金味 Kimly

The Flavours of Life

Balancing Headwinds
Building Resilience

Corporate Presentation

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Kimly
The Flavours of Life

01

COMPANY OVERVIEW

Kimly The Flavours of Life

Rooted in traditional coffee shops, scaled through diversified food retail and property ownership

91	196	96.8%	S$161.4m
Managed Food Outlets	Food Retail Touchpoints	Occupancy Rate Across 661 Stalls	1HFY2026 Revenue

Non-halal Platform

144 Food Retail Stalls / Restaurants core concepts spanning Mixed Vegetable Rice, Dim Sum, Seafood “*Zi Char*” and Japanese Cuisine

Halal Growth Platform

52 Tenderfresh food stalls, kiosks and restaurants

5 Kedai Kopi Halal coffee shops

Integrated Operating Backbone

Central kitchen capabilities, procurement scale, batch production and operational coordination

1HFY2026 Revenue Contribution

Outlet Management	Food Retail	Outlet Investment Business
S$66.5m | 41.2%	S$89.8m | 55.7%	S$5.1m | 3.1%

02

TRACK RECORD

More than 36 years of operating experience

From traditional coffee shops to a diversified, listed F&B platform

1990 — **Established operating roots**

Built expertise in managing traditional heartland coffee shops.

2017 — **Listed on SGX Catalist**

Listed on 20 March 2017, providing a platform for disciplined growth.

Nov 2019 — **First coffee shop property**

Acquired coffee shop property at 143 Teck Whye Lane, the Group's first coffee shop property.

Jun & Aug 2020 — **Expanded property portfolio**

Acquired eight (8) food outlet properties.

2021 — **Tenderfresh acquisition**

Expanded meaningfully into Halal food retail and restaurant concepts.

FY2022 — **Revenue crossed S$300m**

Group revenue crossed the S$300 million mark for the first time in the Group's history.

Mar & Sep 2025 — **Continued strategic property expansion**

Added further strategic coffee shop properties at 204 Serangoon Central and 110 Yishun Ring Road.

Jan 2026 — **Haig Road coffee shop acquisition**

Acquired the coffee shop property at 12 Haig Road.

Aug 2026 — **Proposed Mainboard transfer**

Announced intention to transfer listing from Catalist to the SGX Mainboard.

Kimly's acquisition track record reflects a disciplined approach to growth through strategic coffee shop property acquisitions and complementary F&B platform acquisitions. These investments strengthen the Group's operating footprint, diversify earnings streams and create opportunities for operational synergies across the business.

03 BUSINESS MODEL

OUTLET MANAGEMENT

Master Lessee / Operator

HOW IT WORKS

Lease and manage coffee shops, food courts and industrial canteens

EARNINGS DRIVERS

Rental, management, cleaning, beverage income

STRATEGIC VALUE

Network scale and high occupancy

OUTLET INVESTMENT BUSINESS

Owner Of Strategic Properties

HOW IT WORKS

Acquire selected coffee shop properties and earn rental income / capital growth

EARNINGS DRIVERS

Rental, management, cleaning, beverages income and asset value creation

STRATEGIC VALUE

Longer-duration operating base

FOOD RETAIL

Owner-operator Of Concepts

HOW IT WORKS

Operate food stalls, kiosks and restaurants across Halal and non-Halal brands

EARNINGS DRIVERS

Food and beverage sales

STRATEGIC VALUE

Brand portfolio and central kitchen support

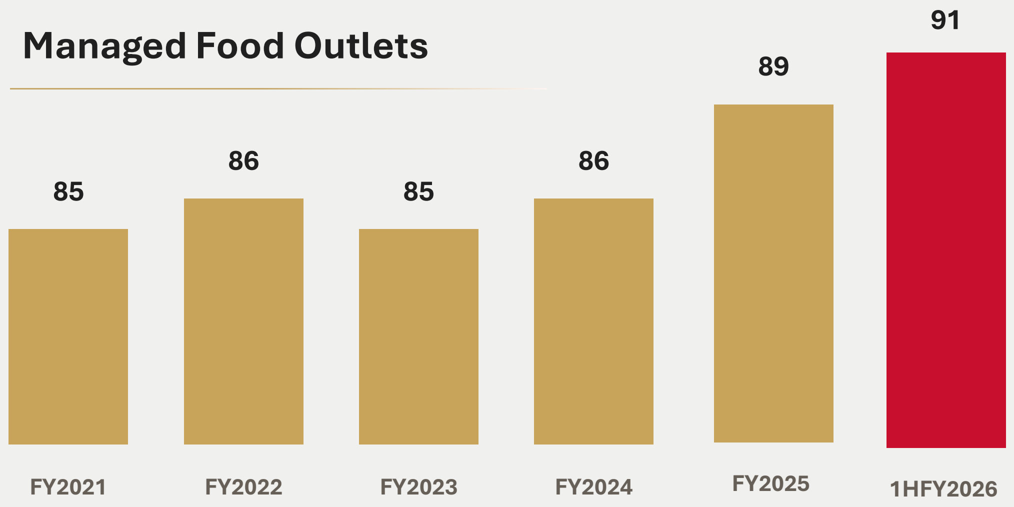
The models reinforce one another:
Outlet access supports food retail distribution, food concepts strengthen tenant mix, and property ownership improves long-term operating certainty.

04

OUR FOOTPRINT
Food Outlets

Expansion is translating into greater scale and earnings resilience

Managed Food Outlets



+2.0%
Outlet Management revenue 1HFY2026 vs 1HFY2025

71.4%
Foundation leases as at Mar 2026

96.8%
Occupancy rate across 661 food stalls as at Mar 2026

12
Owned food outlet properties at Mar 2026

1HFY2026

During 1HFY2026, two (2) new outlet additions and one (1) new food stall openings expanded customer reach while strengthening the base for food retail and service income.

Key Takeaway

A larger footprint expands distribution, while a higher proportion of foundation leases and owned properties supports operating continuity and long-term returns.

05 ENHANCING FOUNDATION LEASE

To provide Stability and Certainty

Landlord Base	Sep 2021		Sep 2022		Sep 2023		Sep 2024		Sep 2025		Mar 2026	
	Number of Outlets	Percentage of Outlet by Type	Number of Outlets	Percentage of Outlet by Type	Number of Outlets	Percentage of Outlet by Type	Number of Outlets	Percentage of Outlet by Type	Number of Outlets	Percentage of Outlet by Type	Number of Outlets	Percentage of Outlet by Type
IPT and Shareholder Leases: Leases in coffee shops whereby the Founding Partners hold partial interest	18	21.2%	20	23.2%	21	24.7%	21	24.4%	22	24.7%	22	24.2%
HDB Leases: Coffee shops leased directly from HDB	25	29.4%	26	30.2%	28	32.9%	29	33.7%	30	33.7%	31	34.0%
Owned Food Outlet Properties	9	10.6%	9	10.5%	9	10.6%	9	10.5%	11	12.4%	12	13.2%
Sub Total of Foundation Leases*	**52**	**61.2%**	**55**	**63.9%**	**58**	**68.2%**	**59**	**68.6%**	**63**	**70.8%**	**65**	**71.4%**
Private Leases: Coffee shops and industrial canteens leased from private owners	22	25.8%	25	29.1%	25	29.4%	24	27.9%	24	27.0%	24	26.4%
Managing Agent: Leases in coffee shops managed under a third-party brand	9	10.6%	4	4.7%	-	-	-	-	-	-	-	-
Private Leases: Leases in food courts	2	2.4%	2	2.3%	2	2.4%	3	3.5%	2	2.2%	2	2.2%
Subtotal	**33**	**40.0%**	**31**	**36.1%**	**27**	**31.8%**	**27**	**31.4%**	**26**	**29.2%**	**26**	**28.6%**
Grand Total	**85**	**100%**	**86**	**100%**	**85**	**100%**	**86**	**100%**	**89**	**100%**	**91**	**100%**

*Foundation Leases are leases or owned coffee shop properties where the Group is confident of securing its right-of-use assets or renewing the leases and accordingly provide stability and certainty to the Group in delivering long-term returns to its shareholders.

06

OUR FOOTPRINT

Food Retail

Food Retail	FY2021	FY2022	FY2023	FY2024	FY2025	1HFY2026
NON-HALAL BUSINESS						
Mixed Vegetable Rice Stalls	57	54	58	58	60	62
Teochew Porridge Stalls	3	3	3	3	3	3
Dim Sum Stalls	49	47	48	50	49	49
Seafood “Zi Char” Stalls	28	27	27	27	28	28
Kanaaji Katsu Japanese Food Stalls	2	1	1	-	-	-
Tonkichi Restaurants	2	2	2	2	2	2
Rive Gauche Patisserie	7	7	-	-	-	-
Subtotal	**148**	**141**	**139**	**140**	**142**	**144**
HALAL BUSINESS						
Tenderfresh Brands						
Food stalls	-	34	36	38	40	39
Kiosks	-	3	4	4	4	4
Restaurants	-	7	8	9	9	9
Subtotal	**-**	**44**	**48**	**51**	**53**	**52**
Total	**148**	**185**	**187**	**191**	**195**	**196**

07

LEVERAGING SCALE

Converting network scale into revenue and operating efficiencies

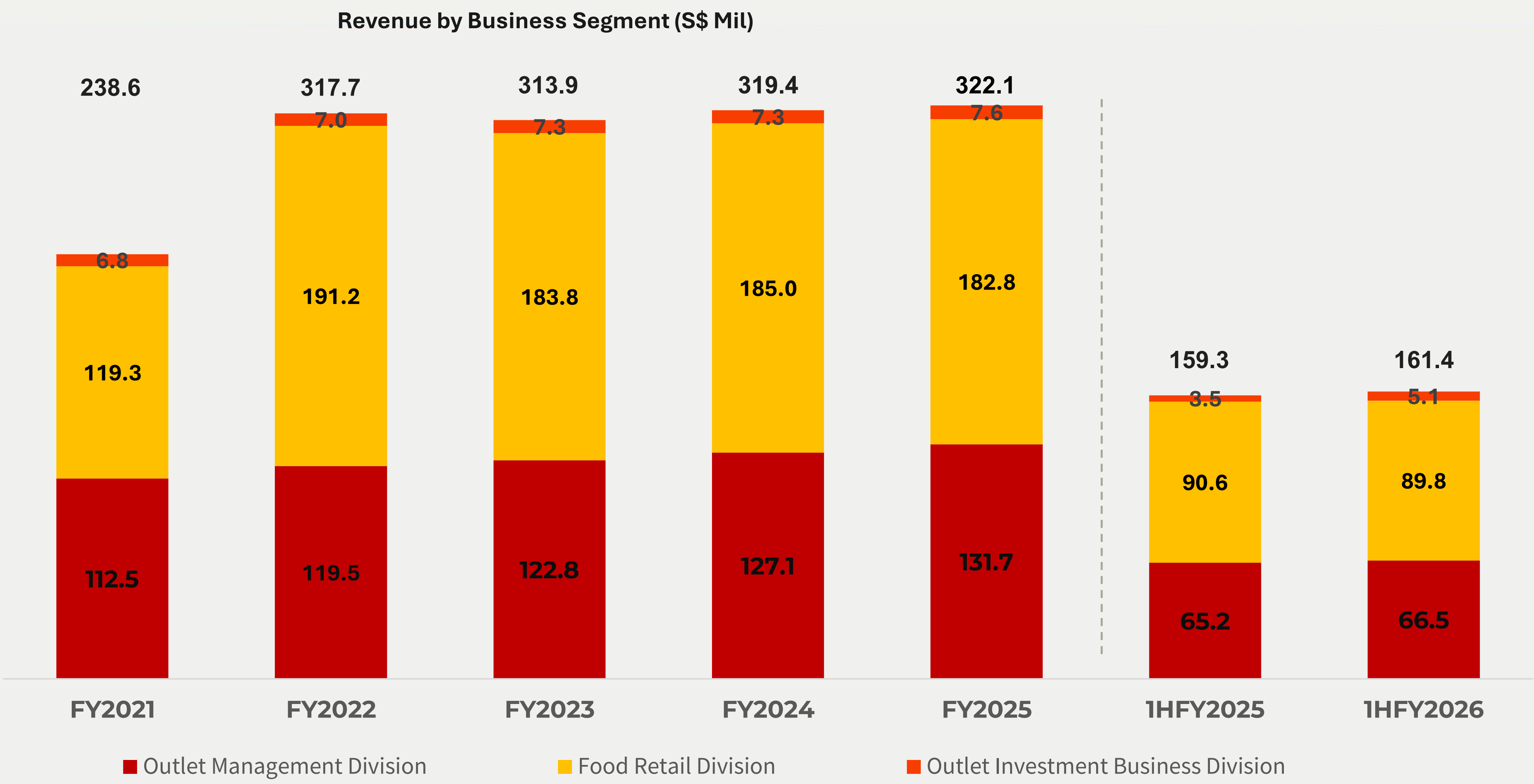
INITIATIVE	HOW VALUE IS CREATED	BENEFIT
Customer Acquisition	Cross-brand and partner programmes	Broader reach and incremental footfall
Revenue Conversion	Bundling, set meals and cashless partnerships	Higher order frequency and average spend
Operating Efficiency	Shared kitchens and specialized equipments	Lower manpower intensity and better asset utilisation
Procurement Leverage	Central kitchen and larger batch production	Bulk purchasing and production efficiencies

1HFY2026: Raw materials as a percentage of food, beverage and tobacco sales improved to 31.3% from 31.5% in 1HFY2025.

08

FINANCIAL HIGHLIGHTS

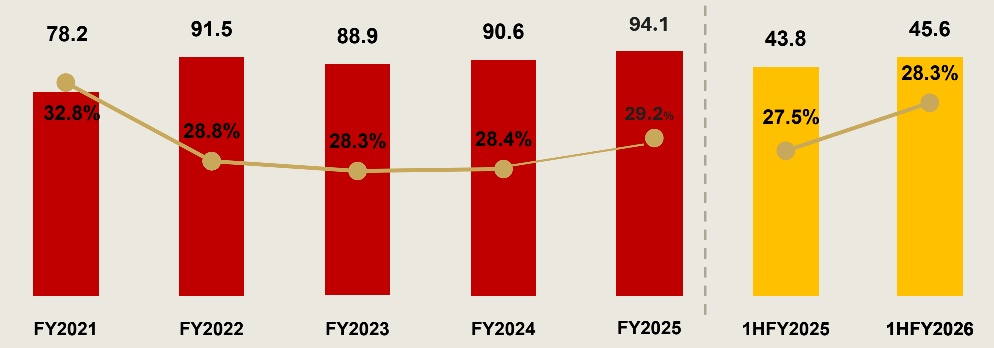
Diversified growth drivers have strengthened the Group's revenue base



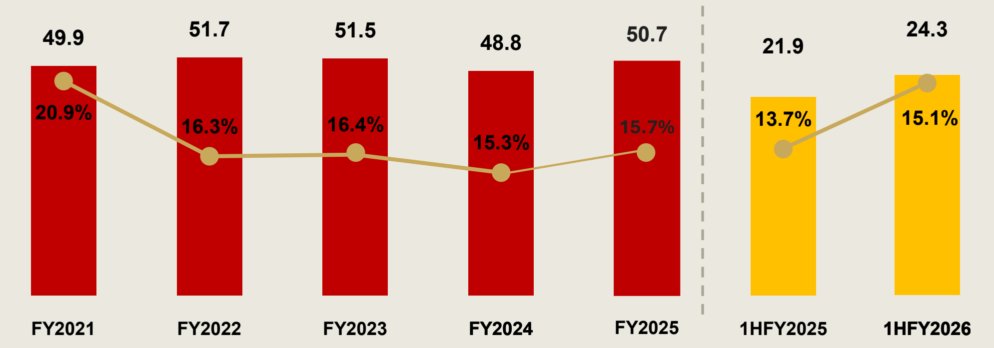
08 FINANCIAL HIGHLIGHTS

Resilient profitability and positive cash generation

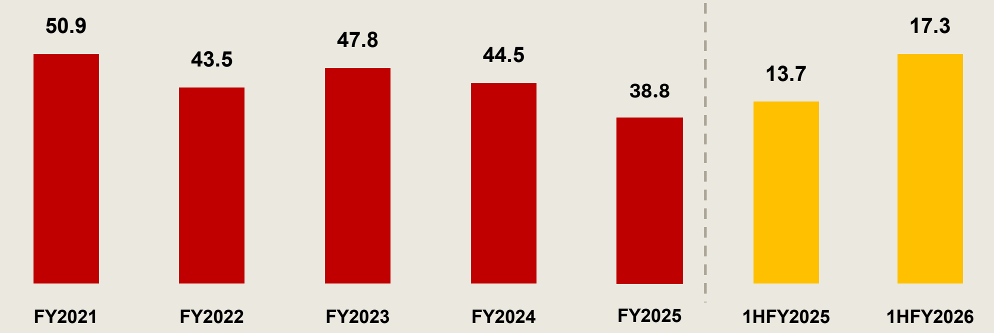
Gross Profit & Margin
S$ million | Margin (%)



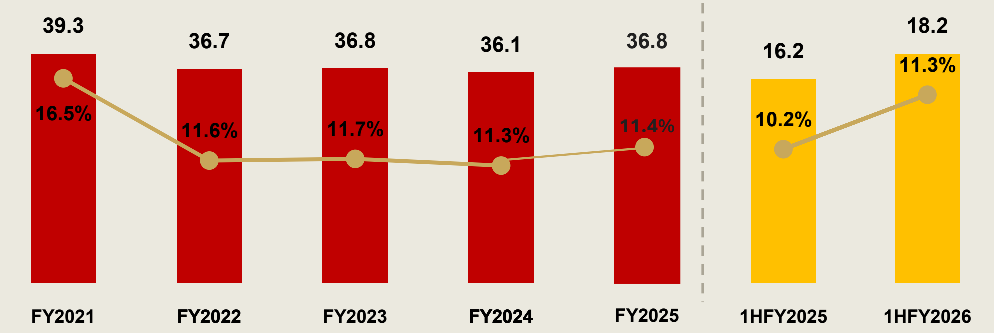
EBITDA* & Margin
S$ million | Margin (%)



Operating Cash Flow after Lease Repayments
S$ million



NPAT^ & Margin
S$ million | Margin (%)

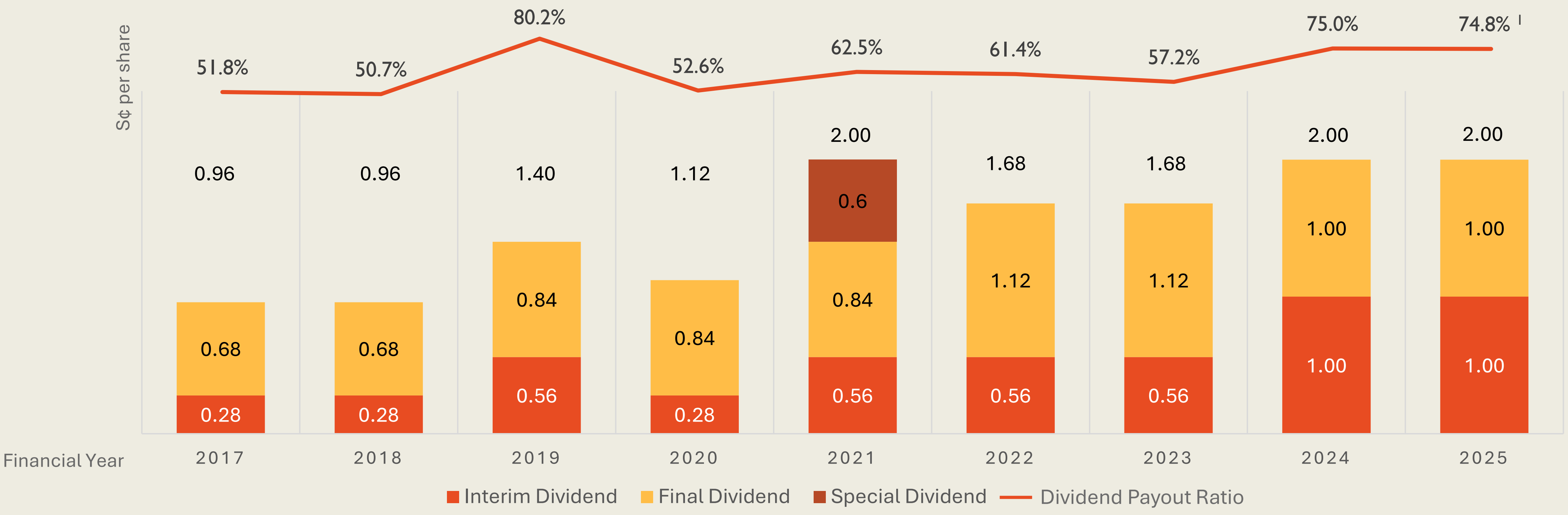


FY2022 margin decline was mainly attributable to the reduction in Job Support Scheme grants (FY2021: S$12.2m; FY2022: S$1.4m) following the phase-out of COVID-19 support measures.

* EBITDA is stated after depreciation of right-of-use assets and interest expense on lease liabilities.
^ FY2023 NPAT excludes the S$2.5 million gain on disposal of the Confectionary Business.

09 SUSTAINABLE SHAREHOLDER RETURNS

DIVIDEND PER SHARE (S¢)



Dividend yield* (%)	3.03%	3.50%	7.01%	4.71%	5.49%	5.01%	5.33%	6.15%	5.41%

* Dividend Yield is computed by dividing the amount of dividends paid by the share price on the last trading day of the respective financial year.
[1] The payout ratio is calculated based on the net profit after tax attributable to the owners of the Company of S$33.3 million.

FY2026 BUSINESS STRATEGIES

A disciplined roadmap for scalable growth

EXPAND CORE FOOTPRINT & PURSUE M&A	Build on the Group's established platform through targeted expansion, strategic investments and value-accretive acquisitions that strengthen market position, broaden capabilities and create long-term shareholder value
SCALE FOOD RETAIL & HALAL	Broaden the business portfolio and deepen presence in attractive growth sectors, including the Halal market
DIVERSIFY OFFERINGS & REVENUE CHANNELS	Refresh menus and develop differentiated concepts, supported by digital and partner channels to broaden customer reach and drive revenue opportunities.
STRENGTHEN OPERATING CAPABILITIES	Enhance central kitchen capabilities, technological, innovation, manpower productivity and operational efficiency

STRATEGIC ENABLER

Proposed Mainboard transfer to elevate the Group's corporate profile, widen investor visibility and strengthen its platform for long-term growth and larger-scale opportunities.

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