金味 Kimly®
The Flavours of Life

STRENGTHENING FOUNDATIONS

PREPARING FOR OPPORTUNITIES

FY2026 Corporate Presentation

25 November 2026



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The Flavours of Life



01

COMPANY OVERVIEW

An integrated F&B platform combining scale, diverse food concepts and strategic property ownership

92	195	96.5%	S$322.5m
Managed Food Outlets	Food Retail Touchpoints	Occupancy Rate Across 693 Stalls	FY2026 Revenue

Portfolio

Established portfolio of everyday food concepts

Mixed Vegetable Rice, Dim Sum, Seafood "Zi Char" and Japanese cuisine across the Group-managed and third-party outlets.

Growth Platform

Expanding our Halal food platform

Tenderfresh across **food stalls, kiosks and restaurants**, complemented by **five Kedai Kopi Halal coffee shops**.

Operating Capabilities

Integrated operating capabilities

Central kitchen, **procurement scale** and **batch production** support multiple concepts.

FY2026 REVENUE CONTRIBUTION

Outlet Management	Food Retail	Outlet Investment Business
S$133.1m | 41.3%	S$178.5m | 55.3%	S$10.9m | 3.4%

02

TRACK RECORD

Building scale through organic growth, strategic acquisitions and property ownership

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.

Nov 2026 — **Proposed Mainboard transfer**

Submitted the application to transfer the Company's listing from Catalist to the Mainboard of the SGX-ST.

From its traditional coffee shop roots, Kimly has progressively broadened its footprint and capabilities over more than three decades, creating an integrated F&B platform spanning outlet management, food retail and strategic property ownership.

03

INTEGRATED BUSINESS MODEL

Three complementary segments supporting recurring income and long-term resilience

OUTLET MANAGEMENT

Manage a broad and diverse food outlets network

HOW IT WORKS

Manages coffee shops, food courts, industrial canteens and a hawker centre

EARNINGS DRIVERS

Stall-leasing, cleaning services and beverage operations

STRATEGIC VALUE

Provides scale, tenant diversity and customer reach

OUTLET INVESTMENT BUSINESS

Securing strategically located properties

HOW IT WORKS

Invests in coffee shop properties supporting the Group's network

EARNINGS DRIVERS

Operating income and potential long-term property appreciation

STRATEGIC VALUE

Enhances operating stability and long-term flexibility

FOOD RETAIL

Operating a diversified portfolio of food concepts

HOW IT WORKS

Operates non-Halal and Halal food concepts across multiple formats and locations

EARNINGS DRIVERS

Revenue from a diversified portfolio of food concepts

STRATEGIC VALUE

Leverages the Group's network, central kitchens and procurement scale

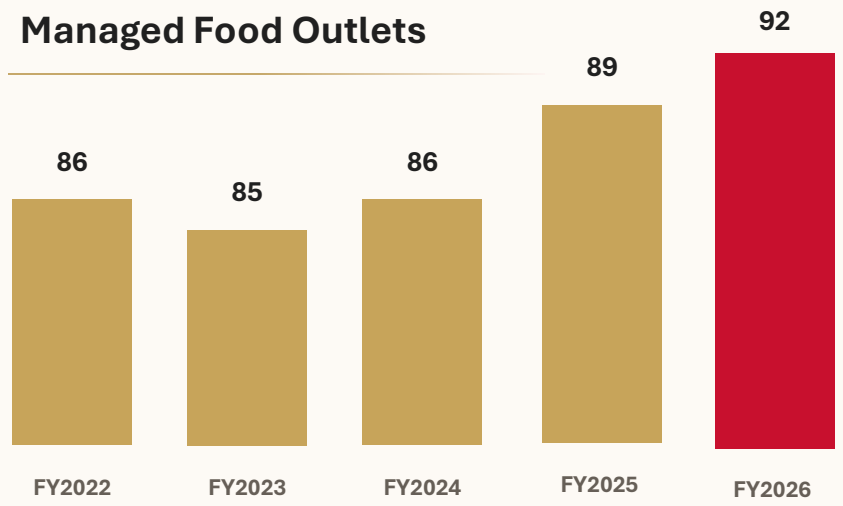


Together, the three segments combine outlet access, food retail capabilities and strategic property ownership to support recurring income and long-term resilience.

04

OUR OUTLET NETWORK

Expanding our network while maintaining a resilient operating base



Food Outlets	FY2022	FY2023	FY2024	FY2025	FY2026
Traditional Coffee Shops	73	70	70	75	76
Kedai Kopi (Halal Coffee Shops)	3	5	5	5	5
Industrial Canteens	7	7	7	7	8
Food Courts	3	3	4	2	2
Hawker Centre	-	-	-	-	1
Total	**86**	**85**	**86**	**89**	**92**

FY2026 PROGRESS

The Group expanded its managed outlet network to 92 locations in FY2026, broadening its presence across traditional coffee shops, industrial canteens and, for the first time, a hawker centre.

Key Takeaway

A broader outlet network increases Kimly's customer reach and distribution opportunities, while foundation leases provide greater continuity across the operating portfolio.

04

OUR OUTLET NETWORK

Outlets commenced operations during FY2026

I. **23 October 2025**
Coffee shop at 110 Yishun Ring Road

110 Yishun Ring Road was acquired in September 2025 and commenced operations in October 2025

II. **3 November 2025**
Industrial canteen at 10 Tuas Avenue 3

III. **5 March 2026**
Coffee shop at Blk 587 Pasir Ris Drive 3

IV. **15 August 2026**
One Punggol Hawker Centre
at 1 Punggol Drive



I.



III.



II.





IV.



04 OUR OUTLET NETWORK

One Punggol Hawker Centre

Expanding our management capabilities into a new format

One Punggol Hawker Centre marks Kimly's first venture into hawker-centre management, **broadening the Group's outlet-management experience beyond its existing formats**.

- **Broader operating capabilities**
  Extends Kimly's outlet-management experience into the hawker centre segment
- **Leveraging existing resources**
  Deployed established management system, operational infrastructure and shared services
- **Deeper industry relationships**
  Strengthens engagement with hawkers, suppliers and public-sector stakeholders



Strengthens Kimly's operating track record and provides a foundation for evaluating similar opportunities in the future.

Transitions and Operating Highlights

- *Operations continued the day after takeover*
- *All four vacant food stalls filled within one month*
- *Two new stallholders feature Michelin Bib Gourmand-recognised concepts*





05

STRENGTHENING OUR OPERATING BASE

Enhancing Our Foundation Lease Base

Supporting long-term operating stability

Landlord Base	Sep 2022		Sep 2023		Sep 2024		Sep 2025		Sep 2026	
	Number of Outlets	Percentage of Outlets by Type	Number of Outlets	Percentage of Outlets by Type	Number of Outlets	Percentage of Outlets by Type	Number of Outlets	Percentage of Outlets by Type	Number of Outlets	Percentage of Outlets by Type
IPT / Shareholder Leases: Leases in coffee shops whereby the Founding Partners hold partial interest	20	23.2%	21	24.7%	21	24.4%	22	24.7%	22	23.9%
HDB / NEA Direct Leases: Coffee shops / Hawker Centre	26	30.2%	28	32.9%	29	33.7%	30	33.7%	32	34.8%
Owned Food Outlet Properties	9	10.5%	9	10.6%	9	10.5%	11	12.4%	11	12.0%
Subtotal of Foundation Leases*	**55**	**63.9%**	**58**	**68.2%**	**59**	**68.6%**	**63**	**70.8%**	**65**	**70.7%**
Private Leases: Coffee shops and industrial canteens leased from private owners	25	29.1%	25	29.4%	24	27.9%	24	27.0%	25	27.2%
Managing Agent: Leases in coffee shops managed under a third-party brand	4	4.7%	-	-	-	-	-	-	-	-
Private Leases: Leases in food courts	2	2.3%	2	2.4%	3	3.5%	2	2.2%	2	2.1%
Subtotal	**31**	**36.1%**	**27**	**31.8%**	**27**	**31.4%**	**26**	**29.2%**	**27**	**29.3%**
Grand Total	**86**	**100.0%**	**85**	**100.0%**	**86**	**100.0%**	**89**	**100.0%**	**92**	**100.0%**

*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.

05

STRENGTHENING OUR OPERATING BASE

Strategic Property Ownership

Securing long-term operating certainty at performing outlet

Coffee shop Property	12 Haig Road
Purchase consideration	S$11.8 mil
Tenure	82-years leasehold commencing from 1 July 1993
Property type	A 2-storey HDB shophouse unit comprising a coffee shop on level 1 and a 3-room HDB flat on level 2
Strata Floor Area	393 sqm
Completed on	9 Jan 2026











- In January 2026, Kimly acquired the coffee shop property at 12 Haig Road, converting an existing leased outlet into an owned property and strengthening long-term operating certainty.
- Property ownership reduces exposure to lease renewal and rental risks, while providing greater flexibility for long-term outlet planning and asset enhancement.

05

STRENGTHENING OUR OPERATING BASE

Revitalising Our Outlet Network

Optimising existing outlets and strengthening stall mix

OUTLET REVITALISATION PROGRAM

- **Unlocking value from existing outlets** through targeted improvements to layouts, lettable space and customer flow.
- **Refreshing tenant and cuisine mix** to better reflect neighbourhood demand and broaden customer appeal.
- **Enhancing the dining environment** through improvements to facilities, cleanliness and overall customer experience.

STRENGTHENING TENANT MIX

- **Maintaining a 96.5% food-stall occupancy** across 693 food stalls within 92 managed food outlets as at 30 September 2026.
- **Building a complementary mix of established and emerging concepts** to broaden the F&B offerings and customer appeal.
- **Leveraging Kimly's extensive outlet network** and industry relationships to attract suitable tenants and facilitate timely replacement of vacancies.

Coffee shop at Blk 29B Chai Chee Avenue



Coffee shop at Blk 163A Gangsa Road



Coffee shop at Blk 303 Jurong East Street 32



06

OUR FOOD RETAIL PORTFOLIO

A Diversified Portfolio across Halal and Non-Halal Concepts

Kimly The Flavours of Life

Kimly COFFEESHOP
Familiar Place, Familiar Taste

foodclique · MIXED RICE · DIMSUM · ZI CHAR · TONKICHI · Hawker Mania · Klovex · LION CITY DIM SUM · HoLim

tenderfresh GROUP · KEDAI KOPI · tenderbest® · TORIGO! · XPRESS · Amigo's · tenderbest · HAWKERMAN · PASTAPIZZA · tenderfresh XPRESS · WARISAN API

Food Retail	FY2022	FY2023	FY2024	FY2025	FY2026
NON-HALAL BUSINESS					
Mixed Vegetable Rice Stalls	54	58	58	60	62
Teochew Porridge Stalls	3	3	3	3	3
Dim Sum Stalls	47	48	50	49	50
Seafood "Zi Char" Stalls	27	27	27	28	26
Kanaaji Katsu Japanese Food Stalls	1	1	-	-	-
Tonkichi Restaurants	2	2	2	2	2
Rive Gauche Patisserie	7	-	-	-	-
Subtotal	***141***	***139***	***140***	***142***	***143***
HALAL BUSINESS					
Tenderfresh Brands					
• Food stalls	34	36	38	40	40
• Kiosks	3	4	4	4	4
• Restaurants	7	8	9	9	8
Subtotal	***44***	***48***	***51***	***53***	***52***
Total	**185**	**187**	**191**	**195**	**195**

06

OUR FOOD RETAIL PORTFOLIO

Introducing New Concepts Through Culinary Partnerships



WARISAN API

Bringing Culinary Heritage to the Heartlands

Developed in collaboration with Chef Mint, Warisan Api combines heritage flavours and charcoal grilling with Kedai Kopi's established operating platform and customer reach.

Signature dishes include Ikan Bakar Picit and Blue Pea Nasi Ulam.

Warisan Api is located at Kedai Kopi, 12 Haig Road

Why the partnership matters

- **Culinary Partnership in Action Broadening our offerings**
  Introduces differentiated concepts and flavours to enhance the overall food mix.
- **Sharing capabilities**
  Facilitates knowledge sharing in culinary techniques, presentation and operations.
- **Developing new concepts**
  Provide a platform to develop and assess concepts for potential expansions





Key Takeaway

The collaboration broadens Kimly's F&B offering while building capabilities for future concept development.

07

LEVERAGING SCALE

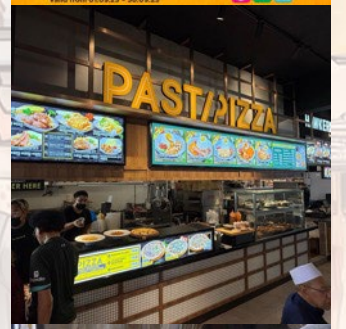
Strategic Property Ownership

Turning Scale Into Broader Customer Reach, Revenue Opportunities and Operating Efficiencies

Customer Acquisition	Partnered with established consumer and financialservices platforms to introduce Kimly's brands to new customer groups
Revenue Conversion	Developed bundles, seasonal menus and value-led promotions for individuals, families and festive gatherings
Operating Efficiency	Used shared kitchens, equipment and manpower across multiple concepts to broaden offerings and improve resource utilisation
Procurement Leverage	Consolidated purchasing and production for seasonal campaigns to support consistency, outlet execution and procurement efficiency









07

LEVERAGING SCALE

Extending Our Reach Through Strategic Partnerships

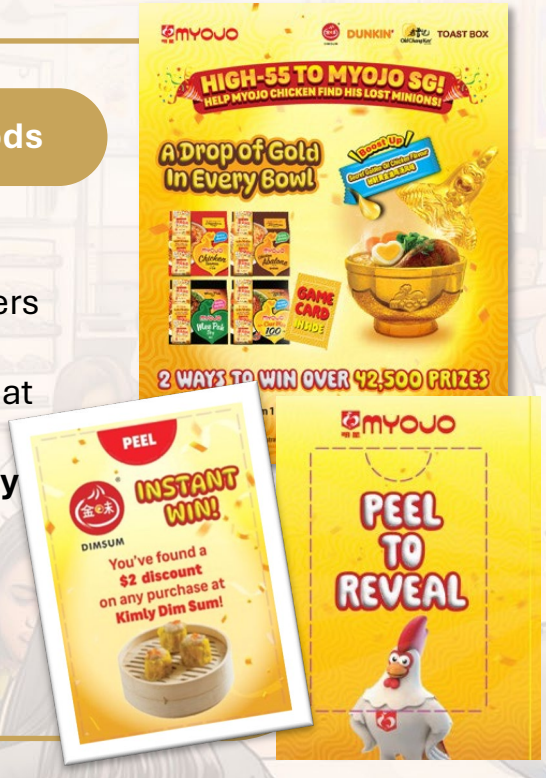


Connecting with new audiences across industries and channels

Kimly extends its reach beyond its own outlets and digital channels through partnerships with established brands and platforms, connecting our concepts with new customer segments and creating additional opportunities for trial and engagement.

Kimly Dim Sum × Nissin Foods

As part of Myojo's 55th anniversary campaign, customers could win Kimly Dim Sum discount vouchers redeemable at participating outlets. **The collaboration introduced Kimly Dim Sum to Myojo's broader consumer base, encouraging outlet discovery, voucher redemption and purchases.**



Kimly Coffee shop × PhillipCapital

Eligible PhillipCapital's users could redeem a complimentary drink at participating Kimly outlets. **The partnership extended Kimly's reach to users of a financial services platform while creating opportunities for new customers to visit and experience our outlets.**



07

LEVERAGING SCALE | REVENUE CONVERSION

Creating Relevant Dining Occasions Across Our Customer Base

DELIVERING VALUE FOR EVERY OCCASION

- **Value for different households**
  Set meals and bundles cater to individuals, couples and families, offering **value, convenience and variety**.
- **Supporting our communities**
  Value-led promotions and limited-time offers make our concepts **more accessible to the communities we serve**.
- **Keeping offerings relevant**
  Seasonal and festive menus **refresh our offerings and create new dining occasions throughout the year**.
- **Driving repeat visits**
  Relevant offerings and promotions **encourage repeat visits and support sales across our network**.











07

LEVERAGING SCALE

Using Shared Capabilities to Broaden Choice and Improve Resource Utilisation

MAXIMISING OUR SHARED OPERATING PLATFORM

- **Broaden choice through shared kitchens**
  Multiple Tenderfresh concepts can operate from a shared kitchen, enabling **greater menu variety while optimising space, equipment and manpower**.
- **Leveraging central capabilities**
  Central kitchens and shared production capabilities support **consistent product quality, efficient preparation and reliable execution across concepts**.
- **Supporting scalable growth**
  Our integrated network of outlets, production facilities and culinary capabilities enables us to **introduce new offerings and respond to changing customer preferences efficiently**.











07 LEVERAGING SCALE | PROCUREMENT LEVERAGE

Aggregating Seasonal Demand to Strengthen Purchasing and Production Efficiency

TURNING SEASONAL DEMAND INTO SCALE

- **Aggregating demand across our network**
  Pre-orders across participating outlets consolidate demand, supporting **bulk purchasing and larger-batch production**.

- **Leveraging central production**
  Centralised preparation supports **consistent quality, efficient production and smoother execution** during peak festive periods.

- **Extending customer convenience**
  Our outlet network provides convenient **pre-order and collection points**, expanding access to festive offerings.

- **Creating incremental sales opportunities**
  Seasonal menus complement everyday offerings, creating **additional dining occasions and sales opportunities** across our network.











FY2026 FINANCIAL HIGHLIGHTS



FINANCIAL HIGHLIGHTS

Revenue

S$322.5m

FY2025 : S$322.1m

[+0.1% y-o-y]

Gross Profit

S$88.0m

FY2025 : S$94.1m

[-6.4% y-o-y]

Gross Profit Margin

27.3%

FY2025 : 29.2%

[-1.9 p.p. y-o-y]

EBITDA

after depreciation of right-of-use assets and interest expense on lease liabilities

S$45.8m

FY2025 : S$50.7m

[-9.8% y-o-y]

Net Profit

after tax attributable to the owners of the company

S$29.2m

FY2025 : S$33.3m

[-12.2% y-o-y]

Basic EPS

2.35 cents

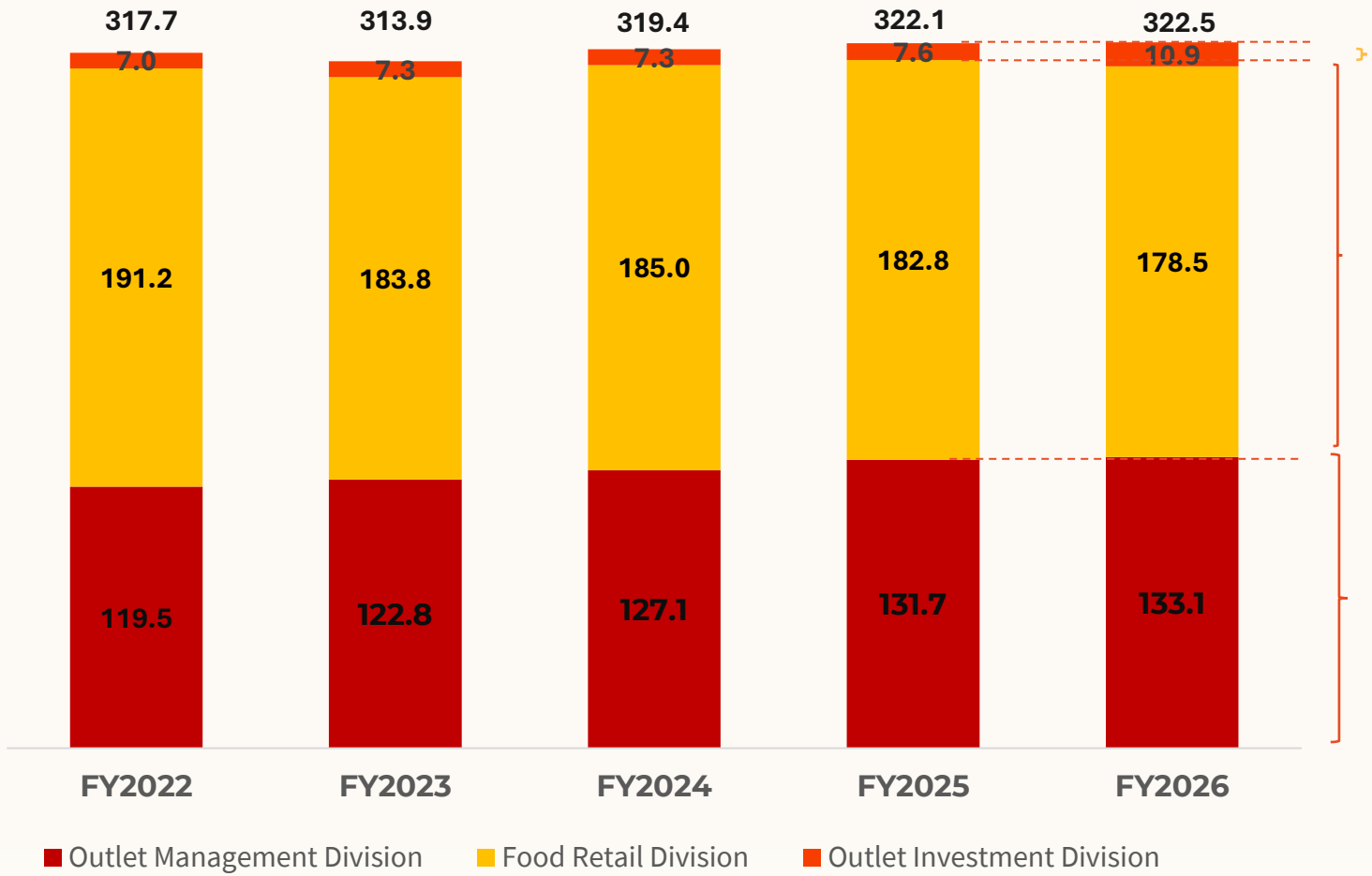
FY2025 : 2.68 cents

[-12.3% y-o-y]

FINANCIAL HIGHLIGHTS

A Broader Mix of Growth Drivers Supporting A Resilient Revenue Base

Revenue by Business Segment (S$ mil)



Outlet Investment Business

S$3.2m / 41.6%

Outlet Management

S$1.5m / 1.1%

New food outlets contributed revenue

- FY2025: 3 coffee shops, 1 drink stall
- FY2026: 3 coffee shops, 1 hawker centre

The closure of one coffee shop in FY2025 and lower revenue from existing shops partly offset this contribution.

Food Retail

(S$4.3m) / (2.4%)

Existing food stalls and restaurants recorded lower revenue

Closure of:

- FY2026: 11 food stalls, 1 restaurant
- FY2025: 6 underperforming food stalls

Revenue from new stalls provided a partial offset:

- FY2026: 12 new food stalls commenced operations
- FY2025: 12 new food stalls opened

S$0.4m / 0.1%

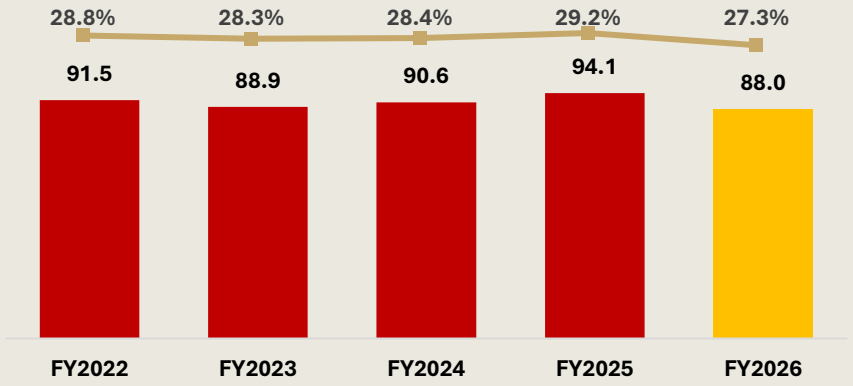
08

FINANCIAL HIGHLIGHTS

Navigating Margin Pressure while Maintaining Healthy Cash Generation and Financial Strength

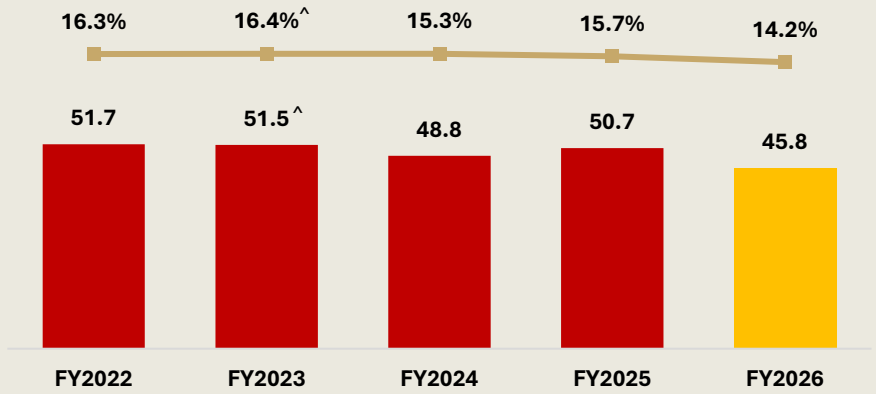
Gross Profit & Margin

S$ million | Margin (%)



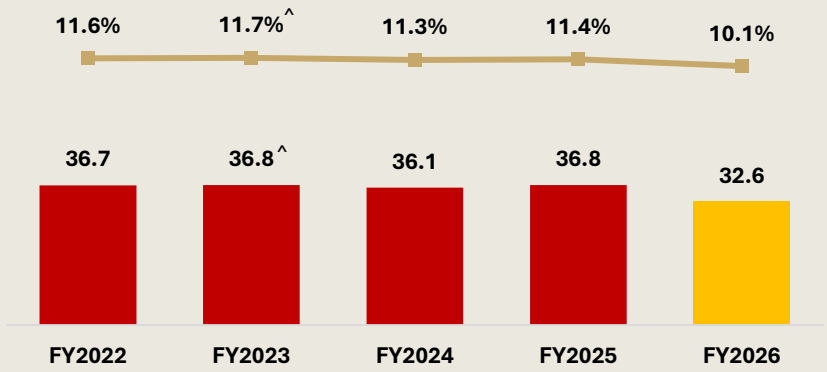
EBITDA* & Margin

S$ million | Margin (%)



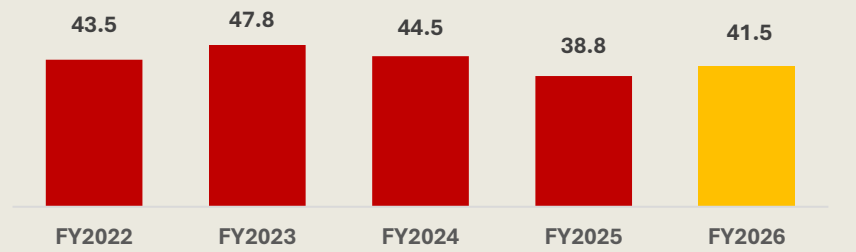
Net Profit After Tax & Margin

S$ million | Margin (%)



Operating Cash Flow after Lease Repayments

S$ million



Financial Strength
Strong Balance Sheet

- **S$73.6m**
  Cash and bank balances
- **S$196.9m**
  Shareholders' equity

as at 30 September 2026

^ Excluding the gain on disposal of the Confectionary Business of S$2.5 million.

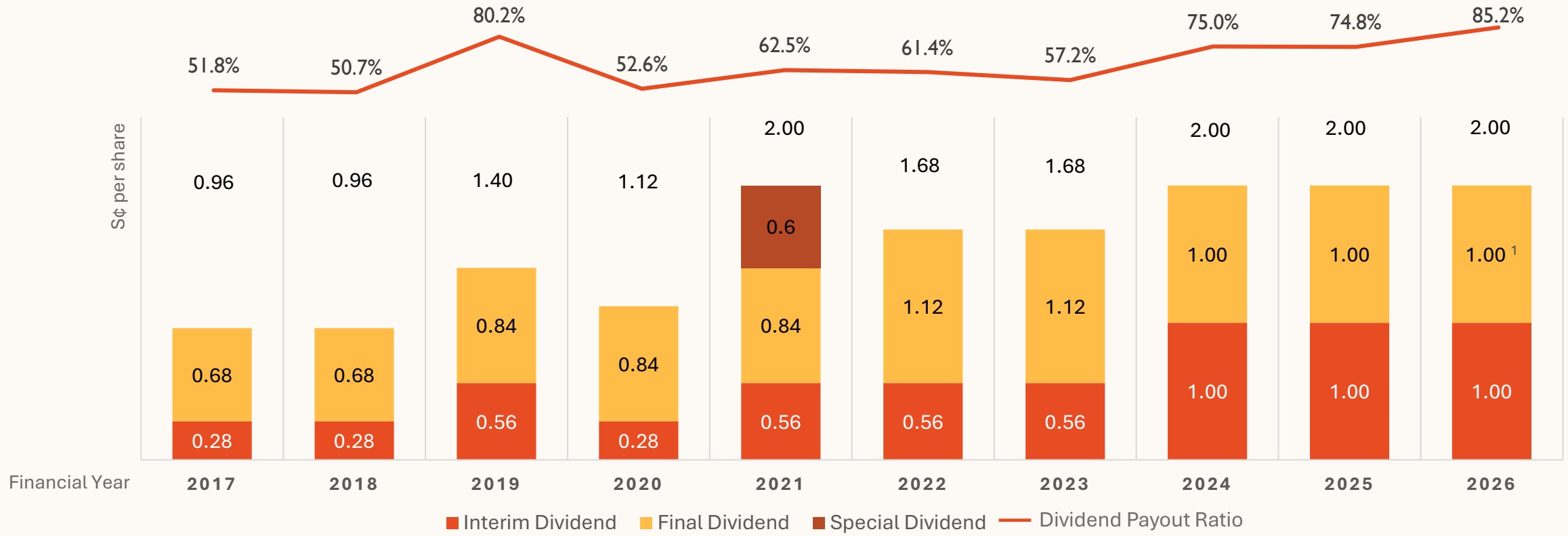
* Earnings Before Interest, Taxes, Depreciation and Amortisation ("EBITDA") after depreciation of right-of-use assets and interest expense on lease liabilities

09

DIVIDEND TRACK RECORD

Delivery Consistent Dividends and Returning Value to Shareholders

DIVIDEND PER SHARE (S¢)



Dividend yield* (%)	3.03%	3.50%	7.01%	4.71%	5.49%	5.01%	5.33%	6.15%	5.41%	5.13%

* 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] Proposed final dividend is subject to the shareholders' approval at the forthcoming AGM of the Company.

FY2027 PRIORITY STRATEGIES

Building on Our Established Platform to Drive Disciplined, Scalable Growth

EXPAND CORE FOOTPRINT & PURSUE M&A	Targeted expansion, strategic investments and value-accretive acquisitions to strengthen our footprint and long-term growth platform.
SCALE FOOD RETAIL & HALAL PORTFOLIO	Broaden our portfolio and deepen our presence in attractive growth segments, including the Halal market.
DIVERSIFY OFFERINGS & REVENUE CHANNELS	Refresh concepts and menus while expanding digital and partner channels to broaden customer reach and revenue opportunities.
STRENGTHEN OPERATING CAPABILITIES	Enhance central kitchen capabilities, technology and manpower productivity to drive greater operating efficiency.









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