



famous brands
you're in good company



UNAUDITED CONDENSED
CONSOLIDATED INTERIM
FINANCIAL RESULTS
FOR THE SIX MONTHS ENDED
31 AUGUST 2026



Contents

1	GROUP PROFILE	2
2	INVESTMENT PROPOSITION	3
3	OPERATING CONTEXT	4
4	FINANCIAL PERFORMANCE	5
5	OPERATIONAL REVIEW	8
6	LOOKING FORWARD	10
7	FINANCIALS	11
8	NOTES TO THE FINANCIALS	19
9	CORPORATE DETAILS	34

FORWARD-LOOKING STATEMENTS DISCLAIMER

This document contains forward-looking statements based on assumptions and management's best estimates concerning Famous Brands' future performance. Such statements are, by their nature, subject to risks and uncertainties, which may result in the Group's actual future performance being different from that expressed or implied in any forward-looking statements.

The contents of this announcement are the responsibility of the Board and have not been reviewed or reported on by the Group's external auditors. The Group neither accepts any responsibility for any loss arising from the use of the information contained in this report nor undertakes to update or revise any of its forward-looking statements publicly.

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Previous view



Previous page



Next page



Contents



Brands



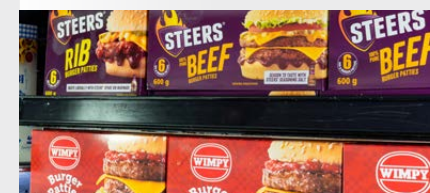
Manufacturing



Logistics



Retail





Group profile

Famous Brands is a food services business recognised for its entrepreneurial spirit, love of innovation, commitment to quality and drive to serve its franchise partners and consumers.

Famous Brands was established as a family business when the Halamandres and Halamandaris families founded the first Steers restaurant in the early 1960s. Since then, the Group has evolved into Africa's leading food services franchisor, recognised for its 15 iconic brands and reputation as a responsible franchisor. Our vision is to be the leading innovative, branded, franchised food services business in South Africa and selected markets.

The Group operates in South Africa, selected markets in the Southern African Development Community (SADC), the Rest of Africa and the Middle East (AME), and the United Kingdom (UK). Our dynamic franchise partners have a proven track record of success in challenging trading conditions. Our vertically integrated business model comprises four core pillars: Brands, Manufacturing, Logistics and Retail.

BRANDS

Our strategic portfolio of well-established restaurant brands appeals to consumers across income and demographic groups, meal preferences and value propositions.

We operate franchised, master-licenced and Company-owned restaurants. We earn sales-based royalty income (franchise fee revenue) as a percentage of these restaurants' turnovers, licence fees on master licence restaurants and turnover from Company-owned restaurants.

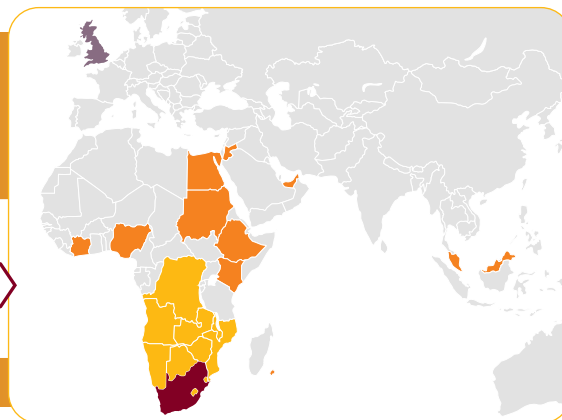
The portfolio is segmented into Leading Brands (mainstream) and Signature Brands (niche). Leading Brands are further categorised as Quick Service Restaurants (QSR) and Casual Dining Restaurants (CDR). Our QSR brands prioritise takeaway and delivery offerings with smaller sit-down areas, while CDR brands offer a full-service, sit-down experience. Our Signature Brands offer a wide range of bespoke CDR offerings.

OUR RESTAURANT NETWORK

We have **3 070** restaurants across **21** countries.

Restaurants per region

SA: **2 723** AME: **46**
SADC: **247** UK: **54**



LEADING BRANDS

Quick Service Restaurants



Casual Dining Restaurants



SIGNATURE BRANDS

Casual Dining Restaurants (in South Africa)



1. Famous Brands holds the licence agreement in South Africa from PAUL International.

SUPPLY CHAIN

The Group's vertically integrated Supply Chain leverages economies of scale, manages inventory availability and enables the efficient distribution of quality products and specialised proprietary ingredients.



Manufacturing

Our 10 Manufacturing plants are wholly and partially owned subsidiaries. These include meat, ice cream, sauce, coffee, juice, cheese and potato products.



Logistics

Our internal Logistics capability ensures that restaurants and retail outlets receive ingredients and products. Our Logistics footprint includes nine distribution centres and a fleet of 96 trucks.



Retail

Our 99 Retail products include condiments (sauces, dressings, spices), frozen meat products, coffee (ground and beans), frozen chips and other value-added products in 3 078 retail outlets.



Investment proposition

Our portfolio of iconic brands is supported by a vertically integrated business model that delivers scale, resilience and greater predictability.

A WELL-ESTABLISHED MARKET LEADER	POWERED BY TALENTED FRANCHISE PARTNERS	DIRECTED BY COMPETENT LEADERS AND A WELL-DEFINED STRATEGY
• A best-in-class brand portfolio that appeals to consumers across income and demographic groups, meal preferences and value propositions. • Proven ability to respond to changing macro-economic conditions and shifting consumer dynamics in our 31 years as a JSE-listed company. • An attractive business case for franchise partners and a quality offering for consumers.	• A stable portfolio of dedicated franchise partners with a track record of success in difficult trading conditions. • 12-year average tenure for SA franchise partners. • Several SA franchise partners are developing multi-restaurant and multi-brand portfolios. • A healthy pipeline of potential franchise partners and strong demand for our brands.	• Our experienced Board supports our entrepreneurial management team. • A focused strategy to grow in SA and in other selected markets to enhance long-term, sustainable stakeholder value creation. • Effective corporate governance establishes the practices for ethical behaviour and protecting stakeholder interests.
OPERATING A ROBUST BUSINESS MODEL	SUPPORTED BY A SOUND FINANCIAL POSITION AND PRUDENT CAPITAL MANAGEMENT	DELIVERING VALUE TO COMMUNITIES AND PROTECTING THE ENVIRONMENT
• A vertically integrated Supply Chain provides extensive manufacturing and distribution capabilities. • Reliable, competitive pricing and offering position our franchise partners to achieve like-for-like growth. • Menu options provide diversification across food categories and shield the Group from supply disruptions. • A high-potential Retail offering.	• A healthy balance sheet and effective, flexible debt structure. • A relatively capital-light business model. • Cash-generative operations and sustainable earnings. • Sustainable value is generated by ensuring strong returns on invested capital.	• Steady execution against our ESG Framework to embed best-in-class sustainability practices. • Significant cost savings and resilience realised through solar energy and water-saving investments. • Eliminated single-use plastic across our brand network. • No food waste to landfill in our Supply Chain operations.



Operating context

The South African restaurant industry operates in a mixed environment: discretionary spending remains constrained, and operators continue to face pressure from labour, energy and input costs. At the same time, shifts in how consumers choose and order food create opportunities for well-positioned brands.

Trend	Context	Our response
POOR MACRO-ECONOMIC CONDITIONS	The US-Iran conflict has added to South Africa's economic pressures by driving up oil and fuel prices, increasing inflation and operating costs, and constraining household disposable income. Higher transport and energy costs, together with uncertainty around interest rates and economic growth, are making consumers more cautious and increasing demand for value and affordability. For restaurant operators, this has limited discretionary spending and eating-out frequency, while increasing the importance of convenience, competitive pricing and operational efficiency.	• Our offerings meet consumers' needs for quality, service, price and accessibility across formats and channels. • We regularly enhance our ordering platforms and loyalty programmes to attract and retain consumers. • Our marketing strategies and brand investments maintain and win market share. • Strategic procurement capabilities achieve the best pricing on key commodities. • Where opportunities arise, we manage inventory levels to secure better pricing. • In-house product development reduces costs and waste. • Our Retail brands are well-placed to give consumers a taste of their favourite brands at home.
CHANGING CONSUMER PREFERENCES	Convenience is increasingly shaping consumer behaviour, driving demand for delivery, order for collection and drive-thru options. At the same time, the rapid growth of online grocery platforms is providing consumers with another convenient alternative to restaurant delivery. Despite constrained disposable incomes, consumers continue to prioritise occasions to treat themselves and spend time with friends and family, positioning restaurants, particularly CDR formats, as an affordable indulgence.	• We have a well-established delivery service to extend our footprint. • We are rolling out smaller formats at convenient locations and expanding our drive-thru restaurant footprint. • Our menus and packaging cater to the at-home dining experience, offering both exceptional taste and presentation. • All brands have a digital media strategy, and we track their social media activity and online reviews. • We design our restaurants to be attractive and social-media-friendly.
TECHNOLOGY IS PERVASIVE AND POWERFUL	Technology is transforming the restaurant industry, enabling greater operational efficiency and more seamless consumer experiences. AI-driven personalisation, cloud-based point-of-sale systems, self-service solutions and contactless payments are reshaping how consumers interact with brands, while digital loyalty programmes are increasing expectations for personalised rewards. In South Africa, rapid growth in online delivery, particularly online grocery, is also changing shopping behaviour and reducing foot traffic at malls as consumers increasingly opt for home delivery.	• We participate in the delivery channel through our own delivery platform and partnerships with aggregators. We have 87 delivery hubs in South Africa and Botswana. • We invest in consumer-facing technology to improve the overall consumer dining and delivery experience. • We have adopted a new artificial intelligence-powered consumer engagement platform. • We are rolling out self-service terminals, digital menu boards and digital payment solutions. • The kitchen display systems improve preparation times. • The Munch Software's cloud-based POS system allows for greater control and standardisation of POS. • We are investing in artificial intelligence in our data warehouse and analytics capabilities to improve forecasting and support faster, data-driven decision-making.

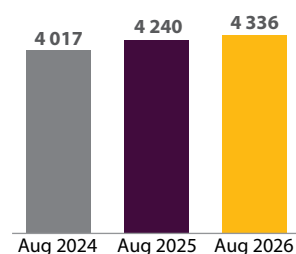


Financial performance

Our performance reflects the resilience of our strategy and brand portfolio amid increasingly challenging operating conditions.

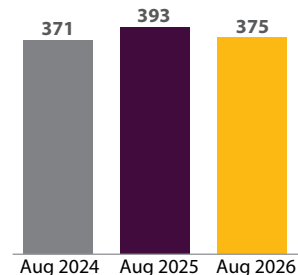
2.3%

Revenue (R million)



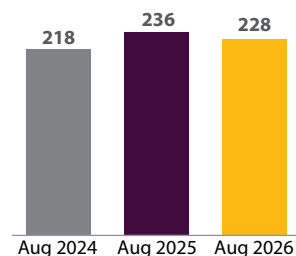
4.7%

Operating profit (R million)



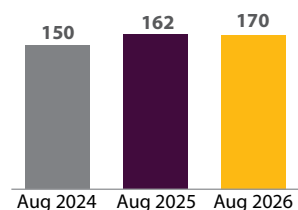
3.2%

Headline earnings per share (HEPS) (cents)



4.9%

Dividend per share (cents)



Financial results

Famous Brands delivered a resilient performance in a constrained trading environment, with revenue increasing by 2.3% to R4.3 billion (2025: R4.2 billion). Revenue growth was supported by sustained demand for our Leading Brands portfolio and the expansion of our franchise network, which ultimately benefited Supply Chain. Continued pressure in Signature Brands and weaker performance in some markets outside South Africa, especially Botswana, constrained overall growth and profitability.

Operating profit declined by 4.7% to R375 million (2025: R393 million), while the Group maintained a disciplined focus on costs, with cost growth contained below inflation; however, this was insufficient to fully offset the impact of subdued front-end growth. The operating profit margin declined to 8.6% (2025: 9.3%). Headline earnings per share decreased by 3.2% to 228 cents (2025: 236 cents), while basic earnings per share decreased to 181 cents (2025: 236 cents).

Against a backdrop of worsening economic conditions, heightened by the US-Iran conflict and escalating fuel costs that have constrained consumer spending, the Group remains focused on executing its strategy and managing the factors within its control. Famous Brands is addressing areas of underperformance. Corrective measures implemented in the second half of the 2026 financial year and sustained through the period under review have supported progress in Signature Brands, AME and Retail.

Segment operating profit/(loss)	R'million
Leading Brands SA	241
Supply Chain SA	230
SADC	5
AME	(14)
Signature Brands SA	(9)
UK	(3)
Corporate	(75)



Financial performance *(continued)*

Salient features	Unit	Six months ended 31 August 2026	Six months ended 31 August 2025	% change (2025 versus 2026)
Statement of profit or loss				
Revenue	R'million	4 336	4 240	2.3
Operating profit	R'million	375	393	(4.7)
Operating profit margin	%	8.6	9.3	–
Basic earnings per share (BEPS)	Cents	181	236	(23.4)
Headline earnings per share (HEPS)	Cents	228	236	(3.2)
Statement of cash flows				
Cash generated by operations	R'million	564	472	19.5
Net cash outflow utilised in investing activities	R'million	(36)	(142)	75
Net cash outflow from financing activities	R'million	(181)	(65)	(179)
Free cash flow*	R'million	459	221	108
Statement of financial position				
Cash and cash equivalents	R'million	351	331	6.2
Net debt**	R'million	881	1 104	(20.2)
Net debt/equity	Times	0.65	0.84	–
Return on capital employed (ROCE)**	%	34	34	–

* Cash generated from operations, less income tax paid and net capital expenditure.

** Total interest-bearing borrowings, including lease liabilities, less cash.

*** Operating profit divided by capital employed (which is calculated as the sum of total equity and interest-bearing debt net lease liabilities).

Capital allocation

GEARING

The Group's total borrowings at 31 August 2026 were R1.0 billion (2025: R1.1 billion), and finance costs on borrowing decreased by 18% from the prior period, supported by capital repayment and beneficial pricing of the debt facility. The Group continues to benefit from its R1.7 billion debt refinancing arrangement, concluded in December 2025. The facility structure features better pricing for a debt variable-rate combination, an amortising facility repayable semi-annually, and a bullet, all maturing in December 2030 with a three-year revolving credit facility.

In response to increased market volatility and potential interest rate hikes, the Group reconsidered its approach to interest-rate hedging and implemented interest rate swaps to mitigate volatility in finance charges.

Famous Brands unaudited condensed consolidated interim financial results **2026**

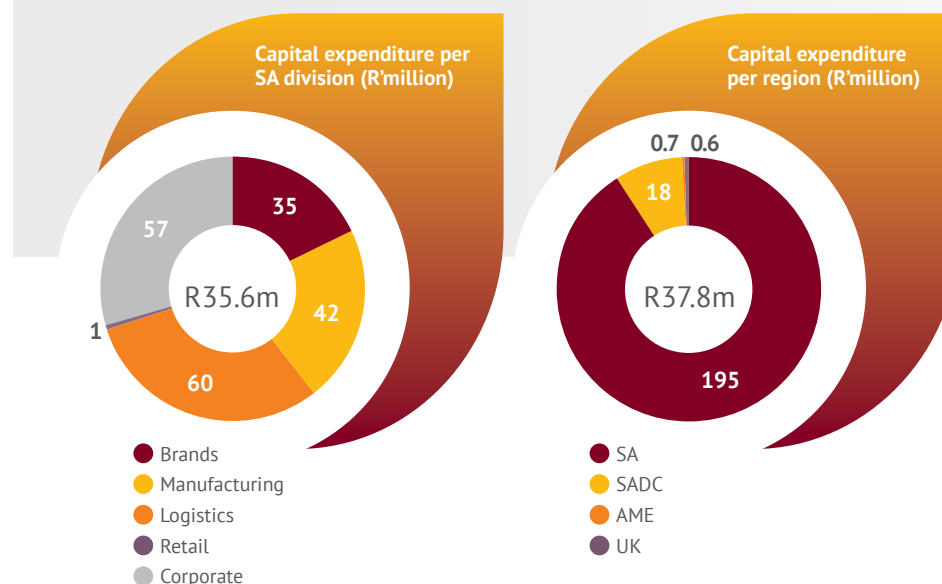
SHARE BUYBACK

In January 2026, Famous Brands announced the implementation of the Group's first share buyback programme. The share repurchase forms part of the Group's broader capital allocation strategy and reflects the Board's assessment of the Group's long-term value and prospects. During the period under review, the Group spent R57 million on the programme.

CAPITAL EXPENDITURE

We reduced our capital expenditure by 73% to R38 million (2025: R140 million). The prior period's figures also included investment in the Midrand Cold Storage Facility, which was completed in June 2025. Capital was allocated in line with the Group's strategy, including investment in consumer-facing technology in Leading Brands in South Africa, maintaining and enhancing our Manufacturing and Logistics infrastructure.

We have moderated the pace of our manufacturing investment programme, while continuing to allocate capital to projects that offer attractive returns and short payback periods. This selective approach to capital allocation allows us to preserve financial flexibility.





Financial performance *(continued)*

SALE OF 21% SHAREHOLDING INTEREST IN RETAIL GROUP (PTY) LTD

In line with our capital-light expansion approach outside South Africa, Famous Brands has entered into a transaction to reduce its shareholding in Retail Group (Pty) Ltd (Retail Group) in Botswana from 51% to 30%. The transaction, which is expected to be completed by 28 February 2027, will see our existing Botswana-based partners acquiring this shareholding, following implementation of the transaction and fulfilment of all conditions precedent, including the required regulatory approvals. On loss of control, Famous Brands will derecognise the assets, liabilities and any related non-controlling interest put option liability of Retail Group, and recognise any resulting gain or loss in profit or loss. Retail Group will cease to be a consolidated subsidiary of Famous Brands and will be equity-accounted as an associate.

We will continue to receive master licence fees from this market under the same arrangement as currently in place.

For the interim reporting period, Retail Group is classified as a disposal group held for sale. A goodwill impairment loss of R41 million has been recognised in profit for the period, arising from the expected loss of control of the majority shareholding.



DIVIDEND

The Board declared an interim dividend of 170 cents per share (2025: 162 cents), reflecting the Group's continued strong cash generation and sound financial position. The dividend will be paid from profits for the review period, amounting to a total of R170.3 million. In terms of dividends tax legislation, the following additional information is disclosed:

Event dates

Declaration date	Wednesday, 21 October 2026
Last day to trade " <i>cum dividend</i> "	Monday, 14 December 2026
Shares commence trading " <i>ex-dividend</i> "	Tuesday, 15 December 2026
Record date	Friday, 18 December 2026
Payment of dividend	Monday, 21 December 2026

Those shareholders of the Group who are recorded in the Company's register as at the record date will be entitled to the dividend. In terms of dividends tax legislation, please note the following:

- The local dividend tax rate is 20%.
- The net local dividend amount is 136 cents per share for shareholders liable to pay the dividends tax and 170 cents per share for shareholders exempt from paying the dividends tax.
- The issued share capital of Famous Brands is 100 202 284 ordinary shares.
- Famous Brands' tax reference number is 9208085846.



Operational review

Despite significant operating headwinds, our strategy and brand portfolio position us to compete effectively, grow and protect our margins.

Highlights

GROUP

Restructuring and cost-management initiatives supported improved performance across AME and Retail.

Multi-year investment in our Supply Chain provided resilience and protected margins during a challenging period.

Achieved Level 1 B-BBEE contributor status for the third consecutive year.

BRANDS

Franchise partners continue to invest in our brands with **48 new restaurants opened and 67 restaurants revamped**.

The drive-thru expansion continues with 4 drive-thrus opened, bringing our **drive-thru footprint to 81**.

Munch POS software implemented in 564 restaurants, simplifying and optimising restaurant processes.

Delivery Hubs continue to gain traction, with **14 new hubs bringing the total to 87 across South Africa and Botswana**, enhancing the delivery experience.

SUPPLY CHAIN

The **CAP (Competence Development Process) programme was rolled out across Manufacturing and Logistics**, strengthening individual and team capability and driving measurable improvements in safety, quality and service, including reduced quality complaints and stock losses.

The rolltainer pilot project was successful, and **national roll-out across our Logistics platform** is planned for the end of October 2026. Rolltainers reduce delivery times, improve customer service and truck utilisation.

Our Logistics division recorded an **On Time, In Full, No Errors (OTIF) rate of 86%**, in line with global best practice of between 85% and 90%.



SA BRANDS

Value is no longer simply about price; it is about making every rand count. Convenience, accessibility and proximity are also increasingly important considerations in delivering value.

Revenue increased 0.6% to R602 million (2025: R599 million). Operating profit increased by 0.4% to R232 million (2025: R231 million) while the operating profit margin was 38.5% (2025: 38.6%). System-wide sales across our brand portfolio improved by 2.2% while like-for-like sales increased by 0.6%.

BRAND FOOTPRINT

New
restaurants
40

Converted
restaurants
2

Revamped
restaurants
66

Restaurant
closures
13

Important definitions

System-wide sales refer to sales reported by all restaurants across the network, including new restaurants opened during the year.

Like-for-like sales refer to sales reported by all restaurants across the network, excluding restaurants opened or closed during the year.



Operational review (continued)



BRANDS

LEADING BRANDS – SA

New restaurants	Converted restaurants	Revamped restaurants	Restaurant closures
36	2	63	7

Leading Brands SA revenue increased by 2.5% to R508 million (2025: R496 million) due to 2.7% growth in system-wide sales, while like-for-like sales grew by 0.8%. Growth was supported by the strong brand portfolio, compelling value propositions, measured menu price increases and continued expansion of the franchise network. While both QSR and CDR experienced some pressure from weaker consumer spending, performance was relatively balanced across the two categories. The operating profit increased to R241 million (2025: R238 million). The operating profit margin slightly declined to 47.4% (2025: 48.0%).

The brand footprint grew, with 36 new restaurants opening, including smaller formats and drive-thrus, to meet consumer demand for convenience and accessibility. Encouraging revamp activity reflects franchise partners' confidence in our brands and their continued willingness to reinvest in their businesses.

We continued our technology enablement drive with strong franchise partner adoption of Munch Software's point-of-sale solution, digital menus and self-service terminals. Our outsourced call centres onboarded 20 new restaurants and now service 1 209 restaurants. These call centres boost restaurant turnovers and reduce complaint volumes.

SIGNATURE BRANDS – SA

New restaurants	Revamped restaurants	Restaurant closures
4	3	6

Signature Brands' revenue decreased by 8.4% to R95 million (2025: R103 million), while the operating loss was R9 million (2025: (R7 million)). The operating loss margin was (9.6%) (2025: (7.0%)). Like-for-like sales decreased by 0.9%, while system-wide sales decreased by 5.1%.

The PAUL¹ brand, which is operated under a licence agreement, is the primary contributor to the portfolio's weaker performance. With no obligation to continue rolling out new restaurants, the Group has greater flexibility to reshape the portfolio and focus on sustainable profitability. Management has taken a range of corrective actions to restore the Signature Brands portfolio to profitability, including management changes, store closures and cost reductions. The impact of these actions is expected to become more evident in our 2027 full-year results.

¹ Famous Brands holds the licence agreement in South Africa from PAUL International.

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY – SADC

New restaurants	Revamped restaurants	Restaurant closures
7	–	4

Markets:

Angola, Botswana, DRC, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Zambia and Zimbabwe

The SADC region delivered a mixed performance, with revenue growth in several markets but continued poor performance in Botswana. Revenue declined by 18% to R183 million (2025: R224 million). Operating profit declined 78% to R5 million (2025: R24 million). The operating profit margin was 3.0% (2025: 10.9%).

Botswana's system-wide restaurant sales fell by 14.8%, and like-for-like sales declined by 13.5% versus the prior period. Botswana's subdued economic environment, driven by weakness in the diamond sector, continues to pressure consumer demand. While economic activity is expected to recover gradually, households have become more cautious about discretionary spending, including eating out.

REST OF AFRICA AND MIDDLE EAST – AME

New restaurants	Revamped restaurants	Restaurant closures
1	1	2

Markets:

Côte d'Ivoire, Egypt, Ethiopia, Kenya, Kuwait, Malaysia, Nigeria and Sudan

Revenue in AME decreased by 78% to R7 million (2025: R33 million) due to tough trading conditions and a portfolio that remains subscale. The decline in AME revenue is also due to the conversion from Company-owned stores to a franchise model in Kenya and Mauritius. The operating loss was R14 million (2025: (R19 million)), while the operating margin loss was (192.8%) (2025: (57.2%)).

Famous Brands has exited the UAE and closed all remaining restaurants in the market following ongoing performance and operational challenges with a multiple-store franchise partner.

The Group is simplifying its AME portfolio to improve performance and create a more sustainable platform for future growth. Actions taken include rationalising the cost base, addressing country-specific operational challenges and bringing the portfolio under the management of Leading Brands.



Operational review *(continued)*



BRANDS (CONTINUED)

UNITED KINGDOM – UK

Weak economic conditions in the UK continue to constrain eating-out demand. Revenue for the UK declined by 19% to R53 million (2025: R65 million). The operating loss was R3 million (2025: operating profit R1 million). The operating margin was (6.2%) (2025: 2.2%). We have taken measures to reduce the UK cost base. We closed four restaurants during the period.

Supply Chain – SA

Our Supply Chain exists to create value for our franchise partners by consistently delivering the right price, the right quality and the right service, matching or exceeding what is available externally.

Our Supply Chain operations include Manufacturing, Logistics and Retail. Revenue increased by 5.5% to R3.1 billion (2025: R3.0 billion), reflecting slower demand across the franchise network. Revenue growth benefited from higher case volumes related to the insourcing of Coca-Cola and frozen retail product distribution, completed in our 2026 financial year. We also brought additional manufacturing production volumes in-house.

Operating profit increased by 13% to R230 million (2025: R203 million), despite lower manufacturing volumes. The operating profit margin was 7.3% (2025: 6.8%). Global pricing for beef and coffee beans has moderated significantly, improving the margins for these two key ingredients.

During this challenging period, the benefits of several years of investment in the Supply Chain are evident. This includes our multi-year project to optimise our distribution network, investments in more efficient manufacturing equipment and a modern, scalable warehouse management system. These capabilities provide greater operational flexibility and resilience in a difficult trading environment while supporting volume growth, insourcing and margins.

The Retail division recovered from a loss-making position in the prior year and broke even in the first six months of 2027. This reflects progress from our efforts to recover volumes, penetrate new categories, rationalise the product portfolio and manage margins tightly.

Looking forward

We remain focused on executing our strategy with discipline as operating constraints persist. Our franchise partners continue to demonstrate agility and a strong commitment to reinvesting in our brands, supported by a solid pipeline of new restaurant openings and healthy revamp activity.

Maintaining operational efficiency and cost discipline, including careful consideration of our investment decisions and timing, will protect earnings quality and support sustainable growth. We will continue to balance shareholder distributions, share buybacks, debt reduction and investment in the growth of the business.

On behalf of the Board

Chris Boule
Chairman

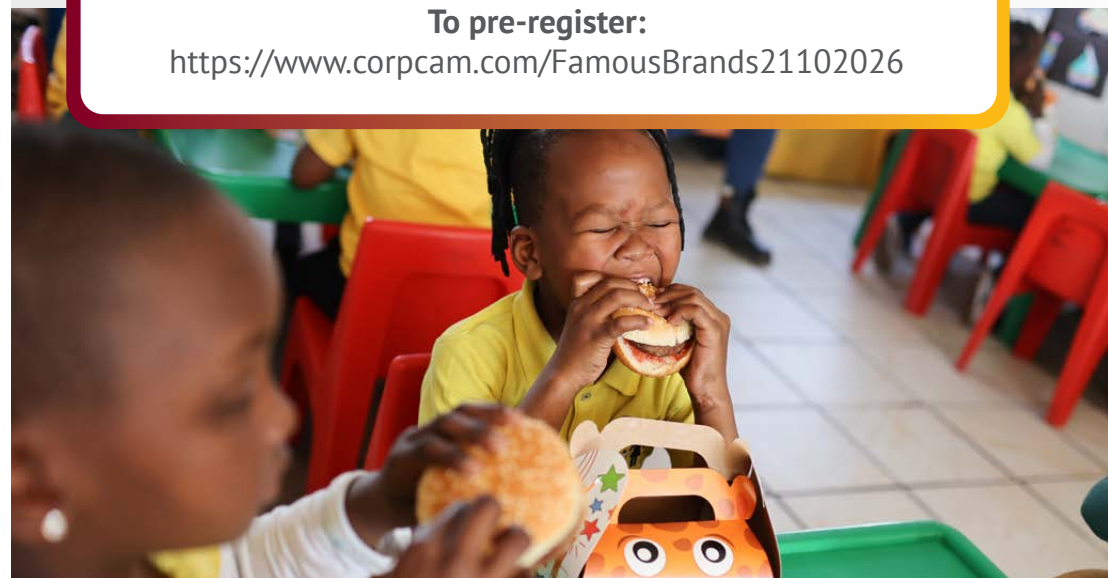
Darren Hele
Chief Executive Officer

Midrand

21 October 2026

**A live webcast of the Group's interim results
presentation will be held on
Wednesday, 21 October 2026 at 10h30 (SAST)**

To pre-register:
<https://www.corpcam.com/FamousBrands21102026>





Contents

Condensed consolidated statement of financial position	12
Condensed consolidated statement of profit or loss and other comprehensive income	13
Condensed consolidated statement of changes in equity	14
Condensed consolidated statement of cash flows	15
Primary (business units) and secondary (geographical) segment report	16
Notes to the condensed consolidated financial statements	19
1. Capital expenditure and commitments	21
2. Property, plant and equipment	21
3. Intangible assets	22
4. Trade and other receivables	23
5. Borrowings	23
6. Trade and other payables	25
7. Revenue	26
8. Profit before tax	26
9. Net finance costs	27
10. Assets and liabilities of a disposal group held for sale	27
11. Basic and headline earnings per share	28
12. Change in ownership interest	29
13. Related party transactions	29
14. Contingent liabilities	29
15. Financial instruments	29
16. Capital management	31
17. Other events	32
18. Events after the reporting date	32
19. Going concern	32
Shareholder spread	33
Corporate details	34





Condensed consolidated statement of financial position

at 31 August 2026

	Notes	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Assets			
Non-current assets		1 788 961	2 009 880
Property, plant and equipment	2	840 001	1 013 283
Intangible assets	3	788 176	836 875
Investments in associates		49 082	47 547
Investment in preference shares		25 237	18 097
Loans to associates		8 736	8 445
Lease receivables		3 657	4 732
Deferred tax		74 072	80 901
Current assets		1 473 382	1 564 923
Inventories		489 689	580 396
Trade and other receivables	4	612 336	564 305
Cash and cash equivalents		341 571	378 458
Restricted cash		12 262	25 978
Lease receivables		1 855	2 439
Current tax assets		15 669	13 347
Assets held for sale	10	133 235	–
Total assets		3 395 578	3 574 803

	Notes	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Equity and Liabilities			
Capital and reserves			
Share capital		1 002	1 002
Share premium		163 441	163 441
Treasury shares		(110 912)	(54 017)
Non-distributable reserves		52 664	66 099
Foreign currency translation reserve		45 878	48 463
Retained earnings		1 091 590	1 121 546
Equity attributable to owners of Famous Brands Limited		1 243 663	1 346 534
Non-controlling interests		112 572	136 599
Total equity		1 356 235	1 483 133
Non-current liabilities		1 092 824	1 233 964
Borrowings	5	901 968	972 094
Lease liabilities		116 617	186 613
Provision		2 257	2 140
Deferred tax		71 982	73 117
Current liabilities		836 372	857 706
Trade and other payables	6	642 771	667 789
Borrowings	5	77 559	77 272
Lease liabilities		65 338	85 512
Shareholders for dividends		4 192	3 916
Current tax liabilities		46 263	21 893
Derivative financial instruments		249	1 324
Liabilities directly associated with assets classified as held for sale	10	110 147	–
Total liabilities		2 039 343	2 091 670
Total equity and liabilities		3 395 578	3 574 803



Condensed consolidated statement of profit or loss and other comprehensive income

for the six months ended 31 August 2026

	Notes	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Revenue	7	4 336 160	4 239 712
Cost of sales		(2 525 190)	(2 427 272)
Gross profit		1 810 970	1 812 440
Other income	8	8 219	22 266
Expected credit loss		(4 520)	(1 263)
Administration expenses		(101 354)	(101 607)
Marketing expenses		(371 537)	(366 211)
Operations expenses		(967 268)	(972 719)
Operating profit		374 510	392 906
Net finance costs	9	(41 525)	(42 303)
Finance costs		(56 214)	(67 642)
Finance income		14 689	25 339
Share of profit from associates		3 667	4 773
Impairment of goodwill*		(40 970)	–
Profit before tax		295 682	355 376
Tax		(95 919)	(95 306)
Total profit for the period		199 763	260 070
Profit for the period attributable to:			
Owners of Famous Brands Limited		178 360	236 947
Non-controlling interests		21 403	23 123
Total profit for the period		199 763	260 070

	Notes	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Other comprehensive income, net of tax:			
Exchange differences on translating foreign operations**		(2 585)	(519)
Movement in hedge accounting reserve**		815	(841)
Pre-tax change in fair value of cash flow hedges		1 035	(1 152)
Tax on movement in hedge accounting reserve		(220)	311
Total comprehensive income for the period		197 993	258 710
Total comprehensive income attributable to:			
Owners of Famous Brands Limited		176 590	235 587
Non-controlling interests		21 403	23 123
Total comprehensive income for the period		197 993	258 710
Basic earnings per share (cents)			
Basic	11	181	236
Diluted	11	181	236

* This relates to the impairment of Retail Group's goodwill following the classification of its assets and liabilities as held for sale. Please refer to Note 10 for further details.

** This item may be reclassified to profit or loss.



Condensed consolidated statement of changes in equity

for the six months ended 31 August 2026

Attributable to owners of Famous Brands Limited

	Share capital and premium R'000	Treasury shares R'000	Non-distributable reserves R'000	Foreign currency translation reserve R'000	Retained earnings R'000	Total R'000	Non-controlling interests R'000	Total equity R'000
Balance at 1 March 2025	164 443	–	104 452	73 084	833 648	1 175 627	116 674	1 292 301
Equity-settled share-based payment scheme*	–	–	(45 179)	–	39 401	(5 778)	–	(5 778)
Total comprehensive income for the period	–	–	(841)	(519)	236 947	235 587	23 123	258 710
Dividends declared	–	–	–	–	(195 393)	(195 393)	(32 425)	(227 818)
Change of ownership interests in subsidiaries	–	–	(723)	–	–	(723)	723	–
Other reserve	–	–	15	–	–	15	–	15
Balance at 31 August 2025	164 443	–	57 724	72 565	914 603	1 209 335	108 095	1 317 430
Treasury shares purchased during the period	–	(54 017)	–	–	–	(54 017)	–	(54 017)
Equity-settled share-based payment scheme	–	–	7 840	–	5 007	12 847	–	12 847
Total comprehensive income for the period	–	–	550	(24 102)	364 265	340 713	29 194	369 907
Dividends declared	–	–	–	–	(162 329)	(162 329)	(690)	(163 019)
Other reserve	–	–	(15)	–	–	(15)	–	(15)
Balance at 1 March 2026	164 443	(54 017)	66 099	48 463	1 121 546	1 346 534	136 599	1 483 133
Treasury shares purchased during the period	–	(56 895)	–	–	–	(56 895)	–	(56 895)
Equity-settled share-based payment scheme*	–	–	(14 250)	–	8 554	(5 696)	–	(5 696)
Total comprehensive income for the period	–	–	815	(2 585)	178 360	176 590	21 403	197 993
Dividends declared	–	–	–	–	(216 870)	(216 870)	(45 430)	(262 300)
Balance at 31 August 2026	164 443	(110 912)	52 664	45 878	1 091 590	1 243 663	112 572	1 356 235

* Equity-settled share-based payment scheme is a net of the six months ended charge of R27.9 million (2025: R21.9 million) and grant settlement of R33.6 million (2025: R22.7 million). During the six-month period, R8.5 million was released to retained earnings due to lapsed and expired share schemes.



Condensed consolidated statement of cash flows

for the six months ended 31 August 2026

	Notes	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Cash generated from operations		564 401	471 565
Net finance costs paid		(40 971)	(41 583)
Finance income received		14 691	25 337
Finance costs paid		(55 662)	(66 920)
Income tax paid		(71 101)	(107 848)
Dividends paid		(262 024)	(227 699)
Dividends paid to owners of Famous Brands Limited		(216 594)	(195 274)
Dividends paid to non-controlling interests		(45 430)	(32 425)
Net cash inflow from operating activities		190 305	94 435
Cash flow from investing activities			
Additions to property, plant and equipment	2	(33 093)	(149 046)
Additions to intangible assets	3	(4 676)	(5 880)
Proceeds from disposal of property, plant and equipment		3 753	12 434
Investment in preference shares of an associate		(5 000)	–
Dividends received from associates		2 132	1 333
Principal receipts from lease receivables		858	595
Loans to associates		(292)	(1 649)
Net cash outflow from investing activities		(36 318)	(142 213)

	Notes	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Cash flow from financing activities			
Net borrowings (repaid)/raised		(50 548)	6
Borrowings raised		–	62 115
Borrowings repaid		(50 548)	(62 109)
Non-controlling shareholder loans received		–	427
Principal repayments of lease obligations		(39 777)	(41 725)
Share-based payment grant settlements		(33 638)	(22 693)
Acquisition of additional interest in subsidiaries	12	–	(795)
Acquisition of treasury shares		(56 895)	–
Net cash outflow from financing activities		(180 858)	(64 780)
Net decrease in cash and cash equivalents		(26 871)	(112 558)
Foreign currency effect		(366)	1 848
Cash and cash equivalents at the beginning of the period		378 458	441 436
Cash and cash equivalents at the end of the period*		351 221	330 726

* Cash and cash equivalents at the end of the period includes R9.7 million for Retail Group classified as a disposal group held for sale, refer to note 10 for further details.



Primary (business units) and secondary (geographical) segment report

for the six months ended 31 August 2026

Operating segments

Operating segments are identified based on financial information regularly reviewed by the executive members of the Group (identified as the Chief Operating Decision Maker (CODM)) for IFRS 8 – *Operating Segments* for performance assessments and resource allocations. The Brands, Supply Chain and Corporate Business reportable segments are operating segments, differentiated by the activities that each undertakes. The business reportable segments of SA, SADC, AME and the UK are comprised of both franchise operations and Company-owned restaurants, with each segment distinguished by its respective geographic operating regions.

The principal activities of the segments are as follows:

Brands

Leading Brands and Signature Brands are primarily franchised, and some Company-owned restaurants exist. The Leading (mainstream) brands portfolio is segmented into Quick Service and Casual Dining brands. One of the Signature (niche) brands is a majority-owned subsidiary of the Group. The Group earns sales-based royalty income, based on a percentage of restaurant turnover, and licence fees from master licence. Marketing fund revenue contributions are primarily used to pay for expenses relating to purchasing media for marketing, market research, commercial production, and other support functions for the respective brands.

Supply Chain

The integrated supply chain consists of Manufacturing and Logistics operations which support the Brands business in South Africa and selected markets in the rest of Africa. Retail sells products to retailers.

Corporate

The Corporate segment consists of costs related to central head office services and other administrative costs not relevant to operations. Corporate services support the entire Group and includes consolidation entries.

United Kingdom (UK)

This segment comprises the Group's brand business in the UK (Wimpy).

Southern African Development Community (SADC)

This segment comprises the Group's brands in the SADC region. The Group is represented in 11 countries in the region.

Rest of Africa and Middle East (AME)

This segment comprises the Group's brands in the AME region. The Group is represented in eight countries in the region.

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Revenue*		
Leading brands	507 931	495 725
Signature brands	94 558	103 279
Supply chain	3 128 540	2 964 217
Manufacturing	1 789 014	1 788 226
Logistics	2 919 851	2 700 270
Retail	157 717	170 551
Eliminations	(1 738 042)	(1 694 830)
Marketing funds	360 259	352 356
Corporate	1 492	1 539
South Africa	4 092 780	3 917 116
Southern African Development Community	183 285	223 773
United Kingdom	52 818	65 392
Rest of Africa and Middle East	7 277	33 431
Revenue	4 336 160	4 239 712

* Nature of goods and services for each segment is detailed in note 7 Revenue.



Operating segments (continued)

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Operating profit		
Leading brands	240 967	238 144
Signature brands	(9 061)	(7 194)
Supply Chain	229 845	202 624
Manufacturing	189 559	185 323
Logistics	42 364	28 933
Retail	(2 078)	(11 632)
Corporate	(75 368)	(47 377)
South Africa	386 383	386 197
Southern African Development Community*	5 419	24 395
United Kingdom	(3 257)	1 427
Rest of Africa and Middle East	(14 035)	(19 113)
Operating profit	374 510	392 906
Net finance costs	(41 525)	(42 303)
Share of profit of associates	3 667	4 773
Impairment of goodwill	(40 970)	–
Operating profit before tax	295 682	355 376
Tax	(95 919)	(95 306)
Total profit for the period	199 763	260 070

* SADC includes Retail Group's operating loss of R11.7 million (2025: operating profit R2.4 million).

	Unaudited six months ended 31 August 2026	Unaudited six months ended 31 August 2025
Operating profit margins after impairment*		
Leading brands	47.4%	48.0%
Signature brands	(9.6%)	(7.0%)
Supply chain	7.3%	6.8%
Manufacturing	10.6%	10.4%
Logistics	1.5%	1.1%
Retail	(1.3%)	(6.8%)
South Africa	9.4%	9.9%
Southern African Development Community	3.0%	10.9%
United Kingdom	(6.2%)	2.2%
Rest of Africa and Middle East	(192.8%)	(57.2%)
Total	8.6%	9.3%

* Operating profit margins are before goodwill impairment of Retail Group as a result of being classified as a disposal group held for sale.

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2026 R'000
Geographical allocation of revenue		
Botswana	152 661	197 331

The table below sets out the geographical location of non-current assets excluding deferred tax assets and lease receivables.

	Unaudited 31 August 2026	Audited 28 February 2026
Geographical allocation of non-current assets		
South Africa	1 546 395	1 625 159
Southern African Development Community (excluding Botswana)	15 038	3 483
United Kingdom	149 161	149 051
Botswana**	–	125 998
Rest of Africa and Middle East	638	20 556
Total	1 711 232	1 924 247

** Botswana's non-current assets have been classified as assets held for sale at 31 August 2026.



Operating segments (continued)

Unaudited 31 August 2026

	Property, plant and equipment R'000	Intangible assets R'000	Total R'000
Additions to non-current assets			
Leading brands	3 101	2 563	5 664
Signature brands	1 466	185	1 651
Manufacturing	15 454	390	15 844
Logistics	8 735	–	8 735
Retail	22	357	379
Corporate	2 575	826	3 401
South Africa	31 353	4 321	35 674
Southern African Development Community	1 740	–	1 740
United Kingdom	–	355	355
Total	33 093	4 676	37 769

Unaudited 31 August 2025

	Property, plant and equipment R'000	Intangible assets R'000	Total R'000
Additions to non-current assets			
Leading brands	9 058	3 042	12 100
Signature brands	11 379	1 054	12 433
Manufacturing	19 302	–	19 302
Logistics	39 565	354	39 919
Retail	–	937	937
Corporate	48 402	391	48 793
South Africa	127 706	5 778	133 484
Southern African Development Community	5 856	102	5 958
Rest of Africa and Middle East	634	–	634
Total	134 196	5 880	140 076

The Group's material overhead costs are allocated to segments as follows:

Unaudited six months ended 31 August 2026

	Employee cost R'000	Electricity cost R'000	Fuel costs** R'000	Depreciation R'000
Material expenses				
Leading brands	161 544	2 177	9 755	11 217
Signature brands	33 191	3 841	19	10 102
Manufacturing	140 783	40 447	1 795	4 053
Logistics	104 349	13 233	28 458	26 276
Retail	2 386	–	–	6
Corporate	83 219	1 992	30	16 377
South Africa	525 472	61 690	40 058	68 031
Southern African Development Community	45 580	7 011	866	19 137
Rest of Africa and Middle East	7 178	157	167	1 920
United Kingdom	7 414	118	–	40
Total	585 644	68 976	41 091	89 128

Unaudited six months ended 31 August 2025

	Employee cost* R'000	Electricity cost R'000	Fuel costs** R'000	Depreciation R'000
Material expenses				
Leading brands	153 295	1 623	8 983	11 088
Signature brands	31 925	3 040	14	10 316
Manufacturing	142 956	37 934	1 681	8 670
Logistics	102 420	13 544	19 961	20 884
Retail	2 084	–	–	15
Corporate	83 226	1 557	46	15 470
South Africa	515 906	57 698	30 685	66 443
Southern African Development Community	53 701	6 733	1 024	19 734
Rest of Africa and Middle East	20 070	1 150	127	5 307
United Kingdom	8 512	181	–	52
Total	598 189	65 762	31 836	91 536

* Comparative employee costs for the Leading Brands and Logistics segments have been reclassified between the segments.

** Due to the significant increase in fuel costs, management has determined that this constitutes a material overhead for the Group. As a consequence, property insurance costs are no longer separately disclosed as a material overhead.



Notes to the condensed consolidated financial statements

for the six months ended 31 August 2026

Reporting entity

Famous Brands Limited (Famous Brands or the Group) is a holding Group domiciled in South Africa and is listed on the JSE Limited under the category Consumer Services: Travel and Leisure. Famous Brands is Africa's leading quick service and casual dining restaurant franchisor. The condensed consolidated financial statements (financial statements) of Famous Brands comprise the Group and its subsidiaries (together referred to as the Group) and the Group's investments in associates.

Famous Brands owns brands which are represented by restaurants locally and internationally. The business model mainly consists of business relationships between Famous Brands as the franchisor and various franchise partners whereby the franchise partners use the Famous Brands intellectual property and sell menu items to consumers. Famous Brands earns sales-based royalty income ("Franchise fee revenue"), based on a percentage of these restaurant turnovers.

Our brands are supported by a vertically integrated business, in our supply chain division which comprises our Manufacturing, Logistics and Retail operations. The primary function of our supply chain division is to sell ingredients and products to franchise partners. Franchise fee revenue and manufacturing and logistics revenue is earned from our franchise partners, who are Famous Brands' customers. Retail operations (part of supply chain) earn revenue from product sales to retailers.

The nature of goods and services is detailed in the Operating Segment and revenue streams as detailed in Note 7 Revenue.

Statement of compliance

The condensed consolidated interim financial statements for the six months ended 31 August 2026 have been prepared in accordance with, and contain the information required by, IAS 34: *Interim Financial Reporting*, the Financial Pronouncements as issued by the Financial Reporting Standards Council, the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee, the JSE Listings Requirements and the Companies Act of South Africa. The condensed consolidated interim financial statements were approved by the Board of Directors on 21 October 2026.

The Group's condensed consolidated financial statements have not been audited or reviewed and were prepared under the supervision of Mrs Nelisiwe Shiluvana CA(SA), ACMA, CGMA, Group Financial Director.

Basis of preparation

The material accounting policies applied in the preparation of the condensed consolidated interim financial statements are in terms of IFRS® Accounting Standards and are consistent with those applied in the financial statements for the financial year ended 28 February 2026, except for the new standards that became effective for the Group's financial reporting beginning 1 March 2026 noted below.

The condensed consolidated interim financial statements are presented in South African Rand (Rand), which is the Group's presentation currency. All financial information presented in Rand has been rounded to the nearest thousand (R000) except when otherwise indicated.

The condensed consolidated interim financial statements have been prepared on the historical cost basis, except for the measurement of certain financial instruments at fair value or at amortised cost.

The going concern basis has been used in preparing these condensed consolidated interim financial statements as the directors have a reasonable expectation that the Group will continue as a going concern for the foreseeable future, see note 19 Going concern.



Notes to the condensed consolidated financial statements (continued)

Adoption of new standards, amendments to standards and interpretations

The Group adopted the following new, revised and amended standards applicable for the first time in the current financial year, none of which had a material impact on the financial statements:

IFRS 7 – The amendment requires companies to provide additional disclosures on financial assets and financial liabilities that have certain contingent features. The amendment had no impact on the Group.

IFRS 9 – The amendments include guidance on the classification of financial assets, including those with contingent features. The amendments had no impact on the Group.

New standards, amendments to standards and interpretations in issue but not yet effective

The Group has chosen not to early-adopt the following amendments and interpretations, which have been published and are mandatory for the Group's accounting periods beginning on or after 1 March 2026 or later periods. Management is assessing the impact of these standards on the financial statements.

Effective date
(for financial
years beginning
on or after)

Standard

IFRS 18 *Presentation and Disclosure in Financial Statements*

IFRS 18 replaces IAS 1 *Presentation of Financial Statements* with a focus on updates to the statement of profit or loss. The new standard requires enhanced profit or loss performance measures that are reported outside the financial statements and enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general. Management has concluded the implementation assessment, including key management judgement, revision of primary statements and identifying relevant management performance measures “MPMs”.

1 January 2027

IFRS 19 *Subsidiaries without Public Accountability: Disclosures*

IFRS 19 simplifies disclosures for subsidiaries without public accountability, reducing costs while maintaining usefulness for stakeholders. Subsidiaries that elect to apply IFRS 19 will follow the same recognition, measurement and presentation requirements, but the disclosure requirements of those standards will be replaced with the reduced requirements of IFRS 19. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards. Famous Brands Limited's equity instruments are publicly traded, therefore the entity is not eligible to apply IFRS 19. However, assessments were executed for the separate financial statements, the entities eligible for adoption have been identified and currently evaluating the impact and related governance process for implementation.

1 January 2027



Notes to the condensed consolidated financial statements (continued)

1. Capital expenditure and commitments

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Invested	37 769	214 766
Property, plant and equipment	33 093	201 683
Intangible assets	4 676	13 083
Authorised, not yet contracted	141 928	297 826
Property, plant and equipment	120 811	235 913
Intangible assets	21 117	61 913

2. Property, plant and equipment

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Carrying amount at the beginning of the period/year	1 013 283	962 646
Additions	34 354	229 314
Owned	33 093	201 683
Right-of-use asset	1 261	27 631
Foreign currency translation	(1 030)	(16 744)
Disposals	(16 683)	(7 349)
Disposals of owned property, plant and equipment	(6 098)	(7 349)
Derecognition of right-of-use asset	(10 585)	-
Disposal of subsidiaries	-	(7 129)
Owned	-	(5 155)
Right-of-use asset	-	(1 974)
Depreciation	(89 128)	(183 517)
Reclassification to assets held for sale*	(113 558)	-
Modification of right-of-use assets	12 763	36 062
Carrying amount at the end of the period/year	840 001	1 013 283

* The assets and liabilities of Retail Group were classified as a disposal group held for sale, refer to note 10 for further information.

The cost and net carrying amount of the land within land and buildings is R84 million (February 2026: R84 million).



Notes to the condensed consolidated financial statements (continued)

2. Property, plant and equipment (continued)

2.1 Capital work-in-progress

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Carrying amount at the beginning of the period/year	9 674	105 790
Additions	9 627	79 907
Land and buildings	–	25 894
Leasehold improvements	6 136	12 966
Plant and equipment	3 491	41 047
Transfers	(3 015)	(176 024)
Land and buildings*	–	(128 870)
Leasehold improvements	(2 936)	(15 033)
Plant and equipment	(79)	(31 734)
Computer equipment	–	(386)
Carrying amount at the end of the period/year	16 286	9 673

* The cost of land and buildings that was transferred from capital work-in-progress was for the development cost for the Midrand cold storage that has been brought into use in the prior financial year.

3. Intangible assets

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Carrying amount at the beginning of the period/year	836 875	859 386
Additions	4 676	13 083
Foreign currency translation	(1 117)	(17 992)
Disposal*	(3 036)	–
Reclassification to assets held for sale**	(987)	–
Amortisation	(7 265)	(16 120)
Impairment**	(40 970)	(1 482)
Carrying amount at the end of the period/year	788 176	836 875

* Disposal of assets of R3 million (February 2026:Rnil) relates to Famous Brands Restaurant Holdings.

** The assets and liabilities of Retail Group were classified as a disposal group held for sale resulting in a goodwill impairment loss of R40.9 million due to loss of control, refer to note 10 for further information.



Notes to the condensed consolidated financial statements (continued)

4. Trade and other receivables

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Net trade receivables	472 483	489 856
Trade receivables	509 247	522 856
Impairment allowance	(36 764)	(33 000)
Other receivables	68 778	31 616
Prepayments	67 915	34 132
Reclassification to assets held for sale*	(5 326)	–
VAT receivable	8 486	8 701
	612 336	564 305

* The trade and other receivables of Retail Group were classified as assets held for sale. Refer to note 10 for further information.

The Group has a wide customer base and there is no significant concentration of credit risk. One debtor has a current balance in excess of 4% of the trade receivables balance amounting to R20.7 million (February 2026: R24.7 million).

The book value of trade and other receivables approximates the fair value due to the short-term nature of these receivables.

The Group measures the loss allowance for trade receivables at an amount equal to the lifetime expected credit losses based on the simplified approach.

5. Borrowings

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Unsecured		
Long-term borrowings	901 968	972 094
Long-term borrowings	922 285	972 094
Borrowings directly associated with assets held for sale*	(20 317)	–
Short-term borrowings	77 559	77 272
Short-term portion of borrowings	75 765	75 450
Non-controlling shareholder loans	1 794	1 822
	979 527	1 049 366

* The assets and liabilities of the Retail Group Botswana were classified as a disposal group held for sale. Refer to note 10 for further information.



Notes to the condensed consolidated financial statements (continued)

5. Borrowings (continued)

	Currency	Maturity date	Interest rate nature	Margin %	Rate	Unaudited 31 August 2026 %	Audited 28 February 2026 %	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Terms of repayment									
Loan facility: Bullet payment loan	ZAR	Dec-30	variable	1.35	3-month JIBAR	8.35	8.09	400 000	400 000
Loan facility: Amortising loan	ZAR	Dec-30	variable	1.20	3-month JIBAR	8.20	7.94	320 000	360 000
Loan facility: Revolving Credit Facility (RCF)	ZAR	Dec-28	variable	1.25	3-month JIBAR	8.25	7.99	252 552	252 552
Loan facility: Revolving Credit Facility (RCF)	BWP	Aug-29	variable	3.50	Prime	10.69	9.51	20 317	20 107
Loan facility: Amortising loan	ZAR	Nov-26	variable	1.50	Prime	–	11.75	–	9 408
Loan facility: Amortising loan	ZAR	Jan-32	variable		Prime	10.50	10.25	9 424	10 065
Non-controlling shareholder loans*									
Marathon Holdings (Pty) Ltd	ZAR							1 794	1 822
								1 004 087	1 053 954
Borrowings directly associated with assets held for sale**									
Loan facility: Revolving Credit Facility (RCF)	BWP	Aug-29	variable	3.50	Prime	10.69	9.51	(20 317)	–
Transaction costs								(4 272)	(4 757)
Interest accrued								29	169
								979 527	1 049 366

In December 2025, the South African Reserve Bank formally announced the cessation of JIBAR, and the transition process commenced in January 2026. New agreements entered into by the Group, including derivative instruments, have been executed with reference to ZARONIA. The Group is managing the transition of its existing JIBAR-referenced debt to ZARONIA through active engagement with its primary financier and is at an advanced stage of discussions to facilitate the early transition of these facilities to ZARONIA.

* Loans from non-controlling shareholders are interest-bearing, unsecured and have no repayment terms.

** The assets and liabilities of Retail Group were classified as held for sale, refer to note 10 for further information.



Notes to the condensed consolidated financial statements (continued)

5. Borrowings (continued)

Sensitivity analysis

A change of 100 basis points in interest rates at the reporting date would have increased/ (decreased) profit or loss by R10 million (February 2026: R10 million).

Interest risk management

The Group utilises interest rate swap contracts to hedge its exposure to the variability of cash flows arising from unfavourable movements in interest rates.

Facilities

The Group has an overdraft facility in place: R100 million (February 2026: R100 million). Unutilised portion at period end is R100 million (February 2026: R100 million).

The Group has a three-year revolving credit facility of R524 million (February 2026: R524 million). Unutilised portion is R252 million (February 2026: R252 million) at period end.

The Group has a 10-year amortising loan of R9 million (February 2026: R10 million), which is fully utilised.

The Group has a five-year amortising loan of R320 million (February 2026: R360 million), which is fully utilised.

The Group has a five-year bullet payment loan of R400 million (February 2026: R400 million), which is fully utilised.

Guarantees

Famous Brands Limited, Famous Brands Management Company (Pty) Ltd, Steers Properties (Pty) Ltd, Halamandaris Props (Pty) Ltd, Lamberts Bay Foods (Pty) Ltd, FB Signature Brands (Pty) Ltd and Famous Brands Investment (Pty) Ltd are joint guarantors in terms of the loan agreement:

- Punctual performance by the Group of amounts due in the agreement;
- Immediate payment of amounts due which the Group has not paid; and
- To indemnify the lender against any cost, loss or liability it incurs as a result of the Group not paying amounts that are due.

6. Trade and other payables

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Trade payables and accruals	525 689	557 261
Trade payables	361 457	416 237
Accruals	164 232	141 024
Employee benefits	103 430	70 699
Franchise development cost	13 878	9 045
VAT payable	38 401	30 784
Reclassification of liabilities directly associated with assets held for sale*	(38 627)	–
	642 771	667 789

* The trade and other payables of Retail Group were classified as held for sale. Refer to note 10 for further information.

Franchise development cost relates to upfront deposits received from franchise partners for the development of a new build or restaurant revamp. The upfront deposits are not revenue for the Group. Funds remaining at the end of the project are refunded to the franchise partner.

The book value of trade payables and other payables approximates their fair values due to the short-term nature of the instruments.



Notes to the condensed consolidated financial statements (continued)

7. Revenue

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Sales-based royalties		
Franchise fees revenue	544 609	530 528
Leading brands	520 784	505 359
Signature brands	23 825	25 169
Marketing fees revenue*	360 259	352 356
Leading brands	353 015	345 730
Signature brands	7 244	6 626
Revenue at point in time		
Manufacturing revenue	50 910	93 396
Owned	616	13 648
Subsidiary	50 294	79 748
Logistics revenue	2 920 737	2 700 269
Licenced products revenue	52 788	64 871
Retail revenue	157 717	170 551
Company-owned restaurant revenue	235 803	310 369
Leading brands	165 295	232 469
Signature brands	70 508	77 900
Joining fees	6 746	7 743
Revenue over time		
Service revenue	6 591	9 629
	4 336 160	4 239 712

* Marketing fees revenue relates to funds contributed by franchise partners for the various brands across the Group, which in South Africa are administered in line with the Consumer Protection Act (CPA).

Additional analysis of revenue is provided in the primary (business units) and secondary (geographical) segments report, based on the information received by the CODM.

8. Profit before tax

	Notes	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Profit before tax is arrived at after taking into account, among other items, those detailed below:			
Depreciation of property, plant and equipment	2	89 128	91 536
Amortisation of intangible assets	3	7 265	9 168
Expected credit loss		4 520	1 263
Directors' remuneration		16 008	18 061
Executive directors		12 629	15 057
Non-executive directors		3 379	3 004
Auditors' remuneration		10 588	10 026
Financial statement audit		8 823	8 975
Other services*		1 765	1 051
Electricity		68 976	65 762
Fuel		41 091	31 836
Property insurance		13 307	14 778
Employee expenses		585 644	598 189
Third party contractors		36 910	34 732
Share-based payments – equity-settled		27 941	21 923
Foreign exchange differences		565	(547)
Other income		(8 219)	(22 266)
Loss on disposal of property, plant and equipment		5 380	263
Gain on derecognition of right-of-use assets		–	(144)
Loss on disposal of intangible assets		–	58
Profit on sale of business		–	(1 018)
Sundry income		(13 599)	(21 425)
Impairment of goodwill		40 970	–
Share of profit of associates		(3 667)	(4 773)

* Relates to fees paid for independent reviews of subsidiary statutory financial statements.



Notes to the condensed consolidated financial statements (continued)

9. Net finance costs

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Finance costs		
Interest on borrowings	(42 805)	(47 728)
Interest on lease liabilities	(12 225)	(14 474)
Other finance costs	(1 184)	(5 440)
	(56 214)	(67 642)
Finance income		
Interest from lease receivables	326	526
Interest from bank deposits	14 363	24 813
	14 689	25 339
Net finance costs	(41 525)	(42 303)

10. Assets and liabilities of a disposal group held for sale

On 28 August 2026, the Investment Committee approved a formal plan to dispose of 21% shareholding interest in Retail Group (Pty) Ltd in Botswana. The disposal group is measured at fair value less costs to sell. This will reduce the Group's shareholding from 51% to 30% which will result in loss of majority shareholder control. The Group will cease consolidation and equity-account for an investment in an associate. Management has actively engaged with the buyer and agreed on a proposed sale consideration. The transaction is expected to be completed by 28 February 2027. The proposed disposal remains subject to the fulfilment of conditions precedent for a transaction of this nature, including required regulatory approvals. The transaction does not meet the definition of a discontinued operation.

A goodwill impairment of R40.9 million has been recognised in profit for the period, arising from the expected loss of control of the majority shareholding.

The major classes of assets and liabilities comprising Retail Group classified as held for sale as at 31 August 2026 are as follows:

	Unaudited 31 August 2026 R'000
Assets classified as held for sale	
ASSETS	
Property, plant and equipment*	113 558
Intangible assets*	987
Inventories	3 714
Trade and other receivables	5 326
Cash and cash equivalents	9 650
Assets held for sale	133 235
LIABILITIES	
<i>Liabilities directly associated with the disposal group:</i>	
Borrowings	20 317
Lease liabilities	51 203
Trade and other payables	38 627
Liabilities held for sale	110 147
Net assets directly associated with disposal group	23 088

* Property, plant and equipment and intangible assets are no longer depreciated and amortised since the date of being held directly classified as a disposal group held for sale.



Notes to the condensed consolidated financial statements (continued)

11. Basic and headline earnings per share

	Unaudited six months ended 31 August 2026 Cents per share	Unaudited six months ended 31 August 2025 Cents per share
Attributable to owners of Famous Brands Limited		
Basic earnings per share	181	236
Headline earnings per share	228	236
Diluted earnings per share	181	236
Diluted headline earnings per share	228	235
	Number of shares	Number of shares
Reconciliation of weighted average number of shares to diluted weighted average number of shares		
Weighted average number of shares in issue	100 202 284	100 202 284
Treasury shares	(1 762 140)	–
Possible issue of ordinary shares in the future relating to the share incentive scheme	61 685	226 184
Diluted weighted average number of shares in issue	98 501 829	100 428 468

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Basic and headline earnings		
Basic earnings	178 360	236 947
Adjusted for:	46 080	(856)
Loss on disposal of property, plant and equipment	5 380	263
Tax on loss on disposal of property, plant and equipment	(270)	(38)
Loss on disposal of intangible assets	–	58
Tax on loss on disposal of intangible assets	–	(16)
Profit on sale of business	–	(1 018)
Gain on derecognition of right-of-use assets	–	(144)
Tax on gain on derecognition of right-of-use assets	–	39
Impairment of goodwill	40 970	–
Headline earnings	224 440	236 091



Notes to the condensed consolidated financial statements (continued)

12. Change in ownership interest

	Unaudited six months ended 31 August 2026 R'000	Unaudited six months ended 31 August 2025 R'000
Summary of cash flows on acquisitions, disposals and changes in ownership interests		
Famous Brands Restaurant Holdings (Pty) Ltd		
Effective 1 August 2025, the Group acquired the remaining 49% shareholding in Famous Brands Restaurants Holdings for a consideration of R3.1 million		
Non-controlling interest acquired	–	2 458
Changes in ownership*	–	723
Purchase consideration	–	3 181
Other payables	–	(2 386)
Cash outflow on acquisition of subsidiary	–	795

* Transaction between equity partners.

13. Related party transactions

The Group entered into various sales and purchase transactions with related parties, in the ordinary course of business on an arm's-length basis. The nature of related party transactions is consistent with those reported previously.

14. Contingent liabilities

Refer to Note 5 Borrowings for other guarantees and facilities in the Group.

The Group and its South African subsidiaries have issued R16.2 million (February 2026: R16.2 million) suretyship in favour of FirstRand Bank Limited to secure the banking facilities entered into by certain local subsidiary companies.

The Group has entered into a guarantee and indemnity agreement with Capitec Bank Limited. The guarantee relates to a loan between Capitec Bank Limited and Munch South Africa (Pty) Ltd, an associate of the Group. The guarantor's liability for claims under the guaranteed obligations is limited to an aggregate maximum amount of R15 million (February 2026: R15 million).

15. Financial instruments

Accounting classifications and fair values

The table below sets out the classification of financial assets and liabilities carrying amounts as well as a comparison to their fair values. The different fair value levels are described below:

- Level 1:** Quoted prices (adjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
- Level 2:** Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3:** Unobservable inputs for the asset or liability.

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Financial assets		
Measured at amortised cost:		
Trade and other receivables	541 261	521 472
Trade and other receivables included in disposal group held for sale	3 901	–
Lease receivables	5 512	7 171
Restricted cash	12 262	25 978
Cash and cash equivalents	341 571	378 458
Cash and cash equivalents included in disposal group held for sale	9 650	–
Loans to associate	8 736	8 445
Investment in preference shares in an associate	5 000	–
	927 893	941 524



Notes to the condensed consolidated financial statements (continued)

15. Financial instruments (continued)

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Financial liabilities		
Measured at amortised cost:		
Trade and other payables	525 689	557 261
Trade and other payables included in disposal group directly associated liabilities with held for sale	33 941	–
Shareholders for dividends	4 192	3 916
Lease liabilities	181 955	272 125
Lease liabilities included in disposal group directly associated with liabilities held for sale	51 203	–
Borrowings	979 527	1 049 366
Borrowings included in disposal group directly associated with liabilities held for sale	20 317	–
	1 796 824	1 882 668

The carrying amounts of financial assets and financial liabilities classified at amortised cost are considered to approximate the fair values.

	Level	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Derivative financial instruments			
Liabilities			
Fair value through profit or loss			
Foreign exchange contracts	2	167	58
Fair value through other comprehensive income			
Interest-rate swaps	2	82	1 266
		249	1 324
Movements in Level 3 financial instruments carried at fair value			
The following tables illustrate the movements during the year of Level 3 financial instruments carried at fair value:			
Financial instruments at fair value through profit or loss			
Assets			
Fair value through profit or loss			
Investment in preference shares	3	20 237	18 097
		20 237	18 097
Investment in preference shares (insurance cell captive)			
Reconciliation to carrying amounts:			
Carrying amount at the beginning of the period/year		18 097	12 115
Fair value adjustment		2 140	5 982
Carrying amount at the end of the period/year*		20 237	18 097

* Investment valuation based on net asset value of the cell captive.



Notes to the condensed consolidated financial statements (continued)

16. Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, to provide sustainable returns for shareholders, benefits for other stakeholders and to maintain, over time, an optimal structure to reduce the cost of capital.

The capital structure of the Group consists of Cash and cash equivalents, Borrowings, Lease liabilities and Equity as disclosed in the statement of financial position. There are no externally imposed capital requirements.

Financial covenants

The Group's borrowings (refer to Note 5 Borrowings) are subject to financial covenants. Management regularly monitors and reviews compliance of these ratios in line with the funding agreement. These financial covenants are based on the contractual terms of each facility. The covenants are limited to the SA business.

Dates	Leverage ratio	Interest cover ratio
Aug-24	2.25x [^]	3.00x [^]
Feb-25	2.25x [^]	3.00x [^]
Aug-25	2.25x [^]	3.00x [^]
Feb-26	2.50x [^]	3.00x [^]
Aug-26	2.50x [^]	3.00x [^]
Feb-27	2.50x	3.00x

[^] All covenant ratios were satisfied as per the Group's primary lender.

Gearing

The Group's gearing ratio is set out below:

	Unaudited 31 August 2026 R'000	Audited 28 February 2026 R'000
Net debt to total equity (Gearing ratio)		
Borrowings	999 844	1 049 366
Lease liabilities	233 158	272 125
Cash and cash equivalents	(351 221)	(378 458)
Net debt	881 781	943 033
Equity	1 356 235	1 483 133
Issued shares (excluding treasury shares)	98 164 846	99 268 825
Gearing		
Net debt to Total equity ratio	0.65	0.64
Net asset value per share		
Net asset value per share (cents)	1 382	1 494



Notes to the condensed consolidated financial statements *(continued)*

17. Other events

17.1 Share repurchase programme

The Board approved a general share repurchase of the Company's ordinary shares up to a maximum of 5% of the Company's issued share capital in the February 2026 financial year, through FB Investments Proprietary Limited, a wholly owned subsidiary of the Company (the "Share Repurchase").

The Group spent R56.9 million to repurchase the Company's issued share capital. The shares repurchased as part of the Share Repurchase will be held as treasury shares and will not have any voting rights.

18. Events after the reporting date

The directors are not aware of any material events or circumstances arising subsequent to the reporting date and up to the date of approval of these condensed consolidated interim financial statements that would require adjustment to or disclosure in the financial statements, other than those disclosed below:

18.1 Dividends

The Board declared an interim dividend of 170 cents per share to the amount of R170.3 million, reflecting the Group's stable financial position and cash flows. In light of the challenging economic environment in which our business currently operates, we acknowledge its impact on earnings growth. Nevertheless, we maintain an optimistic outlook for the future. The dividend will be paid out of the current year profit for the total of R170.3 million.

18.2 Sale of Retail Group Botswana

On 13 October 2026, the share purchase agreement was signed by all parties.

19. Going concern

The Board has undertaken a rigorous assessment of whether the Group is a going concern in the light of current and anticipated economic conditions across its operating geographies taking into consideration available information about economic uncertainties and market volatility. The projections for the Group have been prepared considering prospective performance, and available capital and liquidity for a period of 12 months from the date of approval of these condensed consolidated financial statements including performing sensitivity analysis. The assumptions modelled are based on the continued estimated impact of the current difficult operating environment influenced by global geopolitical uncertainty, ongoing water shortages, supply chain disruptions, elevated food and fuel prices, and potential further interest rate hikes.

Despite the challenging environment, resilience of the consumer to a certain extent is apparent in the Group's stable performance across profitability, cash generation, gearing matrices and improved solvency. For the Group we are forecasting growth in revenue, profit and free cash flow, which is still under pressure due to uncertainty in the growth of the economy.

Our support protected our franchise partners and our own supply chain operations, resulting in improved performance for the interim reporting period, including access to more appropriate debt finance structure in line with the Group's current funding requirements and strategy.

At 31 August 2026, the Group had access to unutilised facilities of R352 million (refer to Note 5 Borrowings) and sufficient covenant headroom. Our forecasts and projections, taking account anticipated market volatility, show that the Group will be profitable and cash generative in the year ahead. The Board has reviewed the Group's projections and sensitivity analysis which shows that the Group has sufficient capital, liquidity and positive future performance outlook to continue to meet its obligations and consequently, it is appropriate to prepare the condensed consolidated financial statements on a going concern basis for the foreseeable future.



Shareholder spread

at 31 August 2026

	Number of shareholders	% of total shareholdings	Number of shares	% of issued capital
1–10 000	6 004	93.61	3 454 929	3.45
10 001–50 000	203	3.16	4 631 307	4.62
50 001–100 000	66	1.03	4 681 689	4.67
100 001–1 000 000	119	1.86	41 044 303	40.96
Over 1 000 000	22	0.34	46 390 056	46.30
Total	6 414	100.00	100 202 284	100.00
Distribution of shareholders				
Individuals	5 542	86.40	16 541 403	16.51
Insurance companies	1	0.02	811	0.00
Investment trusts	173	2.70	952 344	0.95
Other companies and corporate bodies	698	10.88	82 707 726	82.54
Total	6 414	100.00	100 202 284	100.00
Shareholder type				
Non-public shareholders	6	0.09	6 816 257	6.80
Directors and associates (Direct)	5	0.07	1 121 369	1.12
Directors and associates (Indirect)	1	0.02	5 694 888	5.68
Public shareholders	6 408	99.91	93 386 027	93.20
Total	6 414	100	100 202 284	100.00

	Number of shareholders	% of total shareholdings	Number of shares	% of issued capital
Fund managers greater than 5% of the issued shares				
Camissa Asset Managers	–	–	16 489 926	16.46
Public Investment Corporation	–	–	8 774 973	8.76
36One Asset Management	–	–	10 590 969	10.57
Mianzo Asset Management	–	–	5 856 861	5.85
Total	–	–	41 712 729	41.64
Direct and indirect beneficial shareholders greater than 5% of the issued shares (excluding directors)				
Government Employees Pension Fund	–	–	13 964 203	13.94
36One Asset Management	–	–	5 833 083	5.82
Panis Trust	–	–	5 694 888	5.68
Total	–	–	25 492 174	25.44
Total number of shareholdings	6 414	–	–	0.00
Total number of shares in issue	–	–	100 202 284	0.00



Corporate details

Famous Brands Limited

Incorporated in the Republic of South Africa
Registration number: 1969/004875/06
JSE and A2X share code: FBR
ISIN code: ZAE000053328

Directors

Chris Boulle (Independent Chairman), Alex Maditse, Nik Halamandaris, Darren Hele (CEO)*, Busisiwe Mathe, Thabo Mosololi, William Mzimba, Fagmeedah Petersen-Cook, and Nelisiwe Shiluvana (Group Financial Director)*

** Executive*

Group Company Secretary

Celeste Appollis

Registered office and contact information

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Transfer secretaries

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Sponsor

The Standard Bank of South Africa Limited
Registration number: 1969/017128/06
30 Baker Street, Rosebank, 2196

Auditor

KPMG Inc.
Registration number: 1999/021543/21
85 Empire Road, Parktown, Johannesburg, 2193



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