



Sakae Holdings Ltd.
(Company Registration No. 199604816E)

Condensed Financial Statements
For the Six Months and Full Year Ended 30 June 2025

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A. Condensed consolidated statement of profit or loss and other comprehensive income

	Note	Six months ended 30 June		Group Increase / (Decrease)	Twelve months ended 30 June		Increase / (Decrease)
		2025 (2H2025) \$'000	2024 (2H2024) \$'000		2025 (FY2025) \$'000	2024 (FY2024) \$'000	
				%			%
Revenue	4	5,431	6,973	(22.1)	12,284	14,405	(14.7)
Cost of sales		(2,197)	(2,766)	(20.6)	(4,696)	(5,205)	(9.8)
Gross profit		3,234	4,207	(23.1)	7,588	9,200	(17.5)
Other operating income and gains		2,199	2,967	(25.9)	4,358	5,101	(14.6)
Administrative expenses		(6,119)	(6,629)	(7.7)	(11,910)	(12,587)	(5.4)
Other operating expenses		(1,370)	(1,694)	(19.1)	(2,529)	(2,967)	(14.8)
Impairment loss on financial assets		(109)	-	N.M.	(109)	(16)	N.M.
Finance costs							
- Interest on borrowings		(354)	(628)	(43.6)	(831)	(1,085)	(23.4)
- Interest on leases		(317)	(291)	8.9	(607)	(574)	5.7
(Loss) before income tax	7	(2,836)	(2,068)	37.1	(4,040)	(2,928)	38.0
Tax (expense)/credit	8	(47)	(375)	(87.5).	13	(375)	N.M.
(Loss) for the period/year		(2,883)	(2,443)	18.0	(4,027)	(3,303)	21.9
Basic and diluted (loss) per share (cents per share)		(2.07)	(1.76)		(2.90)	(2.38)	
Other comprehensive income:							
<i>Items that will not be reclassified subsequently to profit or loss</i>							
Revaluation of property, plant and equipment, net of tax		71	1,729	(95.9)	71	1,729	(95.9)
<i>Items that may be reclassified subsequently to profit or loss</i>							
Currency translation differences arising from consolidation		887	(65)	N.M.	45	(91)	N.M.
Other comprehensive income for the period/year, net of tax		958	1,664	(42.4)	116	1,638	(92.9)
Total comprehensive (loss) for the period /year		(1,925)	(779)	N.M.	(3,911)	(1,665)	N.M.

B. Condensed statements of financial position

	Note	Group		Company	
		30/06/2025	30/06/2024	30/06/2025	30/06/2024
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Current assets:					
Cash and bank balances	11	1,514	3,823	380	1,221
Trade receivables		1,205	1,183	1,645	169
Other receivables and prepayments	12	579	625	11	126
Inventories		292	441	-	10
Total current assets		3,590	6,072	2,036	1,526
Non-current assets:					
Deposits	12	-	148	-	-
Subsidiaries		-	-	10	10
Due from subsidiaries		-	-	-	4
Investment property	13	411	391	-	-
Property, plant and equipment	14	102,113	102,697	98,801	99,520
Total non-current assets		102,524	103,236	98,811	99,534
Total assets		106,114	109,308	100,847	101,060
LIABILITIES AND SHAREHOLDERS' EQUITY					
Current liabilities:					
Bank loans	15	20,516	20,387	20,516	20,387
Lease liabilities		1,672	1,308	91	115
Trade payables		1,090	1,371	283	168
Other payables and accruals		1,394	1,593	1,170	1,076
Provisions		192	189	-	50
Due to subsidiaries		-	-	7,021	6,182
Income tax payable		624	552	611	206
Total current liabilities		25,488	25,400	29,692	28,184
Non-current liabilities:					
Bank loans		-	539	-	539
Lease liabilities		12,244	10,785	10,935	9,455
Deferred tax liabilities	16	12,912	13,203	12,912	13,203
Total non-current liabilities		25,156	24,527	23,847	23,197
Equity:					
Share capital	17	10,736	10,736	10,736	10,736
Treasury shares	17	(951)	(951)	(951)	(951)
Currency translation reserve		(1,053)	(1,098)	-	-
Revaluation reserve	18	75,573	75,502	75,573	75,502
Accumulated losses		(28,835)	(24,808)	(38,050)	(35,608)
Total equity		55,470	59,381	47,308	49,679
Total liabilities and equity		106,114	109,308	100,847	101,060

C. Condensed consolidated statement of cash flows

	12 months ended 30 June	
	2025 (FY2025)	2024 (FY2024)
	\$'000	\$'000
Cash flows from operating activities		
(Loss) before tax	(4,040)	(2,928)
Adjustments for:		
Depreciation of property, plant and equipment	2,424	2,414
Depreciation of right-of-use assets	1,984	2,017
Reversal of impairment on property, plant and equipment	-	(11)
Impairment loss on property, plant and equipment	68	6
Loss on disposal of property, plant and equipment	(3)	2
Fair value gain on equity investments in FVTPL	-	26
Impairment loss on financial assets	109	16
Unrealised foreign currency exchange gain	1	9
Interest expense	1,438	1,659
Interest income	(24)	(58)
Operating cash flows before working capital changes	1,957	3,152
Trade receivables	(132)	(560)
Other receivables and prepayments	194	177
Inventories	149	(11)
Trade payables	(281)	36
Other payables and accruals	(197)	(61)
Cash from operations	1,690	2,733
Interest paid	(831)	(1,659)
Interest received	24	58
Income tax and withholding taxes refunded/(paid), net	72	(125)
Net cash from operating activities	955	1,007
Cash flows from investing activities		
Purchase of property, plant and equipment	(216)	(570)
Recepts of partial liquidation proceed	-	4,074
Net cash from investing activities	(216)	3,504
Cash flows from financing activities		
Repayment of leases	(2,379)	(1,774)
Repayment of bank loans	(410)	(3,852)
Dividend paid	-	(695)
Net cash used in financing activities	(2,789)	(6,321)
Net (decrease)/increase in cash and cash equivalents	(2,050)	(1,810)
Cash and cash equivalents at beginning of financial year	3,823	5,784
Effects of exchange rate changes on cash and cash equivalents	(259)	(151)
Cash and cash equivalents at end of financial year	1,514	3,823

D. Condensed statements of changes in equity

	Share capital \$'000	Treasury shares \$'000	Currency translation reserve \$'000	Revaluation reserve \$'000	Accumulated (losses) \$'000	Attributable to equity holders of the company \$'000
Group						
Balance at 1 July, 2023	10,736	(951)	(1,007)	73,773	(20,810)	61,741
<i>Total comprehensive income for the year</i>						
Loss for the year	-	-	-	-	(3,303)	(3,303)
Other comprehensive income for the year	-	-	(91)	1,729	-	1,638
Dividend paid	-	-	-	-	(695)	(695)
Total	-	-	(91)	1,729	(3,998)	(2,360)
Balance at 30 June, 2024	10,736	(951)	(1,098)	75,502	(24,808)	59,381
Balance at 1 July, 2024	10,736	(951)	(1,098)	75,502	(24,808)	59,381
<i>Total comprehensive income for the year</i>						
Loss for the year	-	-	-	-	(4,027)	(4,027)
Other comprehensive income for the year	-	-	45	71	-	116
Total	-	-	45	71	(4,027)	(3,911)
Balance at 30 June, 2025	10,736	(951)	(1,053)	75,573	(28,835)	55,470

	Share capital \$'000	Treasury shares \$'000	Revaluation reserve \$'000	Accumulated (losses) \$'000	Total \$'000
Company					
Balance at 1 July, 2023	10,736	(951)	73,773	(28,955)	54,603
<i>Total Comprehensive income for the year</i>					
Loss for the year	-	-	-	(5,958)	(5,958)
Dividend paid	-	-	-	(695)	(695)
Other comprehensive income	-	-	1,729	-	1,729
Total	-	-	1,729	(6,653)	(4,924)
Balance at 30 June, 2024	10,736	(951)	75,502	(35,608)	46,679
Balance at 1 July, 2024	10,736	(951)	75,502	(35,608)	49,679
<i>Total Comprehensive income for the year</i>					
Loss for the year	-	-	-	(2,442)	(2,442)
Other comprehensive income for the year	-	-	71	-	71
Dividend paid	-	-	-	-	-
Total	-	-	71	(2,442)	(2,371)
Balance at 30 June, 2025	10,736	(951)	75,573	(38,050)	47,308

E. Notes to the condensed consolidated financial statements

1. Corporate information

Sakae Holdings Ltd. (the “Company”) is incorporated and domiciled in Singapore. Its shares are publicly traded on the Mainboard of the Singapore Exchange. These condensed interim consolidated financial statements as at and for the twelve months ended 30 June 2025 are for the Company and its subsidiaries (collectively, the “Group”).

The principal activities of the Company consist of the business of operating restaurants, trading of raw food materials, food processing and operating as caterer and event organiser.

The principal activities of the Group consist of the business of investment holding, operating restaurants, kiosks and cafes, provision of corporate advisory services, provision of cold storage warehousing and logistics services.

2. Basis of preparation

The condensed financial statements for the twelve months ended 30 June 2025 have been prepared in accordance with SFRS(I) 1-34 Interim Financial Reporting issued by the Accounting Standards Council Singapore (“Standards”). The condensed interim financial statements do not include all the information required for a complete set of financial statements. However, selected explanatory notes are included to explain events and transactions that are significant to an understanding of the changes in the financial position and performance of the Group since the last audited annual financial statements for the year ended 30 June 2024.

The accounting policies adopted are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s.

The condensed interim financial statements are presented in Singapore dollars, which is the Company’s functional currency.

2.1 New and amended standards adopted by the Group

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial periods beginning on or after 1 July 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

2.2 Use of judgements and estimates

In preparing the condensed interim financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

The significant judgements made by management in applying the Group’s accounting policies and the key sources of estimation uncertainty are the same as those that applied to the consolidated financial statements as at and for the year ended 30 June 2024.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which estimates are revised and in any future period affected.

3. Seasonal operations

The Group's businesses are not affected significantly by seasonal or cyclical factors during the financial period from 1 July 2024 to 30 June 2025 ("FY2025").

4. Revenue

	Group			
	Six months ended		Twelve months ended	
	30 June		30 June	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Types of goods and services				
Food and beverage sales	5,204	6,704	11,793	13,832
Rendering of services	227	269	491	573
Total	5,431	6,973	12,284	14,405
Timing of revenue recognition				
At a point in time	5,431	6,973	12,284	14,405

5. Segment information

Information reported to the Group's chief operating decision maker for the purposes of resource allocation and assessment of segment performance is specifically focused on the category of each type of goods and services. The Group's reportable segments under SFRS(I) 8 Operating Segments are therefore as follows:

- Sakae Sushi, which is the main brand in provision of food and beverages to retail customers from the general public.
- Hei Sushi, which is the main brand in provision of halal food and beverages to retail customers from the general public.
- Other products and services, which is inclusive of other brands and services offered by the Group namely Sakae Teppanyaki, Sakae Delivery, Senjyu, Nouvelle Events, Japanmartsg and Sakae Corporate Advisory.

5.1 Reportable segments

Information regarding the Group's reportable segments is presented below.

Twelve months ended 30 June	Revenue		Net profit	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Sakae Sushi	2,247	2,934	(478)	(558)
Hei Sushi	5,891	6,746	2,284	2,806
Other products and services	6,010	6,623	1,838	2,280
Less: Inter-segment revenue	(1,864)	(1,898)	-	-
Total	12,284	14,405	3,644	4,528
Central administration costs and directors' salaries			(8,519)	(8,789)
Other operating income and gains			4,358	5,075
Depreciation			(2,085)	(2,083)
Finance costs			(1,438)	(1,659)
(Loss) before income tax			(4,040)	(2,928)
Tax (expense) / credit			13	(375)
(Loss) for the financial year			(4,027)	(3,303)

Twelve months ended 30 June	Depreciation		Additions to property, plant and equipment	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Sakae Sushi	1,245	1,311	1,811	1,354
Hei Sushi	1,078	1,037	1,091	1,374
Unallocated corporate items	2,085	2,083	-	-
Total	4,408	4,431	2,902	2,728

	Segment Assets		Segment Liabilities	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
Sakae Sushi	14,270	14,222	14,834	12,584
Hei Sushi	2,162	2,837	1,750	1,833
Other products and services	1,682	2,249	836	1,298
Unallocated corporate items	88,000	90,000	33,224	34,212
Total	106,114	109,308	50,644	49,927

5.2 Disaggregation of revenue

	Revenue		Property, plant and equipment	
	Twelve months ended 30 June		30 June	30 June
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	S\$'000
Singapore	11,461	13,312	101,395	101,760
Malaysia	823	1,093	1,129	1,328
	12,284	14,405	102,524	103,088

6. Financial instruments

Set out below is an overview of the financial assets and financial liabilities of the Group and the Company as at 30 June 2025:

	Group		Company	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
Financial assets				
At amortised cost	3,295	5,628	2,036	1,520
Financial liabilities				
At amortised cost	37,536	35,833	41,614	37,916

7. (Loss) before income tax

Six months ended 30 June	Group	
	2025	2024
	S\$'000	S\$'000
Depreciation of property, plant and equipment	1,271	1,266
Depreciation of right-of-use assets	993	1,062
Loss on disposal of property, plant and equipment, net	(3)	-
Write-off of property, plant and equipment	-	-
Interest on borrowings	354	628
Interest on leases	317	291

Twelve months ended 30 June	Group	
	2025	2024
	S\$'000	S\$'000
Depreciation of property, plant and equipment	2,424	2,414
Depreciation of right-of-use assets	1,984	2,017
Loss on disposal of property, plant and equipment	(3)	2
Fair value gain on equity investments at FVTPL	-	26
Write-off of property, plant and equipment	-	6
Interest on borrowings	831	1,085
Interest on leases	607	574

8. Tax (expense)/credit

The Group calculates the period income tax expense using the tax rate that would be applicable to the expected total annual earnings. The major components of income tax expense in the condensed interim consolidated statement of profit and loss are:

Six months ended 30 June	Group	
	2025	2024
	\$'000	\$'000
Current income tax (expense)	(47)	(375)
Total tax (expense)	(47)	(375)

Twelve months ended 30 June	Group	
	2025	2024
	\$'000	\$'000
Current income tax credit / (expense)	13	(674)
Deferred tax credit (Note 17) current	-	299
Total tax credit / (expense)	13	(375)

9. Net asset value (for the issuer and group) per ordinary share based on the total number of issued shares at the end of the:-
(a) current financial period reported on; and,
(b) immediately preceding financial year.

	Group		Company	
	30/6/2025	30/6/2024	30/06/2025	30/6/2024
Net asset value per ordinary share based on issued share capital as at the end of period (cents)	39.91	42.72	34.04	35.75

10. Earnings per share

Six months ended 30 June	Group	
	2025	2024
Total (loss) for the year (\$'000)	(2,883)	(2,443)
Basic and diluted earnings per share (cent)	(2.08)	(1.76)

Twelve months ended 30 June	Group	
	2025	2024
Total (loss) for the year (\$'000)	(4,027)	(3,303)
Basic and diluted earnings per share (cent)	(2.90)	(2.38)

Explanatory notes:

Basic earnings and diluted earnings per share are calculated by dividing the Group's loss for the financial period/year attributable to shareholders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

11. Cash and bank balances

	Group		Company	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
Cash at banks	1,505	2,868	380	1,220
Cash on hand	9	9	-	1
Fixed deposits	-	946	-	-
Cash and cash equivalents in consolidated statement of cash flow	1,514	3,823	380	1,221

12. Other receivables and prepayments

	Group		Company	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
Other receivables	28	57	-	-
Deposits	548	565	11	126
Prepayments	3	3	-	-
Total - current	579	625	11	126
Deposits - non-current	-	148	-	-
Total	579	773	11	126

13. Investment property

	Group	
	30 June 2025	30 June 2024
	\$'000	\$'000
Balance at the beginning of the financial year	391	395
Exchange differences	20	(4)
Balance at the end of the financial year	411	391

14. Property, plant and equipment

During the year ended 30 June 2025, the Group acquired property, plant and equipment with an aggregate cost of \$216,000 (30 June 2024: \$570,000).

15. Bank loans

	Group		Company	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	\$'000	\$'000	\$'000	\$'000
<u>Amount repayable within one year or on demand</u>				
Secured	19,977	19,110	19,977	19,110
Unsecured	539	1,277	539	1,277
	20,516	20,387	20,516	20,387
<u>Amount repayable after one year</u>				
Unsecured	-	539	-	539

The Group obtained loan facilities to finance the construction of its headquarters which was mortgaged to the lending bank as a form of collateral and short term loans for working capital.

16. Deferred tax liabilities

The following are the major deferred tax liabilities recognised by the Group and Company, and, movements thereon, during the current and prior reporting periods:

<u>Group / Company</u>	Revaluation reserve \$'000	Accelerated tax depreciation \$'000	Total \$'000
At 1 July 2023	13,139	9	13,148
Charge to other comprehensive Income	354	-	354
(Credit) Charge to profit and loss	(299)	-	(299)
At 30 June 2024	13,194	9	13,203
(Credit) Charge to profit and loss	(291)	-	(291)
At 30 June 2025	12,903	9	12,912

17. Share capital

	Group and Company			
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	'000	'000	\$'000	\$'000
	Number of ordinary shares		Total share capital	
Issued and paid up:				
At beginning and end of the year	142,000	142,000	10,736	10,736

Fully paid ordinary shares, which have no par value, carry one vote per share and carry a right to dividends as and when declared by the Company.

The total number of issued shares (excluding treasury shares) was 138,972,000 (30 June 2024 : 138,972,000).

Treasury shares

The Company's Treasury shares as set out below.

	Group and Company			
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	'000	'000	\$'000	\$'000
	Number of ordinary shares		Total share capital	
Issued and fully paid up:				
At beginning and end of the year	3,028	3,028	951	951

18. Revaluation reserve

The property revaluation reserve arises on the revaluation of leasehold building.

	Group
	\$'000
At 1 July 2024	75,502
Recognised in other comprehensive income	71
At 30 June 2025	<u>75,573</u>

19. Dividend

	Group and Company	
	30 June 2025	30 June 2024
	\$'000	\$'000
A final dividend of 0.5 cents per share tax exempt one-tier on the issued and fully paid ordinary shares	-	695

20. Related party transactions

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

In addition to the related party information disclosed elsewhere in the notes to the financial statements, group entities entered into the following transactions with related parties during the financial period.

	Group	
Twelve months ended 30 June	2025	2024
	\$'000	\$'000
Rental income	518	508

21. Subsequent events

There are no known subsequent events which have led to adjustments to these condensed financial statements.

F. Other Information required by Listing Rule Appendix 7.2

1. Review

The condensed consolidated statement of financial position of Sakae Holdings Ltd and its subsidiaries as at 30 June 2025, the related condensed profit or loss and other comprehensive income, condensed consolidated statements of changes in equity, condensed consolidated statement of cash flows for the six months period and twelve months then ended, and, certain explanatory notes have not been audited or reviewed.

2. Review of performance of the Group

Financial performance (2HFY2025 vs 2HFY2024)

Group revenue for the half-year ended 30 June 2025 ("2HFY2025") totalled \$5.4 million, a decrease of 22.1% as compared to \$7 million in the corresponding period of the previous year ("2HFY2024"). The operating environment in the food and beverage industry remained challenging, as high inflationary costs led to escalating operating costs in food, manpower and utilities, amidst conservative consumer spending sentiments. During the period, some leases that had expired were not renewed, resulting in store closures hence contributing to the reduced Group revenue. The Group will continue to seek improvements in its operational efficiency while broadening its product offerings to various clientele in its efforts to grow and expand its business, both in Business-to-Consumer (B2C) and Business-to-Business (B2B) segments.

Aside from continuing to build its food trading business to boost revenue and profit, the Group will look at other avenues of bringing revenue to the Group, leveraging on its distribution networks and brand identity. The Group will continue to manage the use of raw materials for its restaurant business effectively, and expand procurement of raw materials from producer sources in line with its farm-to-table approach.

The gross profit margin has declined marginally from 60.3% in 2HFY2024 to 59.5% in 2HFY2025. Efforts are ongoing to review and manage the inflationary costs of raw materials through effective pricing strategies and ongoing food cost management.

Other operating income and gains has decreased by \$0.7 million from \$2.9 million in 2HFY2024 to \$2.2 million in 2HFY2025. There was a one-off fee recovery in 2HFY2024, as well as, income from invoice adjustments.

Administrative expenses decreased by 7.7%, from \$6.6 million in 2HFY2024 to \$6.1 million in 2HFY2025, due to associated costs savings from store closures as well as improved operational efficiency.

Other operating expenses has decreased by \$0.3 million, from \$1.7 million in 2HY2024 to \$1.4 million in 2HFY2025, due to lower rental and utilities associated with the closure of outlets.

Finance costs decreased from \$0.9 million in 2HFY2024 to \$0.7 million in 2HFY2025, mainly due to lower interest rates during the period, resulting in lower borrowing costs.

Group loss before tax and net loss after tax for 2HFY2025 are recorded at \$2.8 million and \$2.9 million respectively, which represented an increase of \$0.7 million and \$0.5 million as compared to Group loss before tax and net loss after tax for 2HFY2024 of \$2.1 million and \$2.4 million respectively. The Group's net loss is attributed largely to the depreciation of its building in Singapore and interest totalling \$1.4 million. The Group will continue to use the building and its resources efficiently and effectively to support the Group's operations

Financial performance (FY2025 vs FY2024)

Group revenue for the twelve months ended 30 June 2025 ("FY2025") totalled \$12.3 million, a decrease of 14.7% as compared with \$14.4 million in the corresponding period of the previous year ("FY2024"). The Food & Beverage sector continues operating in a challenging inflationary environment, now exacerbated by global conservative consumer sentiment. The disruption in restaurant operations due to the relocation and

renovation of stores as obligated by leasing requirements contributed to the decrease. The Group will monitor evolving consumer trends and shifting demand patterns, in order to remain resilient and competitive.

The gross profit margin has declined marginally from 63.9% in FY2024 to 61.8% in FY2025, due to the ongoing inflationary trend in raw material costs. The Group will continue to manage the inflationary raw materials costs through effective pricing strategies and ongoing food cost management.

Other operating income and gains has decreased by \$0.7 million from \$5.1 million in FY2024 to \$4.4 million due to a one-off fee recovery, as well as income from invoice adjustments.

Administrative expenses decreased by 5.4%, from \$12.6 million in FY2024 to \$11.9 million in FY2025, due to improved operational efficiency and other reduction in costs associated with store closures.

Other operating expenses decreased by 14.8%, from \$3 million in FY2024 to \$2.5 million in FY2025, due to lower rental and utilities associated with the closure of outlets.

Finance costs decreased from \$1.7 million in FY2024 to \$1.4 million in FY2025, largely due to lower interest rates during the period, resulting in lower borrowing costs.

Group loss before tax and net loss after tax are recorded at \$4 million respectively in FY2025, which represented an increase of \$1.1 million and \$0.7 million, as compared to Group loss before tax and net loss after tax of \$2.9 million and \$3.3 million in FY2024.

The Group's net loss for the period is attributed largely to the depreciation of its building in Singapore and interest totalling \$2.9 million.

Financial position of the Group

The Group and Company cash and bank balances as at 30 June 2025 ("FY2025") stood at \$1.5 million and \$0.4 million, compared to \$3.8 million and \$1.2 million in FY2024. The Group will continue to be cautious and will take reasonable steps to manage its cash flow effectively.

Trade receivables remain the same at \$1.2 million in FY2024 as compared to FY2025.

Other receivables and prepayments remain the same at \$0.6 million in FY2024 as compared to FY2025.

Inventory decreased by \$0.1 million from \$0.4 million in FY2024 to \$0.3 million in FY2025, with a re-balancing of stockholding requirements with demand and timeliness of supply.

Trade payables decreased by \$0.3 million from \$1.4 million in FY2024 to \$1.1 million in FY2025 with trade financing.

Other payables and accruals decreased by \$0.2 million from \$1.6 million in FY2024 to \$1.4 million in FY2025 with lower accruals of expenses.

Shareholders' equity for the Group and Company stood at \$55.5 million and \$47.3 million respectively as at FY2025, as compared with \$59.4 million and \$49.7 million respectively as at FY2024.

Cash flow of the Group

Although the Group has net cash outflows of \$2.1 million in FY2025, it continues to operate as a going concern generating positive operating cashflows. The Group has repaid \$0.4 million in bank loans. The Group will continue to adopt a cautious approach even as it seeks sustainable growth in its operations and in managing its operating costs effectively.

3. (i) Details of any changes in the company's share capital arising from rights issue, bonus issue, share buy-backs, exercise of share options or warrants, conversion of other issues of equity securities, issue of shares for cash or as consideration for acquisition or for any other purpose since the end of the previous period reported on. State also the number of shares that may be issued on conversion of all the outstanding convertibles, as well as the number of shares held as treasury shares, if any, against the total number of issued shares excluding treasury shares of the issuer, as at the end of the current financial period reported on and as at the end of the corresponding period of the immediately preceding financial year.

Treasury shares

The Company's Treasury shares as set out below.

	Group and Company			
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
	'000	'000	\$'000	\$'000
	Number of ordinary shares		Total share capital	
Issued and fully paid up:				
At beginning and end of the year	3,028	3,028	951	951

- (ii) To show the number of shares held as treasury shares, if any, against the total number of issued shares excluding treasury shares as at the end of the current financial period and as at the end of the immediately preceding year.

	30 June 2025	30 June 2024
Number of shares held as treasury shares	3,028,000	3,028,000
Total number of issued shares (excluding treasury shares)	138,972,000	138,972,000

- (iii) A statement showing all sales, transfers, disposal, cancellation and/or use of treasury shares as at the end of the current financial period reported on.

Not applicable.

- (iv) A statement showing all sales, transfers, cancellation and/or use of subsidiary holding as at end of the current financial period reported on.

During the financial period, there was no transaction pertaining to subsidiary holdings.

4. Where the figures have been audited or reviewed, the auditors' report (including any qualifications or emphasis of a matter).

Not applicable as the figures have not been audited or reviewed by the Company's statutory auditors.

5. Where the latest financial statements are subject to an adverse opinion, qualified opinion or disclaimer of opinion:-

(a) Updates on the efforts taken to resolve each outstanding audit issue.

Not applicable.

(b) Confirmation from the Board that the impact of all outstanding audit issues on the financial statements have been adequately disclosed.

Not applicable.

6. Whether the same accounting policies and methods of computation as in the issuer's most recently audited annual financial statements have been applied.

Accounting policies and methods of computation used in the condensed interim financial statements for the year ended 30 June 2025 are consistent with those applied in the consolidated financial statements for the year ended 30 June 2024.

7. If there are any changes in the accounting policies and methods of computation, including any required by an accounting standard, what has changed, as well as the reasons for, and the effect of, the change.

Not applicable.

8. Earnings per ordinary share of the group for the current financial period reported on and the corresponding period of the immediately preceding financial year, after deducting any provision for preference dividends.

	6 months ended 30 June	
	2025	2024
Earnings per ordinary share for the period		
(a) Based on weighted average number of ordinary shares in issue (cents)	(2.07)	(1.76)
(b) On a fully diluted basis (cents)	(2.07)	(1.76)
	12 months ended 30 June	
	2025	2024
Earnings per ordinary share for the period		
(a) Based on weighted average number of ordinary shares in issue (cents)	(2.90)	(2.38)
(b) On a fully diluted basis (cents)	(2.90)	(2.38)

9. A breakdown of sales

	FY2025	FY2024	Increase /
	\$'000	\$'000	(Decrease)
			%
a) Revenue reported for first half year	6,853	7,432	(7.8)
b) (Loss) after income tax before deducting non-controlling interests reported for the first half year	(1,144)	(858)	33.3
c) Revenue reported for second half year	5,431	6,973	(22.1)
d) (Loss) after income tax before deducting non-controlling interests reported for the second half year	(2,883)	(2,443)	18.0

10. Where a forecast, or a prospect statement, has been previously disclosed to shareholders, any variance between it and the actual results.

No forecast or prospect statement has been issued previously.

11. A commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which the group operates and any known factors or events that may affect the group in the next reporting period and the next 12 months.

The Group operates within the food and beverage (“F&B”) industry whereby the operating environment is expected to remain challenging in the near term due to a confluence of global and domestic factors.

Firstly, macroeconomic conditions continue to weigh on consumer sentiment. Persistent inflationary pressures, coupled with heightened global uncertainties and cautious discretionary spending, may dampen demand growth. Rising interest rates and foreign exchange volatility also affect operating costs, especially in relation to imported raw materials.

Secondly, the industry faces structural cost challenges, including higher raw material prices, increases in utilities, supply chain disruptions, and sustained upward pressure on manpower costs following regulatory adjustments to foreign worker policies and wage levels. These factors are expected to continue exerting margin pressure.

Thirdly, competition remains intense within the F&B sector. Consumer preferences are evolving rapidly, with increasing emphasis on health-conscious options, dining experiences, and convenience through delivery platforms. Established players and new entrants alike are investing heavily in marketing, product innovation, and digital engagement, which intensifies competitive conditions.

Looking ahead, the Group will maintain a cautious but proactive outlook. Over the next reporting period and the subsequent 12 months, the Group anticipates that external headwinds such as inflationary cost pressures, consumer caution, and competitive intensity will persist. Nonetheless, the Group remains committed to building resilience, sustaining long-term competitiveness, and positioning itself to capture recovery opportunities when economic conditions stabilise.

12. Dividend

(a) Current Financial Period Reported On

Any dividend declared for the current financial period reported on?

No.

(b) Corresponding Period of the Immediately Preceding Financial Year

Any dividend declared for the corresponding period of the immediately preceding financial year?

No.

(c) Date payable

Not applicable

(d) Books closure date

Not applicable

13. If no dividend has been declared/recommendeded, a statement to that effect.

No dividend has been declared or recommended for current financial period. The Group will proceed conservatively in its management of resources in the uncertain global economy and will make recommendations for dividends when appropriate to do so.

14. Interested person transactions

There were no interested person transactions during the financial period ended 30 June 2025. The Company did not obtain any general mandate from its shareholders in respect of any interested person transaction.

15. Report of persons occupying managerial positions who are related to a director, CEO or substantial shareholder

Pursuant to Rule 704(13) of the SGX-ST Listing Manual, the Company wishes to inform that none of the persons occupying a managerial position in the Company or any of its principal subsidiaries is a relative to a Director or Chief Executive Officer or Substantial Shareholder of the Company as at 30 June 2025.

16. Confirmation Pursuant to Rule 705(5) of the Listing Manual

To the best of our knowledge, nothing has come to the attention of the Board of Directors which may render the unaudited financial results of the Company for the twelve months ended 30 June 2025 presented in this announcement, to be false or misleading in any material respect.

17. Confirmation that the issuer has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7.7) under Rule 720(1).

The Company confirmed that it has procured undertakings from all its directors and executive officers (in the format as set out in Appendix 7.7) under Rule 720(1).

BY ORDER OF THE BOARD

Chan Lai Yin
Company Secretary