



# Soup Holdings Limited

(Incorporated in the Republic of Singapore)  
(Company Registration No. 199103597Z)

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## RESPONSE TO QUERIES FROM A SHAREHOLDER ON THE ANNUAL REPORT

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The Board of Directors (the “**Board**” or “**Directors**”) of Soup Holdings Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) refers to the queries raised by a shareholder of the Company in relation to the Group’s Annual Report for the financial year ended 31 December 2024 (“**FY2024**”) and appends the replies as follows:

### RESPONSE TO QUERIES FROM A SHAREHOLDER

#### Question 1

**I note the company made its first loss in many years. Is this a one-off loss? Will the company return to profitability next year? What is the company doing to ensure last year’s loss is a temporary blip only? Please detail and elaborate.**

#### Company’s response

We consider the loss in FY2024 a temporary setback. As outlined in our profit guidance announcement via SGXnet on 21 December 2024, the FY2024 loss is primarily attributable to the following factors, which are either non-recurring or part of our strategic investments and transformation efforts:

- (a) The closure of two outlets for renovations aimed at refreshing their look.
- (b) The closure of three outlets following the landlord's decision to proceed with redevelopment works in the first quarter of FY2024.
- (c) The underperformance of two newly opened outlets and a newly established central kitchen.
- (d) A faster increase in operating costs compared to the growth in revenue, driven by broader macroeconomic conditions, manpower shortage, and rising rental costs in the market.
- (e) Impairment losses of plant and equipment and right-of-use assets, which are non-cash items, related to underperforming restaurant outlets.
- (f) A decline in revenue from the food processing, distribution, and procurement services segment due to the expiration of contracts for the supply of ready meals through the central kitchen.

Factors (a), (b), and (e) are non-recurring, and the performance of the two outlets reopened after renovations in October 2024 and January 2025 has improved.

Factor (c) is related to losses from newly opened outlets and central kitchen where these operations are in their ramp-up phase. Strategically, the Group will retain those outlets with the potential to turnaround while exiting those that are loss-making.

Factor (d) reflects ongoing challenges in the F&B industry. The sector remains fiercely competitive, with both local and international players continuously entering the Singapore market, along with rising operating costs, increased rentals, and a manpower crunch. The strong Singapore dollar has also encouraged outbound travel, leading to reduced local consumer spending and, consequently, a decline in the Company's revenue. The Company remains committed to returning to profitability and is taking concrete steps to strengthen its core business. These include refreshing our brands and refining our concepts to better appeal to target customers, streamlining operations and procurement to manage costs, and adopting digital solutions to improve operational efficiency and enhance customer engagement. The improved performance of the two refreshed outlets reflects the positive impact of these initiatives.

Factor (f) is expected to improve as the team continues to pursue new contract opportunities.

### **Question 2A**

**I note that the company held an event in Niigata Japan early this month. Can you share more about the response/reception the company received from participants during the event? Did the participants come off impressed and satisfied or otherwise with our food? Please detail, explain and elaborate.**

### **Company's response**

The media event was successfully launched at the Niigata Prefecture Governor's Office on 3 April 2025, graced by Niigata Prefecture Governor Mr Hideyo Hanazumi and our Singapore Ambassador to Japan Mr Ong Eng Chuan. The event involved a food culture and culinary exchange in Niigata Japan.

We partnered with a group of 10 key iconic hotels, restaurants including the famous Niigata Grand Hotel and the historic Hotel Italia-Ken, which has been welcoming guests for over 150 years. Their key chefs creatively produced a total of 28 exciting new Japanese dishes using our Samsui Ginger Sauce. These dishes are being progressively launched in their respective hotel restaurants. Our uniquely Singapore Samsui Ginger Sauce has been smoothly fused into Japanese cuisine.

During this collaboration and promotion period, our bottled sauces are retailed in Niigata's local premium market, The Pier Bandai. Since the launch we have received overwhelming response and positive feedback. The respective partners have expressed interest to continue the partnership with Soup Restaurant Singapore.

## **Question 2B**

**Also, will the company be expanding its presence in Japan? And via what means? Joint venture? Direct entry? Please detail, explain and elaborate.**

## **Company's response**

With the overwhelming response from the consumers, support from the Niigata Prefecture government office and the Singapore embassy, we are keen to explore this partnership in Japan further. Discussions are ongoing for cross collaborations as well as other business expansions with various parties. The Company shall give more details in the announcement of any significant developments when ready.

## **Reference Photos by Soup Restaurant Singapore:**



Singapore Soup Restaurant Media Launch at Niigata Governor Office 3 April 2025

From Left:

Mr Wong Wei Teck (Founder / Director, Soup Restaurant)

Mrs Ong (Wife of Singapore Ambassador, Japan)

Mr Ong Eng Chuan (Singapore Ambassador, Japan)

Mr Hideyo Hanazumi (Niigata Prefecture Governor)

Mr Takeo Yoshida (President of Kubota Niigata Corporation)

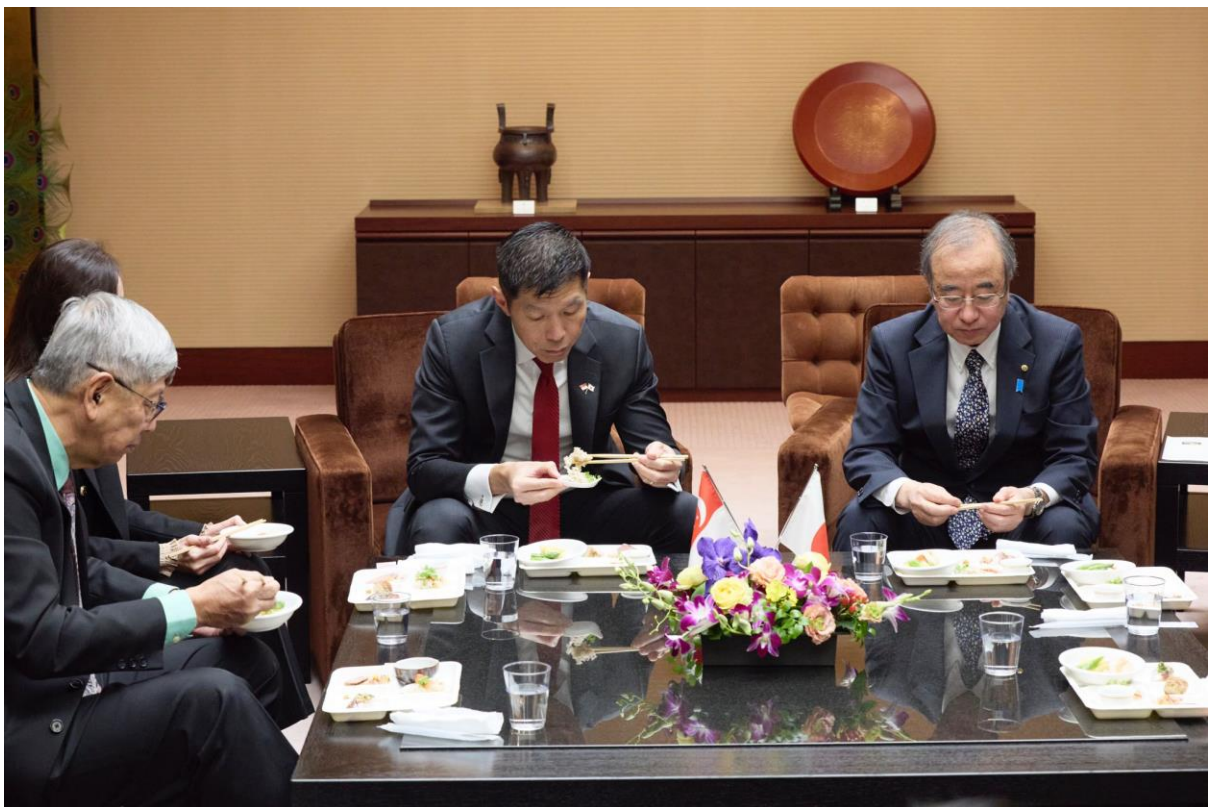


Mr Wong (left) presenting our Samsui Ginger Sauce to Niigata Prefecture Governor Mr Hideyo Hanazumi





Mr Wong (middle) presenting calligraphy drawn by a Singapore special needs Artist JunLe, wishing both nations good health and prosperity



Sampling of the Samsui Ginger Sauce curated dishes, prepared by the experienced culinary team of Niigata at the event



Sauces readily available at a famous local supermarket, Pier Bandai Niigata





Samsui Ginger Sauce used in Famous Bao Kiosk by Zenmaru Corporation in JR Station Niigata

**BY ORDER OF THE BOARD**

Chong In Bee  
Company Secretary  
24 April 2025