JAPAN FOODS HOLDING LTD.

Corporate Presentation HY2027



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HY2027 at a Glance

Network Consolidation & Disciplined Cost Control Drive Profit Recovery in HY2027



PORTFOLIO RATIONALISATION

- Steamline operations
- Focus on established and proven brands



NETWORK SIZE

46 ▼ 32.4% YoY



PORTFOLIO INNOVATION

- Strategic conversions into high-performing Steak 99 brand
- Continuous brand rejuvenation



REVENUE

S$30.2m ▼ 18.0% YoY

Revenue declined 18.0% compared to a 32.4% fall in network size reflecting higher average revenue per outlet.



OPERATING EXPENSES*

S$24.4m ▼ 28.3% YoY



RETURNS TO NET PROFIT

S$0.2m



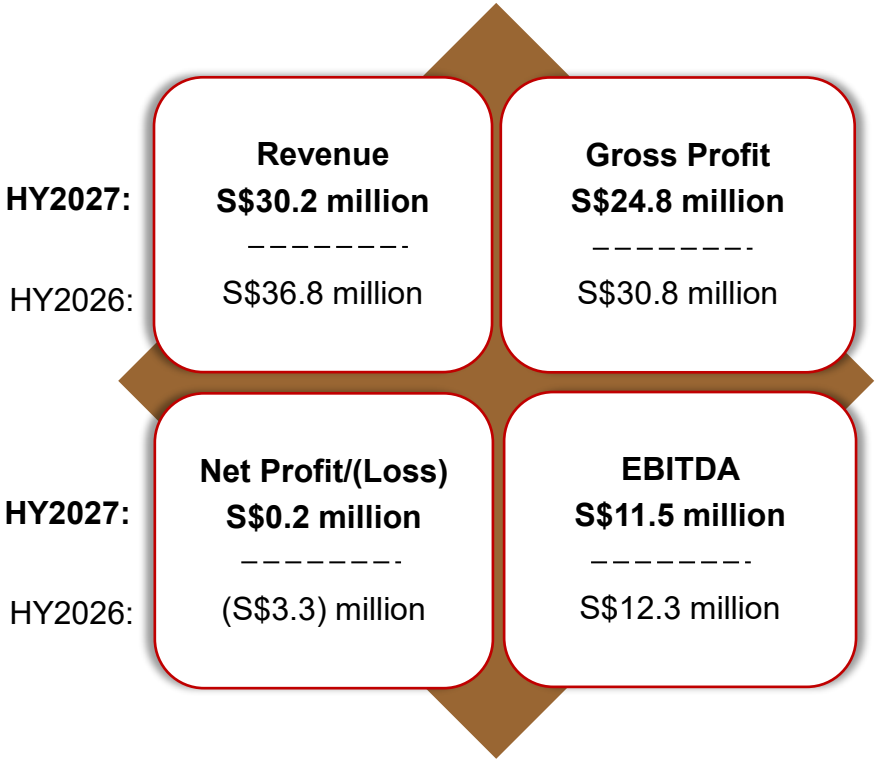
DECLARES INTERIM DIVIDEND

0.13 Singapore cents per ordinary share

** Includes selling and distribution expenses, administrative expenses and other operating expenses*

Performance Overview

6 months ended 30 September 2026



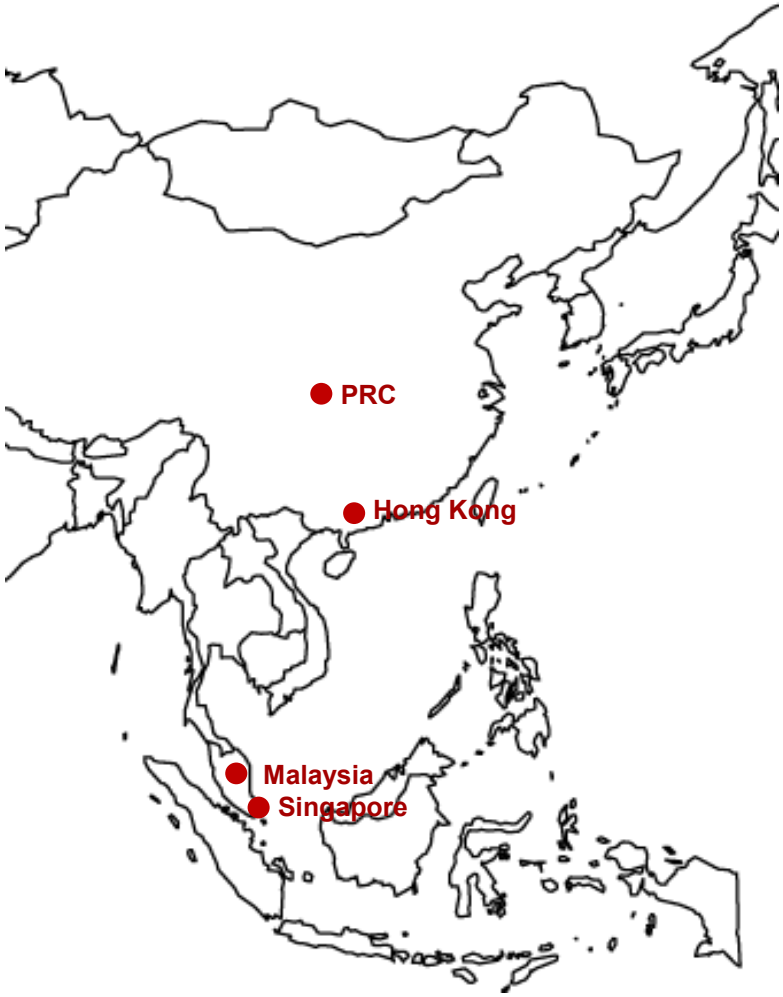
Network

as at 30 September 2026

46 **Self-operated restaurants in Singapore**

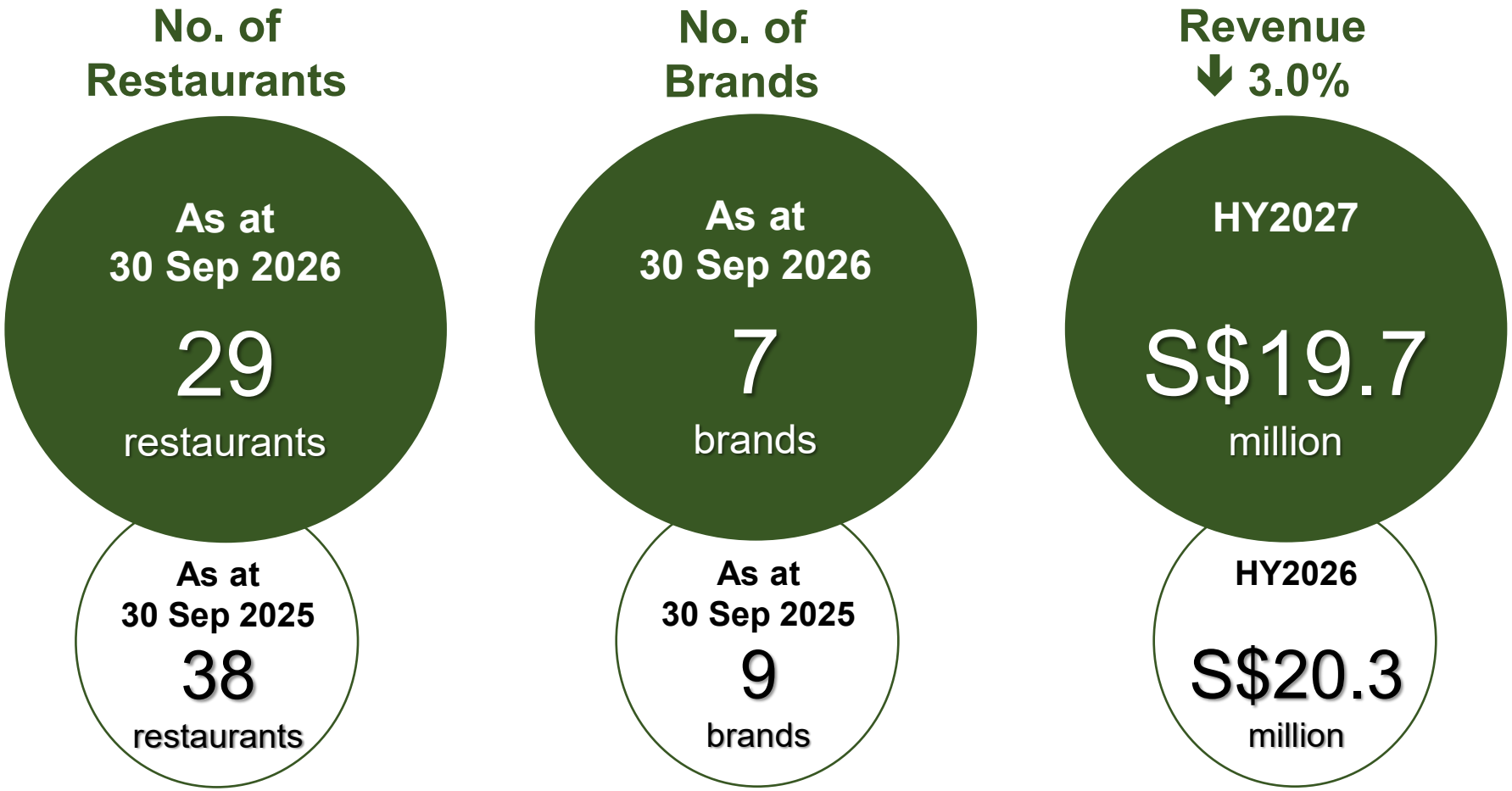
15 **Restaurants through associated companies in China and Hong Kong**

1 **Restaurant operated by sub-franchisee in Malaysia**



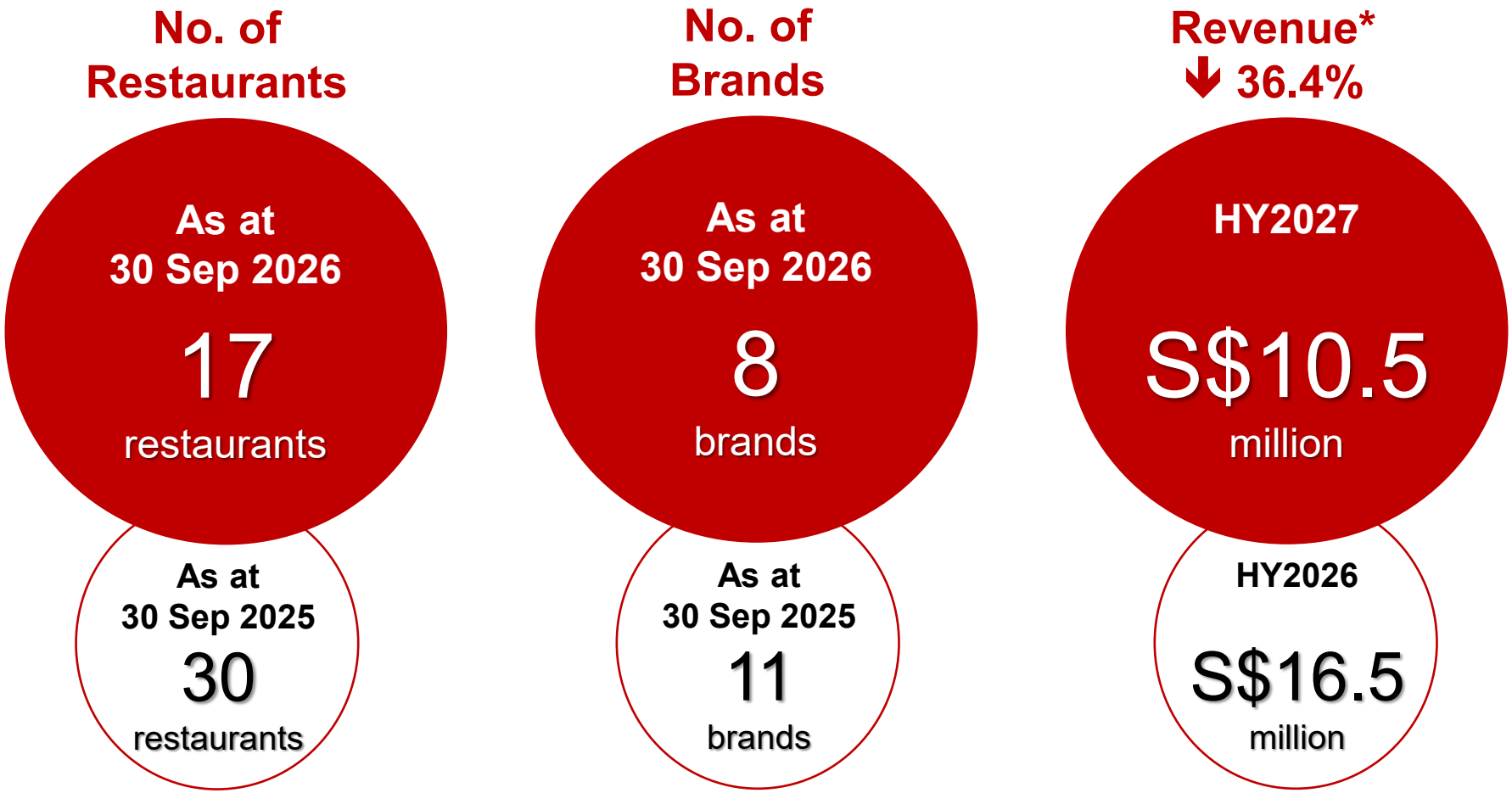
HY2027 Network Highlights - Halal segment

Revenue declined only 3.0% despite a 23.7% fall in the number of Halal restaurants, reflecting higher average revenue per outlet.



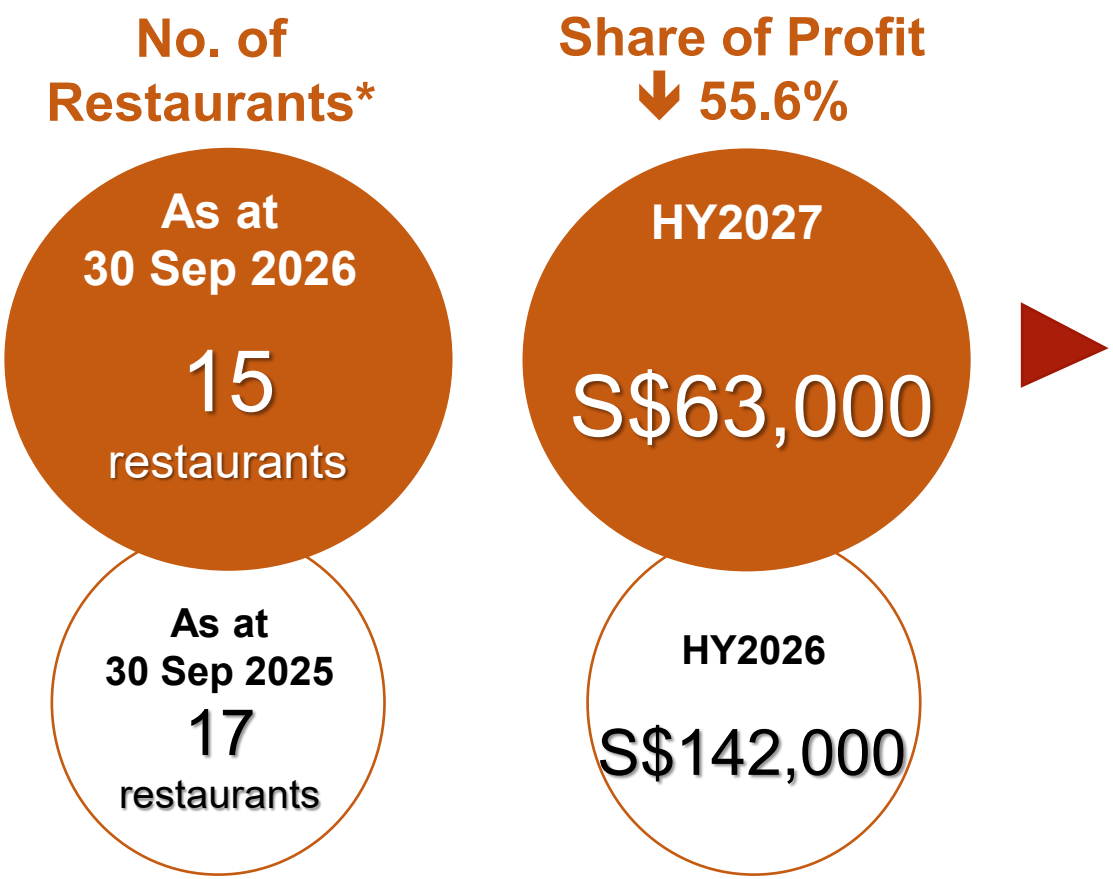
HY2027 Network Highlights - Non-Halal segment

Revenue declined 36.4% as compared to a 43.3% fall in the number of non-Halal restaurants, reflecting higher average revenue per outlet.



* Revenue includes J$ and sub-franchise

Business Update:
Restaurants operated by associated companies



As at 30 September 2026, the Group's restaurants operated by associated companies comprised:

- 11 restaurants in Hong Kong
- 4 in China

Weaker results due to:

- Lower profit generated by "Konjiki Hototogisu" and "Menya Musashi" brand restaurants in Hong Kong
- Losses incurred due to closure of one outlet at Shanghai under the "Konjiki Hototogisu" brand restaurant

* Restaurants operated by associated companies are under the "Menya Musashi" and "Konjiki Hototogisu" brands.



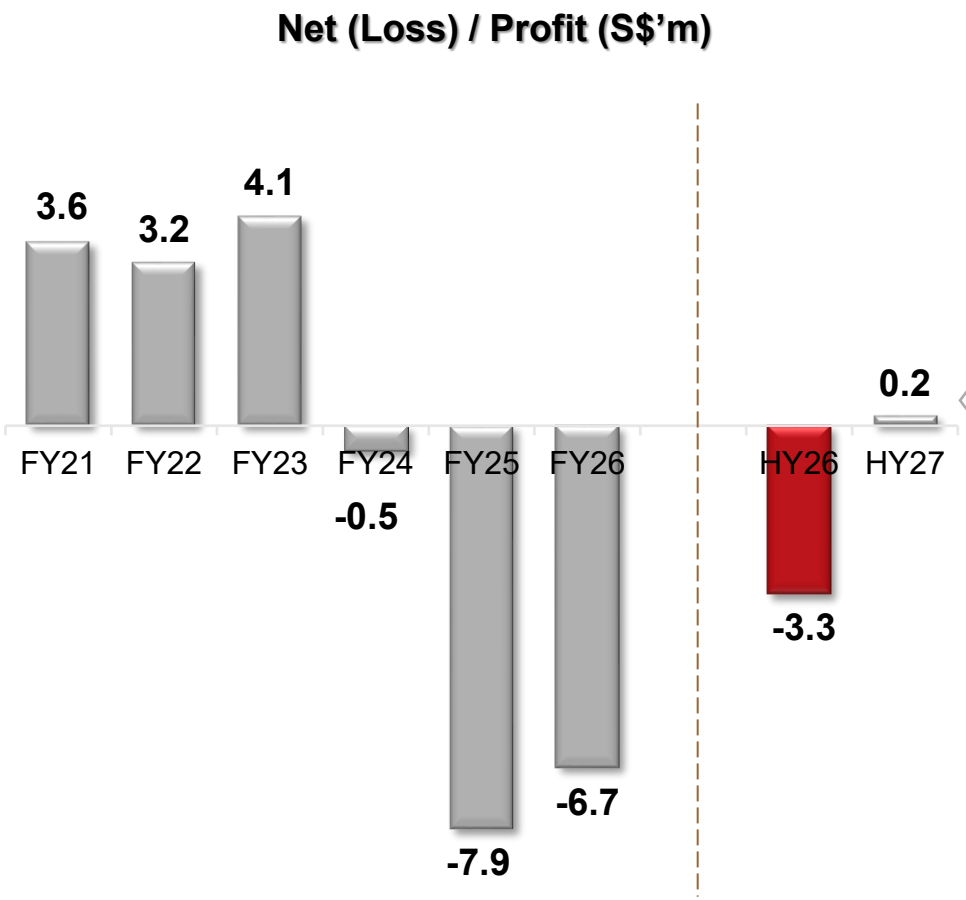
HY2027
Financial Highlights

Financial Highlights

S$' m	6 months ended 30 September		
	HY2027	HY2026	Change (%)
Revenue	**30.2**	**36.8**	(18.0)
Gross Profit	**24.8**	**30.8**	(19.6)
Gross Profit Margin (%)	**82.0**	**83.7**	(1.7% pt)
EBIT	**0.8**	**(2.6)**	N.M.
EBIT margin (%)	**2.6**	**(7.1)**	9.7% pt
EBITDA	**11.5**	**12.3**	(6.5)
EBITDA margin (%)	**38.1**	**33.4**	4.7% pt
Net Profit/(Loss) After Tax (NPAT)	**0.2**	**(3.3)**	N.M.
NPAT Margin (%)	**0.8**	**(9.0)**	9.8% pt
Earnings/(Loss) Per Share [a] (S'pore cents)	**0.13**	**(1.90)**	N.M.

Note:
N.M. = Not meaningful
a) Based on 173,686,200 weighted average number of shares as at 30 Sept 2026 and 31 March 2026.

Profitability (S$'m)



Turnaround from net loss

- Reflects the positive outcome of the Group's network rationalisation initiatives
- Remain focused on building on positive momentum

Note:
All financial figures have been rounded

Cash Flow

S$'m	HY2027	HY2026	Change (%)
Net cash generated from operating activities	**11.2**	**13.0**	▼ 14.4
Net cash used in investing activities	**(0.7)**	**(0.6)**	▲ 7.6
Net cash used in financing activities	**(9.4)**	**(12.4)**	▼ 24.0
Net increase in cash and cash equivalents	**1.0**	**-**	N.M.
Cash and cash equivalents at beginning of financial year	**5.0**	**5.6**	▼ 11.1
Cash and cash equivalents at end of financial period	**6.0**	**5.6**	▲ 7.9

Note:
All financial figures have been rounded
N.M. = not meaningful

Key Financial Ratios

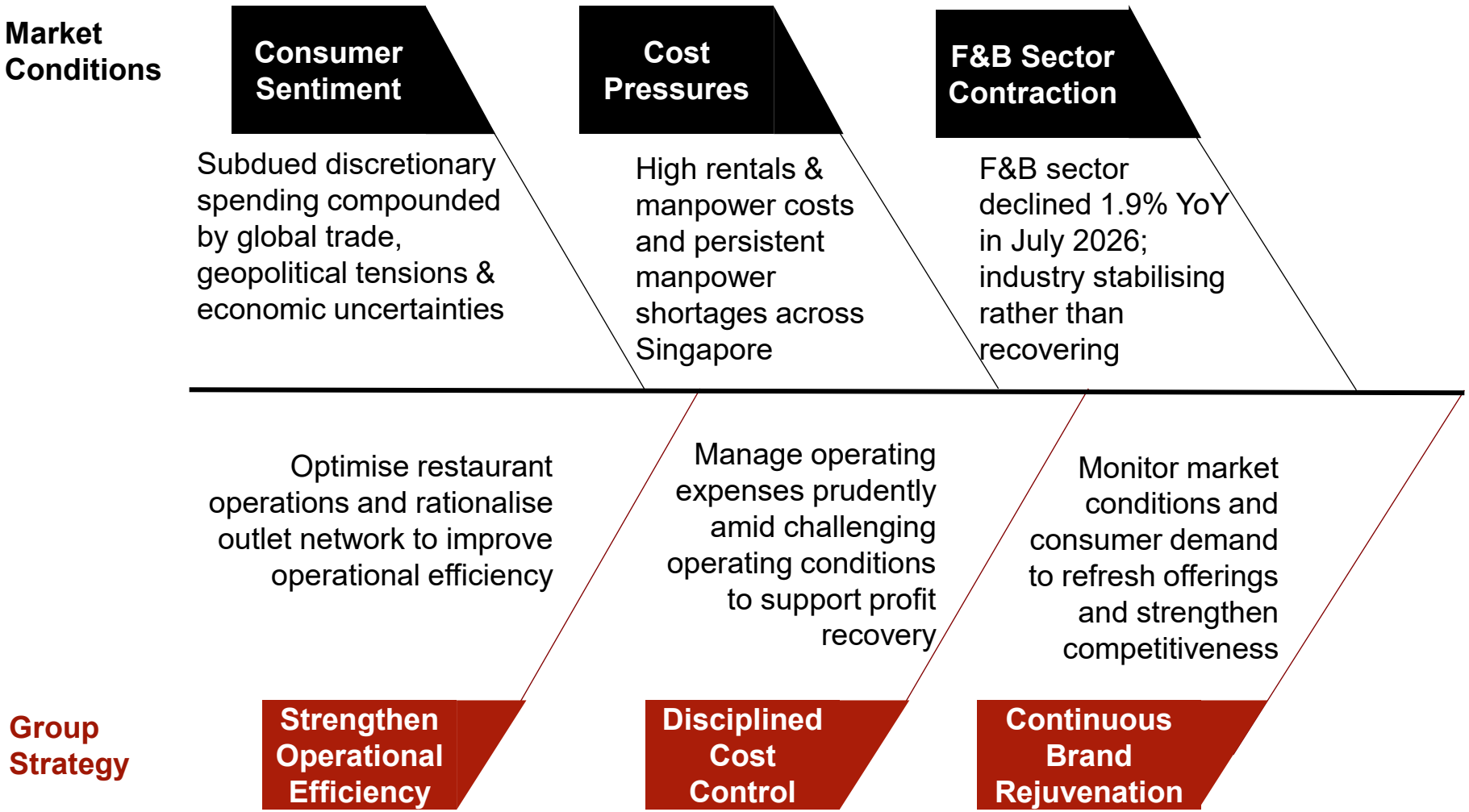
	As at 30 Sep 2026	As at 31 Mar 2026	Change (%)
Cash and bank balances (S$'m)	**8.1**	7.0	**▲ 15.5**
Total assets (S$'m)	**47.8**	53.3	**▼ 10.3**
Total equity (S$'m)	**15.1**	14.8	**▲ 1.6**
Net cash ratio (1)	**0.43**	0.32	**▲ 35.9**
Net asset value per share (S'pore cents) (2)	**8.67**	8.54	**▲ 1.6**
Net cash per share (S'pore cents) (2)	**4.67**	4.04	**▲ 15.5**

Notes:
All financial figures have been rounded
(1) Net cash ratio is calculated by taking the cash and bank balances and dividing that number by the total current liabilities.
(2) Computed based on 173,686,200 shares as at 30 September 2026 and as at 31 March 2026.



Outlook & Strategies

Navigating a Sector in Contraction



Source: Restaurant Association of Singapore, 8 September 2026 - F&B Services Index: July 2026 - Stabilisation Signals Amid Persistent Headwinds

Self-Developed Brands Under “99” Series

A concept based on S$9.90 value menu items to cater to increasingly cost-conscious diners



Shabu Suki 99

- Offers a personalised hotpot experience with individual pots, a variety of beef and chicken selections, soup bases, vegetables and sides



Wagyu Steak 99

- Offers a diverse menu featuring premium steaks, comforting hotpots, ramen, rice dishes, curry and crispy specialties



Yaki Zakana 99

- Opened in September 2026 at Tiong Bahru Plaza
- Serves up freshly grilled fish with a wide selection to suit different consumer preferences
- Currently monitoring the response to this new brand

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Thank You!

