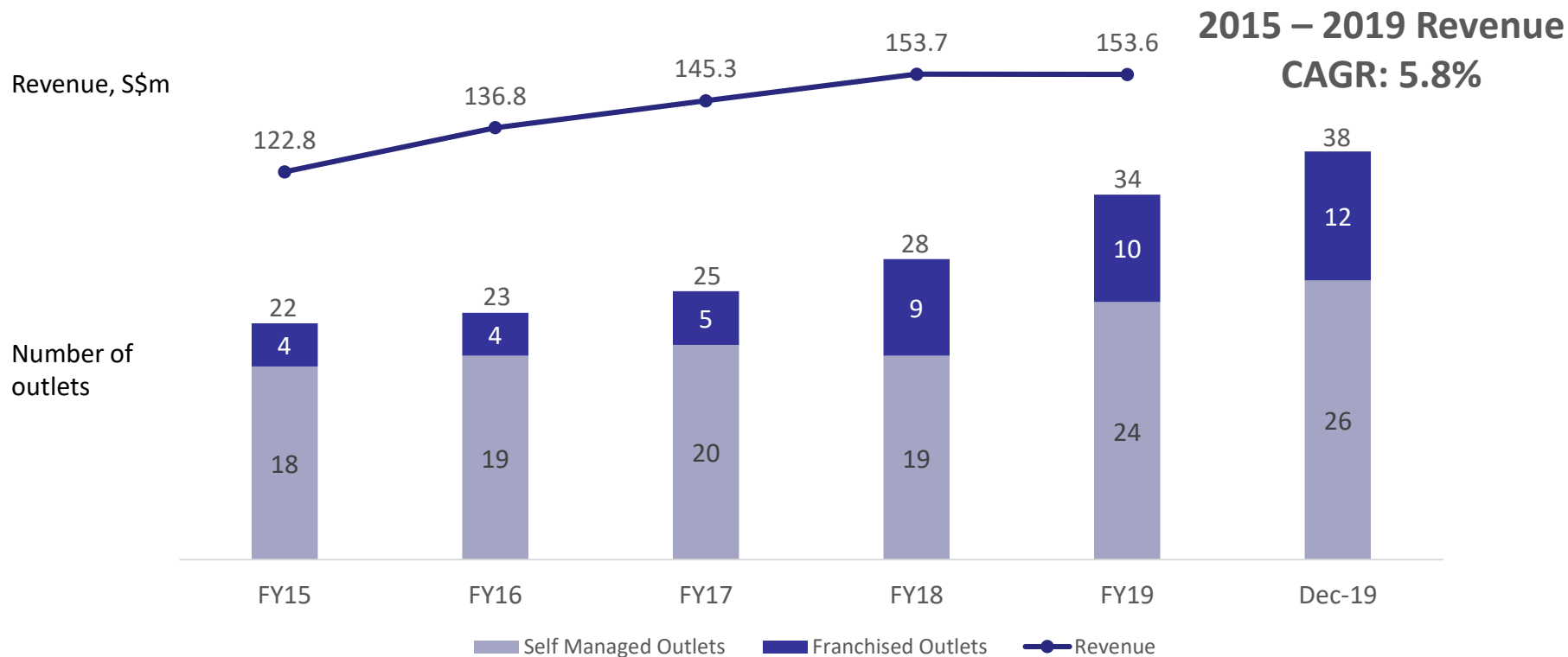
staff employed in  
Singapore and China

# CORPORATE MILESTONES





# NETWORK EXPANSION, GROWING TOPLINE



# NEW OUTLET OPENINGS

BRANDS	2019	
	NEW OUTLETS	CITIES
<b>JUMBO Seafood</b>		
<i>Self Managed</i>	1	Singapore
<i>Franchised</i>	2	Seoul & Ilsan
<b>JUMBO Kitchen (Self Managed)</b>	1	Shanghai
<b>Zui Teochew Cuisine (Self Managed)</b>	1	Singapore
<b>Chao Ting (Self Managed)</b>	1	Singapore
<b>NASBKT</b>		
<i>Self Managed</i>	1	Shanghai
<i>Franchise</i>	3	Hsinchu, Taipei, Taoyuan
<b>XINYAO Hainanese Chicken Rice (Self Managed)</b>	1	Shanghai
<b>Tsui Wah (Self Managed)</b>	1	Singapore
Total	12	

# OUR BRANDS' DEVELOPMENTS





- Our pioneer brand – Renowned for its Singapore-style seafood cuisine
- Iconic Award-Winning Chilli Crab

Cities	Number of Outlets	
Singapore	6	2 new outlets added in 2019, namely ION Orchard & Jewel
Shanghai	3	
Beijing	1	
Xi'an	1	
Fuzhou	1	
Taichung	1	Jumbo Group took over the management of these 2 outlets in 2019
Taipei	1	
Ho Chi Minh	1	Franchised Outlets
Bangkok	1	
Seoul	1	
Ilsan	1	
<b>Total</b>	<b>18</b>	

珍宝  
海鲜小厨  
JUMBO KITCHEN

- A new concept created in 2019, aimed to cater to the growing population of smaller families and the next generation
- Positioned as casual, quality yet affordable Singapore-style seafood cuisine



**First outlet started  
in Shanghai  
in October 2019**



NG AH SIO  
Bak Kut Teh



- Founded in 1955 with over a million bowls served since then
- A heritage dish renowned for its savoury, pork-based, peppery Teochew style soup

Cities	Number of Outlets	
Singapore	4	
Shanghai	1	New outlet opened in December 2019
Taipei	2	
Hsinchu	1	Franchised Outlets
Taoyuan	1	
<b>Total</b>	<b>9</b>	

# 醉

醉花林品潮轩  
CHUI HUAY LIM TEOCHEW CUISINE

醉字轩经典潮膳  
ZUI YU XUAN TEOCHEW CUISINE



- Well-known for high-quality, refined iconic Teochew classic dishes
- Strategically located within sites of historic significance in Singapore, syncing nicely with the elegance of Teochew cuisine

**Our second outlet, opened in April 2019, is located within a beautiful two-storey heritage building at Far East Square**

一品  
泡  
饭

CHAO TING  
Teochew Pao Fan



- Another creative new concept introduced in 2019, aimed at the fast-moving crowd who still yearns to savour a bowl of delicious quality seafood broth without heading to a restaurant
- Casual quick-service establishment specialising in Teochew ‘Pao Fan’ – Perfectly cooked grains of rice served in flavourful broth

**First outlet started operations  
in April 2019, at Far East  
Square in Singapore**





新|肴|海|南|鸡|饭

XINYA  Hainanese  
Chicken Rice



- After BKT, we once again embark on the mission to introduce one of Singapore's famous national dishes, the Hainanese Chicken Rice, to those abroad
- Choosing Shanghai as the testbed for this new concept as this dish bonds the traditional culture and flavours of the same origin between Hainan (China) and Singapore

**First outlet commenced  
business in December 2019,  
at One ITC, Shanghai**

# 翠華

TSUI WAH  
SINCE 1967



- One of the most popular Hong Kong Style “Cha Chaan Teng” names, Jumbo Group brought the brand to Singapore in 2018, via a joint venture with Tsui Wah
- A symbolic move as Tsui Wah establishes its presence outside the Greater China region

**A second outlet was added at  
The Heeren, along Orchard  
Road in September 2019**



- An unique collaboration between four of Singapore's best-loved seafood dining groups
- Finest of Singapore's seafood cuisine encapsulated under one roof



Cities	Number of Outlets	
Singapore	1	Managed by Jumbo Group
Tokyo	2	Licensed Outlets
Osaka	1	
<b>Total</b>	<b>4</b>	

# GROWTH STRATEGIES



# GROWTH DRIVERS

## ORGANIC EXPANSION

- Leveraging on strong brand equity of current brands to deepen presence in existing markets, via opening of new outlets, and expansion of franchise / joint venture outlet network
- Innovation and development of new concepts

## INORGANIC GROWTH

Acquisitions of reputable and quality brands in similar or complementary industries to further strengthen our product offerings or enhance our capabilities

## INFRASTRUCTURE & CAPABILITIES

Preparing for the future by focusing on these 4 key aspects:

- Increasing the efficiency and productivity of corporate and strategic functions
- Enhancing Central Kitchen & Logistic Functions' capabilities to support growth and expansion
- Investing in Information Technology Systems to further strengthen our competitive edge
- Developing a robust human capital development framework to attract and groom the talents

## WIDEN REVENUE SOURCES

- Retail packs
- Home Delivery
- Catering
- Collaborations

Expanding Our Reach By Staying Ahead of the Curve

# EXPANSION PLANS



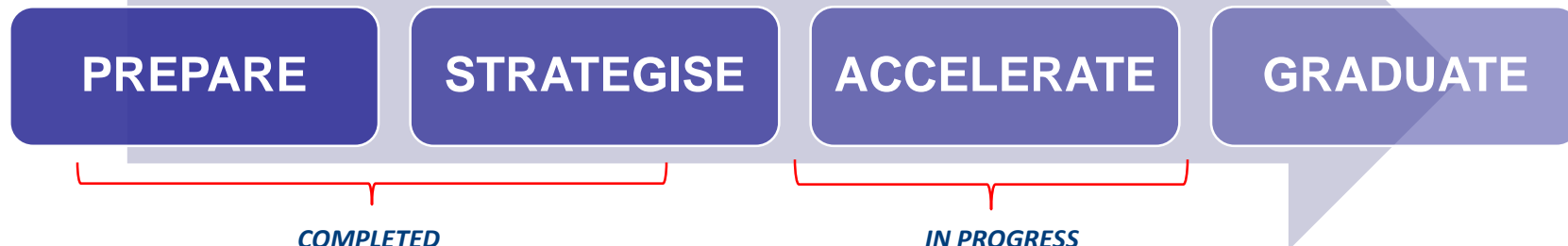
- Adding at least 4 self-managed outlets, including:
  - 1 x Tsui Wah in Singapore
  - 2 x NASBKT, in Shanghai and Beijing respectively
  - 1 x XINYAO Hainanese Chicken Rice in Shanghai
- Boosting the number of franchised outlets in:
  - Greater China
  - Thailand
  - South Korea
  - Vietnam
- Entering new high-potential markets:
  - Macau
  - Indonesia
  - Australia

# SCALE-UP SG

**JUMBO is honoured to be selected to participate in the Scale-Up SG programme**



## SCALE-UP SG FRAMEWORK



**PREPARE**

**STRATEGISE**

**ACCELERATE**

**GRADUATE**

### COMPLETED

- Identification of key focus areas *(i.e. revenue growth, M&A strategies and talent management)*
- Setting aspiration targets
- Drafted roadmap to achieve key objectives

### IN PROGRESS

- Business expansion – to incubate new ideas and expand product lines and concepts
- Digital transformation – to holistically address technical, management and people systems within a digital environment to succeed

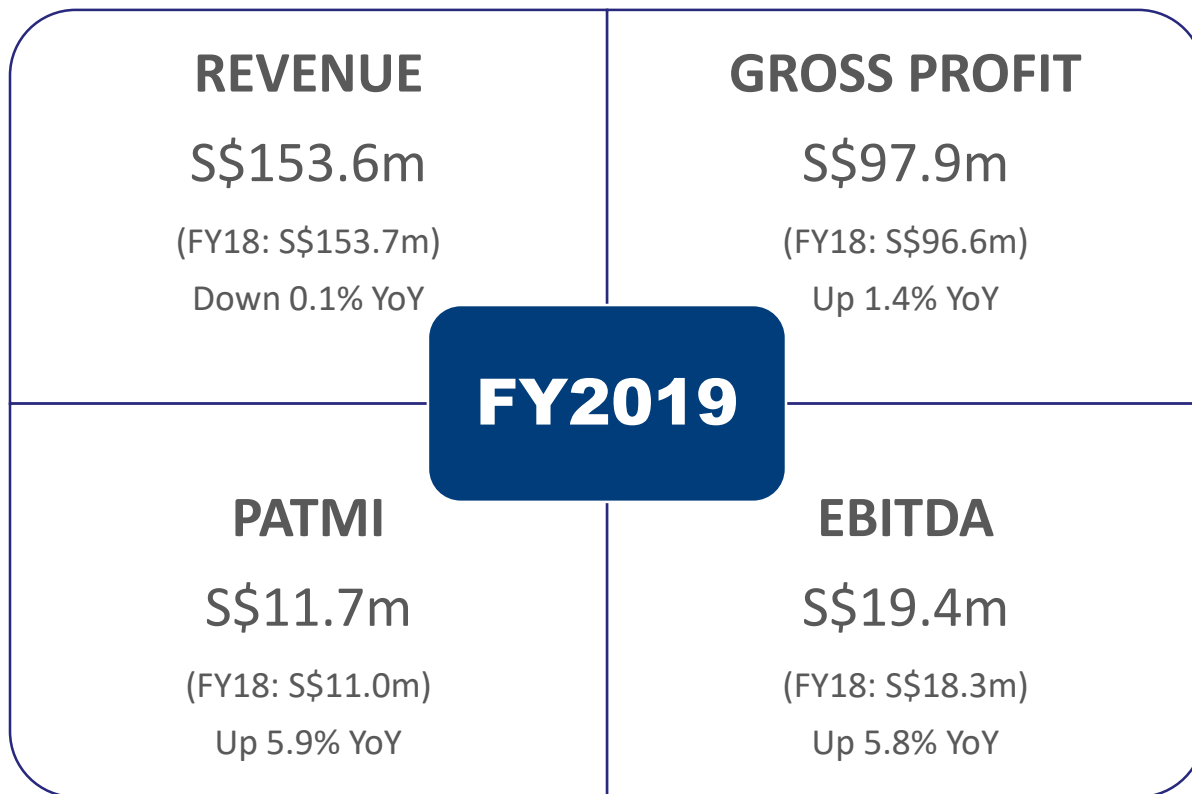
*Note: Scale-Up SG is a programme initiated by Enterprise Singapore that helps selected high-growth local companies scale rapidly, become leaders in their fields and be groomed into future global champions.*

**LATEST  
FINANCIALS**



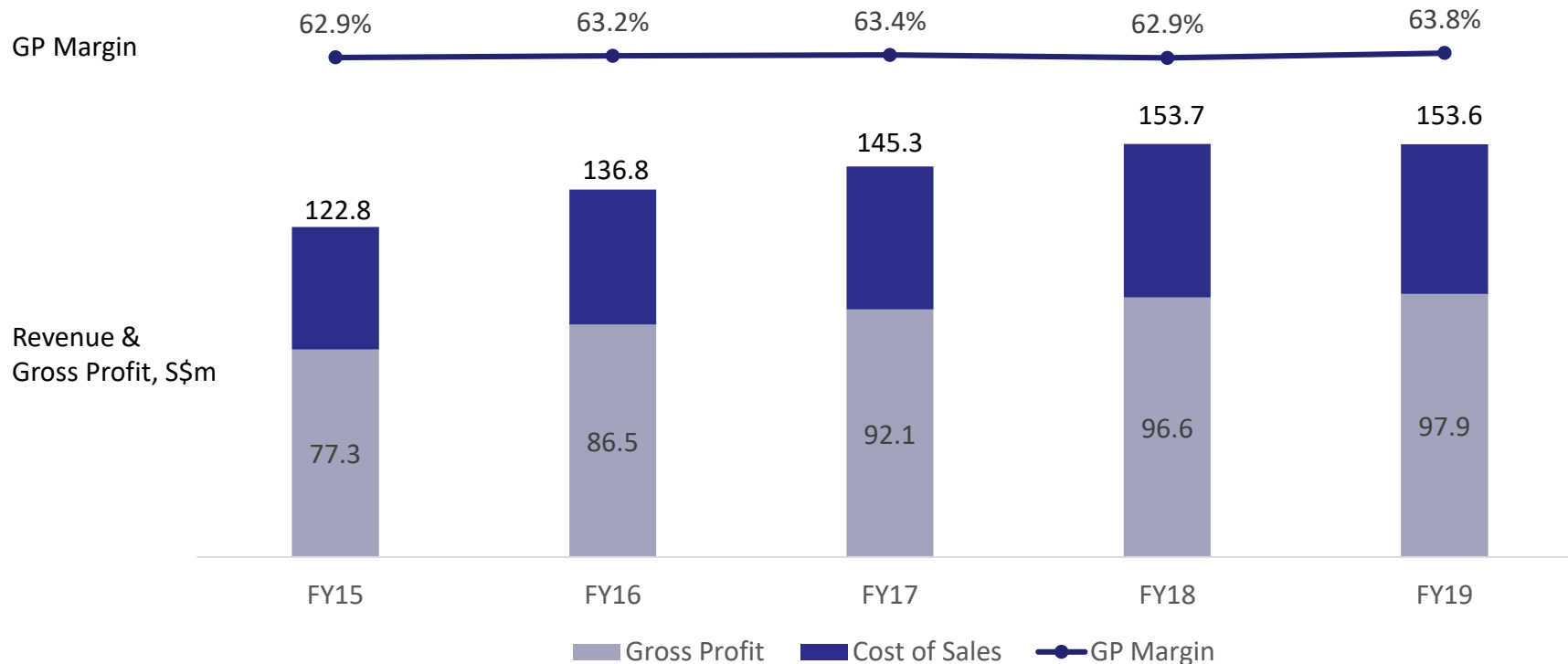


# FINANCIAL HIGHLIGHTS



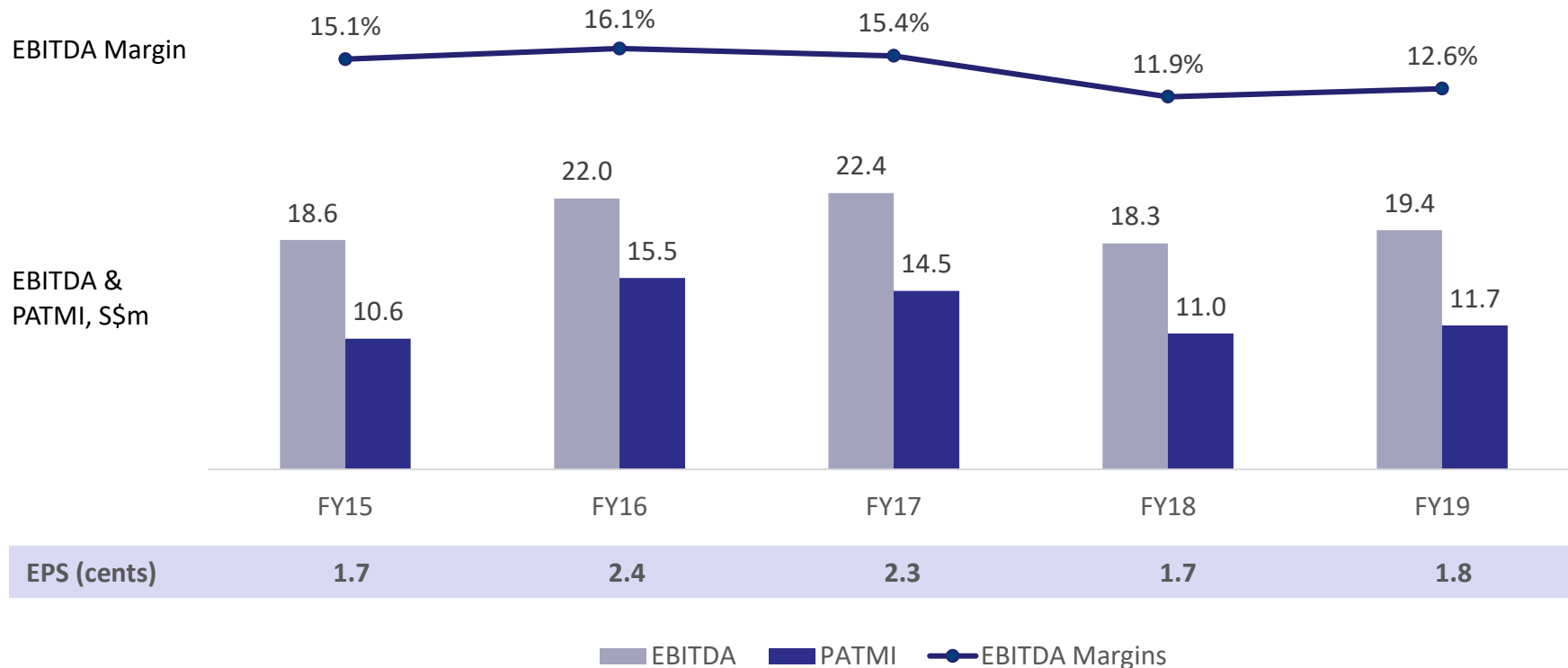
# FINANCIAL HIGHLIGHTS

## Growing Topline, Stable Margins



# FINANCIAL HIGHLIGHTS

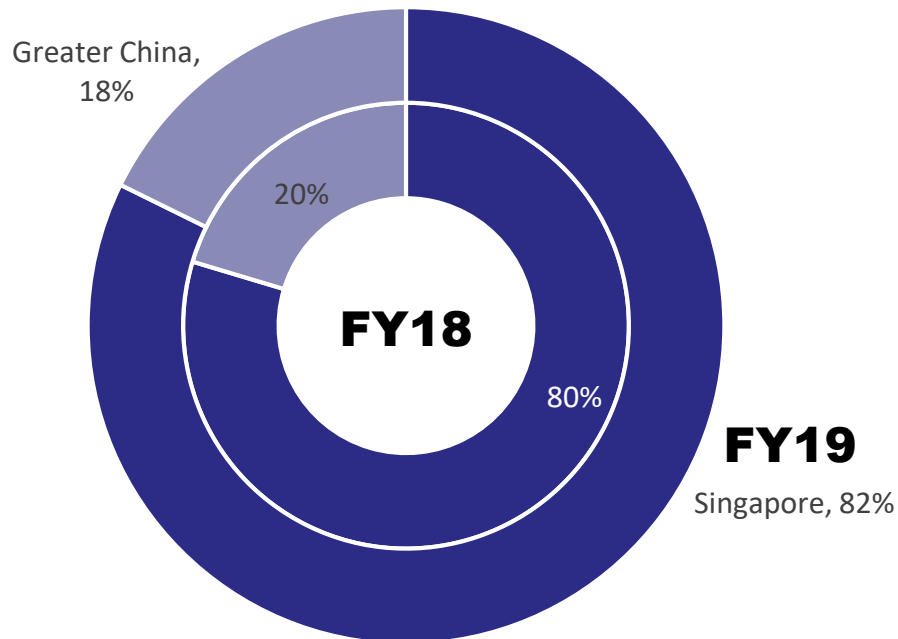
Reaping the benefits of scale expansion with rebound in profitability



# FINANCIAL HIGHLIGHTS

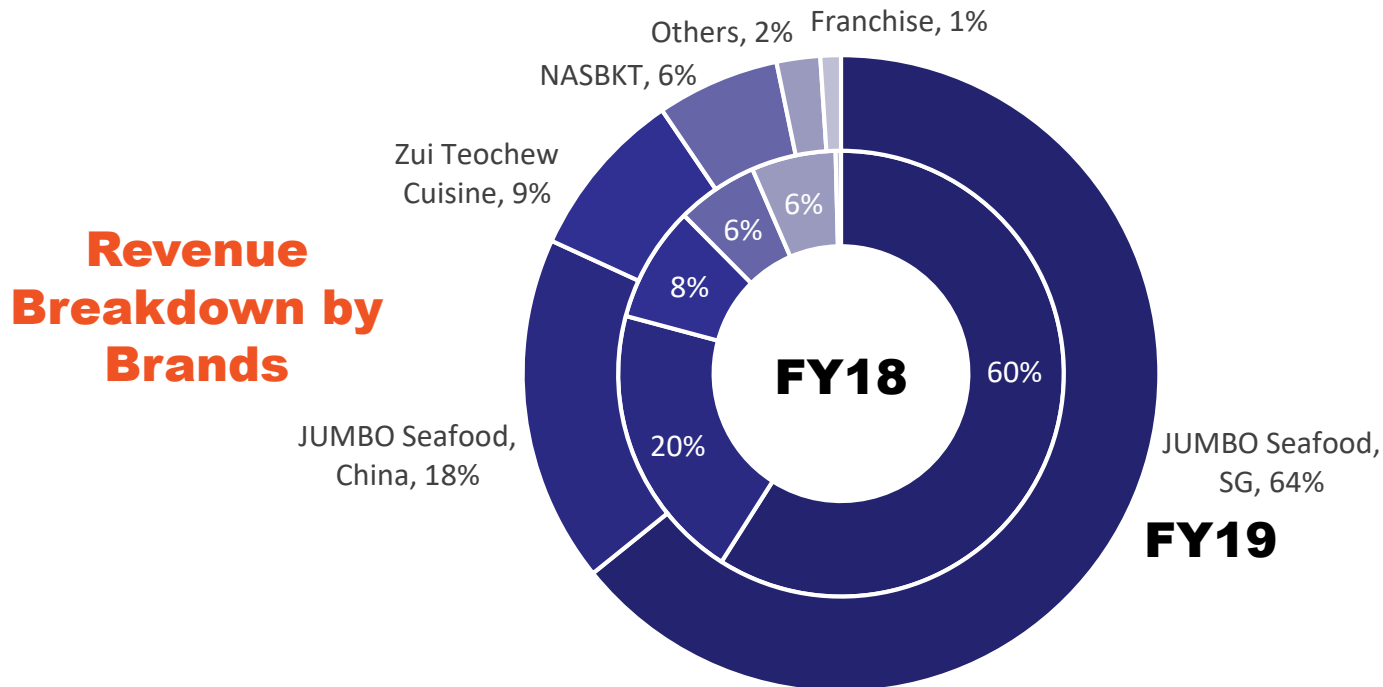
Solidifying our leadership position at home ground amidst uncertainty in overseas markets

## Revenue Breakdown by Geography



# FINANCIAL HIGHLIGHTS

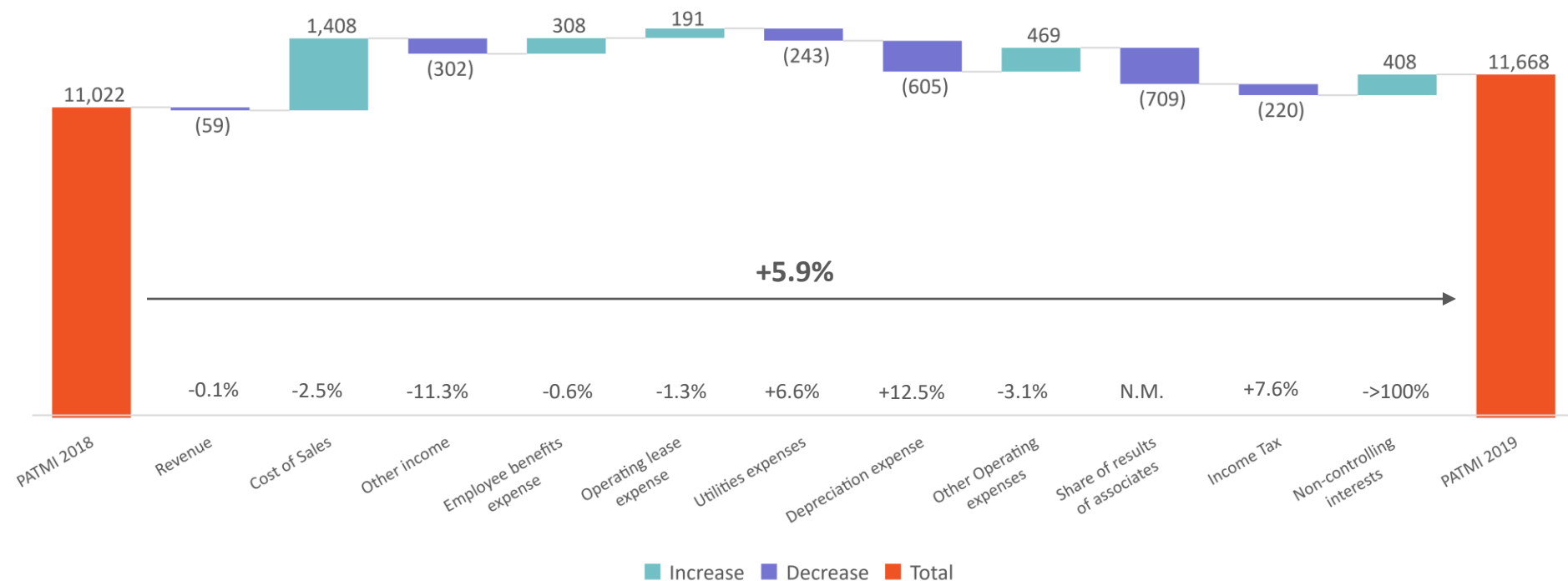
Revenue mix shifts due to closing of JPOT. Stellar performance by JUMBO Seafood Singapore, on back of 2 new outlets



# FINANCIAL HIGHLIGHTS

## EBITDA movement, FY19 vs FY18

(S\$'000)



# FINANCIAL HIGHLIGHTS

PROFIT & LOSS	FY2019		FY2018		Variance	
	S\$'000	% of Revenue	S\$'000	% of Revenue	S\$'000	%
Revenue	153,631	100.0%	153,690	100.0%	(59)	(0.0%)
Cost of sales	(55,690)	36.2%	(57,098)	37.2%	1,408	(2.5%)
Gross profit	97,941	63.8%	96,592	62.8%	1,349	1.4%
Other income	2,380	1.5%	2,682	1.7%	(302)	(11.3%)
Employee benefits expense	(47,196)	30.7%	(47,504)	30.9%	308	(0.6%)
Operating lease expenses	(14,098)	9.2%	(14,289)	9.3%	191	(1.3%)
Utilities expenses	(3,913)	2.5%	(3,670)	2.4%	(243)	6.6%
Depreciation expense	(5,438)	3.5%	(4,833)	3.1%	(605)	12.5%
Other operating expenses	(14,901)	9.7%	(15,370)	10.0%	469	(3.1%)
Share of results of associates	(824)	0.5%	(115)	0.1%	(709)	2.0%
Profit before tax	13,951	9.1%	13,493	8.8%	458	3.4%
Income tax expense	(3,096)	2.0%	(2,876)	1.9%	(220)	7.6%
Profit for the year	10,855	7.1%	10,617	6.9%	238	2.2%
<b>EBITDA</b>	<b>19,389</b>	<b>12.6%</b>	<b>18,326</b>	<b>11.9%</b>	<b>1,063</b>	<b>5.8%</b>
<b>Profit Attributable to Shareholders</b>	<b>11,668</b>	<b>7.6%</b>	<b>11,022</b>	<b>7.2%</b>	<b>646</b>	<b>5.9%</b>
<b>Earning Per Share (EPS) (Cents)</b>						
<b>Basic and Diluted</b>	<b>1.8</b>		<b>1.7</b>			

# FINANCIAL HIGHLIGHTS

ASSETS	As at	
	30 Sep 2019 S\$'000	30 Sep 2018 S\$'000
<b>Current assets</b>		
Cash and cash equivalents	46,575	46,583
Trade and other receivables	14,107	11,717
Short-term investments	432	436
Inventories	1,714	1,542
<b>Total current assets</b>	<b>62,828</b>	<b>60,278</b>
<b>Non-current assets</b>		
Investment in associates	1,446	2,068
Available-for-sale investment	75	75
Investments at fair value through profit or loss	3,201	3,708
Goodwill	782	782
Property, plant and equipment	21,764	20,811
Club memberships	238	238
<b>Total non-current assets</b>	<b>27,506</b>	<b>27,682</b>
<b>Total assets</b>	<b>90,334</b>	<b>87,960</b>

LIABILITIES AND EQUITY	As at	
	30 Sep 2019 S\$'000	30 Sep 2018 S\$'000
<b>Current liabilities</b>		
Trade and other payables	13,466	13,786
Provision for reinstatement costs	2,051	2,047
Income tax payable	2,470	2,318
<b>Total current liabilities</b>	<b>17,987</b>	<b>18,151</b>
<b>Non-current liabilities</b>		
Deferred tax liability	370	301
<b>Total non-current liabilities</b>	<b>370</b>	<b>301</b>
<b>Capital and reserves</b>		
Share capital	48,806	48,806
Treasury shares	(447)	-
Currency translation reserve	(521)	(352)
Merger reserve	(2,828)	(2,828)
Retained earnings	23,728	19,754
Equity attributable to owners of the Company	68,738	65,380
Non-controlling interests	3,239	4,128
<b>Total equity</b>	<b>71,977</b>	<b>69,508</b>
<b>Total liabilities and equity</b>	<b>90,334</b>	<b>87,960</b>



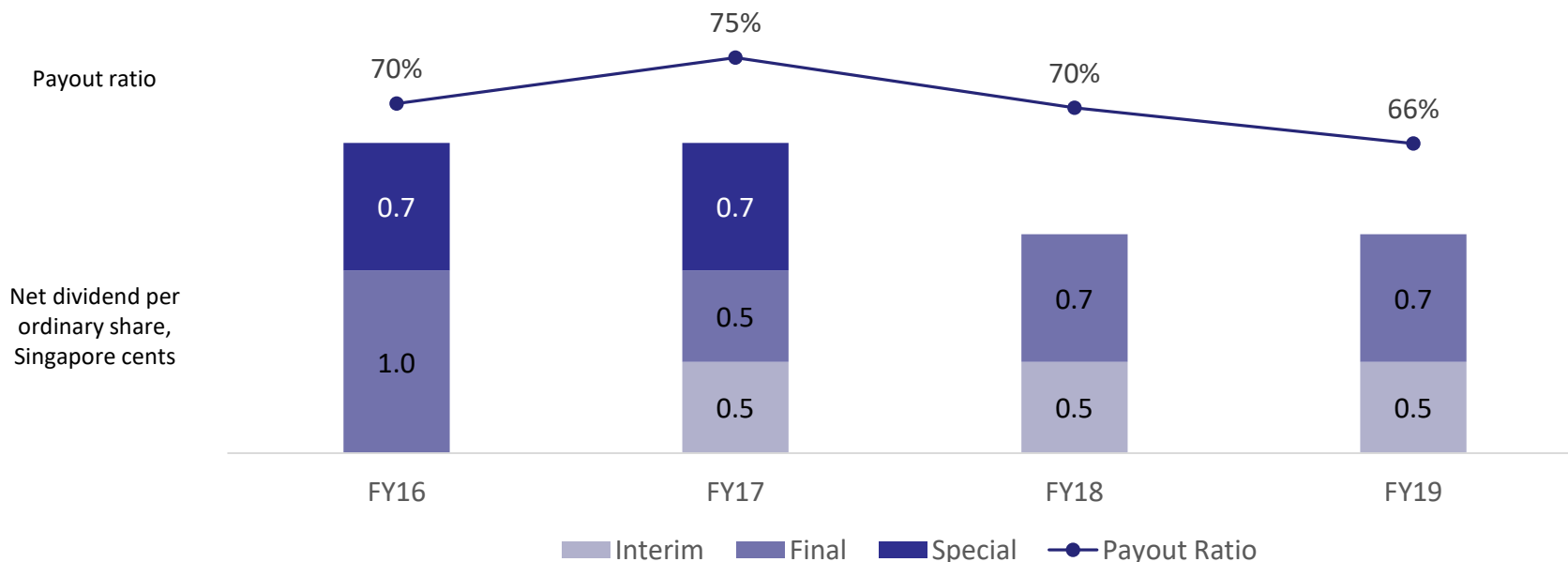
# FINANCIAL HIGHLIGHTS

CASHFLOW STATEMENT	FY2019 \$'000	FY2018 \$'000
Operating activities		
Profit before income tax	13,951	14,493
Adjustments for:		
Depreciation expense	5,438	4,833
Interest income	(342)	(42)
Dividend income from short-term investments	-	(7)
Loss on property plant and equipment written off	288	85
Gain on disposal of property plant and equipment	(23)	-
Fair value loss on investments at fair value through profit or loss	507	292
Write back of impairment loss on investment in associates	-	(500)
Write back of reinstatements costs	(219)	-
Fair value loss (gain) on shortterm investments	4	(10)
Share-based payment expense	40	256
Unrealised foreign exchange gain	(459)	(214)
Share of results of associates	824	115
<b>Operating cash flows before movements in working capital</b>	<b>20,009</b>	<b>18,301</b>
Trade and other receivables	(2,390)	(2,681)
Inventories	(172)	(63)
Trade and other payables	(320)	3,701
<b>Cash generated from operations</b>	<b>17,127</b>	<b>19,258</b>
Interest income	342	42
Income tax paid	(2,875)	(3,093)
<b>Net cash from operating activities</b>	<b>14,594</b>	<b>16,207</b>

	FY2019 \$'000	FY2018 \$'000
Investing activities		
Acquisition of property plant and equipment	(6,128)	(6,220)
Acquisition of investment in associates	(577)	(1,353)
Acquisition of investments at fair value through profit or loss	-	(4,000)
Acquisition of treasury shares	(487)	-
Proceeds from disposal of property plant and equipment	13	123
Proceeds from reduction of investments in associate	-	220
Reinstatement cost paid	(102)	(98)
Dividend income from short-term investments	-	7
Dividend income from associates	375	-
<b>Net cash used in investing activities</b>	<b>(6,906)</b>	<b>(11,321)</b>
Financing activities		
Capital contribution from noncontrolling interest in a subsidiary	-	1,312
Dividends paid	(7,694)	(10,907)
<b>Net cash used in financing activities</b>	<b>(7,694)</b>	<b>(9,595)</b>
Net decrease in cash and cash equivalents	(6)	(4,709)
Cash and cash equivalents at beginning of the year	46,583	51,262
Effect of foreign exchange rate changes	(2)	30
<b>Cash and cash equivalents at end of the year</b>	<b>46,575</b>	<b>46,583</b>

# FINANCIAL HIGHLIGHTS

Strong balance sheet coupled with healthy liquidity position  
to support stable absolute payout



Notes:

1. Payout ratio is computed based on profit attributable to owners of the Company (i.e. PATMI)
2. FY19 final dividend of 0.7 cents per share is subject to approval at the AGM on 17 January 2020



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