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

Condensed Interim Financial Statements
For the Six Months and Full Year Ended 30 June 2026

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

		Group					
		Six months ended 30 June		Increase / (Decrease)	Twelve months ended 30 June		Increase / (Decrease)
	Note	2026 (2H2026) $'000	2025 (2H2025) $'000	%	2026 (FY2026) $'000	2025 (FY2025) $'000	%
Revenue	4	4,657	5,431	(14.3)	11,147	12,284	(9.3)
Cost of sales		(1,498)	(2,197)	(31.8)	(3,966)	(4,696)	(15.5)
Gross profit		3,159	3,234	(2.3)	7,181	7,588	(5.4)
Other operating income and gains		2,599	2,199	18.2	4,822	4,358	10.6
Administrative expenses		(5,431)	(6,119)	(11.2)	(11,069)	(11,910)	(7.1)
Other operating expenses		(1,589)	(1,370)	16.0	(2,784)	(2,529)	10.1
Impairment loss on financial assets		-	(109)	N.M.	-	(109)	N.M.
Finance costs							
- Interest on borrowings		(308)	(354)	(13.0)	(592)	(831)	(28.8)
- Interest on leases		(211)	(317)	(33.4)	(515)	(607)	(15.2)
(Loss) before income tax	7	(1,781)	(2,836)	(37.2)	(2,957)	(4,040)	(26.8)
Tax (expense)/credit	8	316	(47)	N.M.	316	13	N.M.
(Loss) for the period/year		(1,465)	(2,883)	(49.2)	(2,641)	(4,027)	(34.4)
Basic and diluted (loss) per share (cents per share)		(1.05)	(2.07)		(1.90)	(2.90)	
Other comprehensive income:							
Items that will not be reclassified Subsequently to profit or loss							
Revaluation of property, plant and equipment, net of tax		498	71	N.M.	498	71	N.M.
Items that may be reclassified subsequently to profit or loss							
Currency translation differences arising from consolidation		(138)	887	N.M	(129)	45	N.M.
Other comprehensive income for the period, net of tax		360	958	N.M	369	116	N.M.
Total comprehensive (loss) for the period		(1,105)	(1,925)		(2,272)	(3,911)	(41.9).

B. Condensed interim statements of financial position

		Group		Company	
		30/06/2026	30/06/2025	30/06/2026	30/06/2025
	Note	$'000	$'000	$'000	$'000
<u>**ASSETS**</u>					
Current assets:					
Cash and bank balances	11	998	1,514	239	380
Trade receivables		1,090	1,205	253	232
Other receivables and prepayments	12	731	579	382	10
Inventories		599	292	-	-
Total current assets		3,418	3,590	874	622
Non-current assets:					
Investment in subsidiaries		-	-	10	10
Investment property	13	443	411	-	-
Property, plant and equipment	14	102,264	102,113	100,851	98,802
Goodwill		875	-	-	-
Amount due from subsidiaries		-	-	3,510	2,042
Total non-current assets		103,582	102,524	104,371	100,854
Total assets		**107,000**	**106,114**	**105,245**	**101,476**
<u>**LIABILITIES AND SHAREHOLDERS' EQUITY**</u>					
Current liabilities:					
Bank loans	15	21,104	20,516	21,104	20,516
Lease liabilities		1,181	1,649	196	91
Trade payables		1,079	895	176	164
Other payables and accruals		2,342	1,589	1,649	1,289
Provisions		210	192	-	-
Due to subsidiaries		-	-	8,794	7,650
Income tax payable		354	624	356	611
Total current liabilities		26,270	25,465	32,275	30,321
Non-current liabilities:					
Lease liabilities		14,834	12,267	14,564	10,935
Deferred tax liabilities	16	12,698	12,912	12,698	12,912
Total non-current liabilities		27,532	25,179	27,262	23,847
Equity:					
Share capital	17	10,736	10,736	10,736	10,736
Treasury shares	17	(951)	(951)	(951)	(951)
Currency translation reserve		(1,182)	(1,053)	-	-
Revaluation reserve	18	76,071	75,573	76,071	75,573
Accumulated losses		(31,476)	(28,835)	(40,148)	(38,050)
Total equity		53,198	55,470	45,708	47,308
Total liabilities and equity		**107,000**	**106,114**	**105,245**	**101,476**

C. Condensed interim consolidated statement of cash flows

	12 months ended 30 June	
	2026 (FY2026)	2025(FY2025)
	$'000	$'000
Cash flows from operating activities		
(Loss) before tax	(2,957)	(4,040)
Adjustments for:		
Depreciation of property, plant and equipment	2,418	2,424
Depreciation of right-of-use assets	1,772	1,984
Impairment loss on property, plant and equipment	-	68
(Gain)/Loss on disposal of property, plant and equipment	(6)	149
Fair value gain on investment property	(11)	(20)
Impairment loss on financial assets	-	109
Unrealised foreign currency exchange gain	-	1
Interest expense	1,107	1,438
Interest income	(9)	(24)
Operating cash flows before working capital changes	2,314	2,089
Trade receivables	287	(132)
Other receivables and prepayments	(98)	194
Inventories	(293)	149
Trade payables	43	(476)
Other payables and accruals	(38)	(2)
Cash generated from operations	2,215	1,822
Interest paid	(592)	(1,438)
Interest received	9	24
Income tax and withholding taxes refunded/(paid), net	(270)	(220)
Net cash generated from operating activities	1,362	188
Cash flows from investing activities		
Purchase of property, plant and equipment	(79)	(282)
Acquistion of subsidiaries, net of cash acquired	(181)	-
Net cash used in investing activities	(260)	(282)
Cash flows from financing activities		
Repayment of leases liabilities	(1,585)	(1,767)
Repayment of interest on leases liabilities	(515)	-
Repayment of bank loans	(1,406)	(410)
Proceed from bank loans	1,994	-
Net cash used in financing activities	(1,512)	(2,177)
Net decrease in cash and cash equivalents	(410)	(2,271)
Cash and cash equivalents at beginning of financial year	1,514	3,823
Effects of exchange rate changes on cash and cash equivalents	(106)	(38)
Cash and cash equivalents at end of financial year	998	1,514

D. Condensed interim statements of changes in equity

	Share capital	Treasury shares	Currency translation reserve	Revaluation reserve	Accumulated losses	Total
	$'000	$'000	$'000	$'000	$'000	$'000
Group						
Balance at July 1, 2024	10,736	(951)	(1,098)	75,502	(24,808)	59,381
Total comprehensive income for the year						
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 June 30, 2025	10,736	(951)	(1,053)	75,573	(28,835)	55,470
Balance at July 1, 2025	10,736	(951)	(1,053)	75,573	(28,835)	55,470
Total comprehensive income for the year						
Loss for the year	-	-	-	-	(2,641)	(2,641)
Other comprehensive income for the year	-	-	(129)	498	-	369
Total	-	-	(129)	498	(2,641)	(2,272)
Balance at June 30, 2026	10,736	(951)	(1,182)	76,071	(31,476)	53,198

	Share capital	Treasury shares	Revaluation reserve	Accumulated (losses)	Total
	$'000	$'000	$'000	$'000	$'000
Company					
Balance at July 1, 2024	10,736	(951)	75,502	(35,608)	49,679
Total Comprehensive income for the year					
Loss for the year	-	-	-	(2,442)	(2,442)
Other comprehensive income	-	-	71	-	71
Total	-	-	71	(2,442)	(2,371)
Balance at June 30, 2025	10,736	(951)	75,573	(38,050)	47,308
Balance at July 1, 2025	10,736	(951)	75,573	(38,050)	47,308
Total Comprehensive income for the year					
Loss for the year	-	-	-	(2,098)	(2,098)
Other comprehensive income for the year	-	-	498	-	498
Total	-	-	498	(2,098)	(1,600)
Balance at June 30, 2026	10,736	(951)	76,071	(40,148)	45,708

E. Notes to the condensed interim 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 Stock Exchange. These condensed interim consolidated financial statements as at and for the six months and full year ended 30 June 2026 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 interim financial statements for the six months and full year ended 30 June 2026 have been prepared in accordance with SFRS(I) 1-34 Interim Financial Reporting issued by the Accounting Standards Council Singapore. 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 Group's financial position and performance of the Group since the last interim financial statements for the period ended 30 June 2026.

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 2025. 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 2025.

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 2025 to 30 June 2026 ("FY2026").

4. Revenue

	Group			
	Six months ended 30 June		Twelve months ended 30 June	
	2026	**2025**	**2026**	**2025**
	$'000	$'000	$'000	$'000
Types of goods and services				
Food and beverage sales	4,448	6,251	10,699	11,793
Rendering of services	209	239	448	491
Total	4,657	6,490	11,147	12,284
Timing of revenue recognition				
At a point in time	4,657	6,490	11,147	12,284

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, Hei Delivery, Senjyu, Nouvelle Events, Cooking Art Industries, 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	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Sakae Sushi	1,487	2,247	393	(258)
Hei Sushi	5,239	5,891	2,916	2,284
Other products and services	6,087	6,010	2,456	1,838
Less: Inter-segment revenue	(1,666)	(1,864)	-	-
Total	11,147	12,284	5,765	3,864

Depreciation of leasehold building	(2,100)	(2,085)
Depreciation of leasehold land	(313)	(240)
Central administration costs and directors' salaries	(10,035)	(8,519)
Other operating income and gains	4,822	4,358
Fair value gains on investment property	11	20
Finance costs	(1,107)	(1,438)
(Loss) before income tax	(2,957)	(4.040)
Tax credit	316	13
(Loss) for the financial year	(2,641)	(4,027)

Twelve months ended 30 June	Depreciation		Additions to property, plant and equipment	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Sakae Sushi	1,344	1,351	4,002	2,821
Hei Sushi	896	1,078	3	1,091
Unallocated corporate items	2,100	1,979	-	-
Total	4,340	4,408	4,005	3,912

	Segment Assets		Segment Liabilities	
	30 June 2026	30 June 2025	30 June 2026	30 June 2025
	$'000	$'000	$'000	$'000
Sakae Sushi	17,383	3,594	18,652	3,808
Hei Sushi	1,206	2,162	989	1,750
Other products and services	1,911	1,682	1,587	836
Unallocated corporate items	86,500	98,676	32,835	44,250
Total	107,000	106,114	54,063	50,644

5.2 Disaggregation of revenue

	Revenue		Property, plant and equipment	
	Twelve months ended 30 June		30 June	30 June
	2026	2025	2026	2025
	$'000	$'000	$'000	S$'000
Singapore	10,644	11,461	102,264	101,395
Malaysia	503	823	443	1,129
	11,147	12,284	102,707	102,524

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 2026:

	Group		Company	
	30 June 2026	**30 June 2025**	**30 June 2026**	**30 June 2025**
	$'000	$'000	$'000	$'000
Financial assets				
At amortised cost	3,362	3,587	4,341	2,674
Financial liabilities				
At amortised cost	40,348	36,721	31,489	40,526

7. (Loss) before income tax

Six months ended 30 June	**Group**	
	2026	**2025**
	S$'000	S$'000
Depreciation of property, plant and equipment	1,272	1,271
Depreciation of right-of-use assets	792	993
Interest on borrowings	308	354
Interest on leases	211	317

Twelve months ended 30 June	Group 2026	Group 2025
	S$'000	S$'000
Depreciation of property, plant and equipment	2,418	2,424
Depreciation of right-of-use assets	1,772	1,984
Impairment loss on property, plant and equipment	-	68
(Gain)/Loss on disposal or property, plant and equipment	(6)	149
Fair value gain on investment property	(11)	(20)
Interest on borrowings	592	831
Interest on leases	515	607

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 2026	Group 2025
	$'000	$'000
Deferred income tax expense	316	(47)
Total tax expense	316	(47)

Twelve months ended 30 June	Group 2026	Group 2025
	$'000	$'000
Current income tax (expense)	-	(292)
Deferred tax credit (Note 16) current	316	305
Total tax credit	316	13

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	
	30/6/2026	30/6/2025	30/06/2026	30/6/2025
Net asset value per ordinary share based on issued share capital as at the end of period (cents)	38.28	42.72	32.89	34.04

10. Earnings per share

Six months ended 30 June	Group 2026	Group 2025
Total (loss) for the year ($'000)	(1,465)	(2,883)
Basic and diluted earnings per share (cent)	(1.05)	(2.07)

Twelve months ended 30 June	Group 2026	Group 2025
Total (loss) for the year ($'000)	(2,641)	(4,027)
Basic and diluted earnings per share (cent)	(1.90)	(2.90)

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 2026	30 June 2025	30 June 2026	30 June 2025
	$'000	$'000	$'000	$'000
Cash at bank	166	1,023	239	380
Cash on hand	9	9	-	-
Fixed deposit	823	482	-	-
Cash and cash equivalents in consolidated statement of cash flow	998	1,514	239	380

12. Other receivables and prepayments

	Group		Company	
	30 June 2026	30 June 2025	30 June 2026	30 June 2025
	$'000	$'000	$'000	$'000
Other receivables	118	28	363	-
Deposits	599	548	11	10
Prepayments	14	3	8	-
Total	731	579	382	10

13. Investment property

	Group	
	30 June 2026	**30 June 2025**
	$'000	$'000
Balance at the beginning of the financial year	411	391
Fair value gain recognised in profit and loss	11	20
Exchange differences	21	-
Balance at the end of the financial year	443	411

14. Property, plant and equipment

During the year ended 30 June 2026, the Group acquired property, plant and equipment with an aggregate cost of $79,000 (30 June 2025: $282,000).

15. Bank loans

	Group		Company	
	30 June 2026	**30 June 2025**	**30 June 2026**	**30 June 2025**
	$'000	$'000	$'000	$'000
<u>Amount repayable within one year or on demand</u>				
Secured	21,104	19,977	21,104	19,977
Unsecured	-	539	-	539
	21,104	20,516	21,104	20,516

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:

	Revaluation reserve $'000	Accelerated tax depreciation $'000	Total $'000
Group / Company			
At 1 July 2024	13,194	9	13,203
Charge to other comprehensive income	14	-	14
(Credit) Charge to profit and loss	(305)	-	(305)
At 30 June 2025	12,903	9	12,912
Charge to other comprehensive income	101	-	101
(Credit) to profit and loss	(315)	-	(315)
At 30 June 2026	12,689	9	12,698

17. Share capital

	Group and Company			
	30 June 2026	30 June 2025	30 June 2026	30 June 2025
	'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 2025 : 138,972,000).

Treasury shares

The Company's Treasury shares as set out below.

	Group and Company			
	30 June 2026	30 June 2025	30 June 2026	30 June 2025
	'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 2025	75,573
Recognised in other comprehensive income	498
At 30 June 2026	76,071

19. 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	**2026**	**2025**
	$'000	$'000
Rental income	588	518

20. Subsequent events

There are no known subsequent events which have led to adjustments to these condensed interim 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 2026, 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 (2HFY2026 vs 2HFY2025)

Group revenue for the half-year ended 30 June 2026 ("2HFY2026") was $4.7 million, representing a decrease of 14.3% from $5.4 million in the corresponding period of the previous financial year ("2HFY2025"). The food and beverage ("F&B") sector continued to face a challenging operating environment during the period, with elevated food, manpower, utilities and logistics costs, coupled with cautious consumer spending. The war in Iran and the resulting geopolitical tensions contributed to disruptions and uncertainty across regional supply chains, as well as higher transportation, freight and other logistical costs. These factors placed further pressure on the cost of imported food products and other operating inputs. As part of the Group's ongoing review of its restaurant portfolio, the Group ceased operations at its remaining two outlets in Malaysia during 2HFY2026. The cessation of these operations contributed to the decline in Group revenue. The Group will continue to evaluate opportunities in Malaysia and in the region while strengthening and expanding its Singapore operations.

During the period, the Group refreshed its existing offerings and introduced new food and menu concepts across its brands. It also optimised raw material utilisation across its restaurant operations and improved procurement efficiency, including direct sourcing from producers in line with its farm-to-table approach. These initiatives contributed to the Group's ability to manage costs and maintain operational resilience amid the challenging operating environment, and is a positive development given the prevailing market conditions.

As part of the Group's strategy to broaden and diversify its food-related businesses, its wholly-owned subsidiary, Apex-Pal Investment Pte. Ltd. ("Apex-Pal"), acquired a company specialising in the supply and distribution of Nonya kuehs and pastries during the financial year. This acquisition enabled the Group to expand its product offerings beyond its existing restaurant operations and strengthen its presence in the desserts and traditional confectionery segments. In addition, the Group expanded its food trading business to include a wider range of dry goods serving the food service sector. These initiatives have enhanced the breadth and diversity of the Group's product portfolio, enabled it to serve a wider range of customers, and created opportunities to access new market segments through its existing distribution network and business relationships.

The Group is committed to further the development of its sales channels, including online ordering and delivery services, while actively expanding its food trading activities and pursuing complementary revenue opportunities. By leveraging its established brands and distribution network, the Group will look to broaden its market reach, strengthen its competitive position and respond decisively to evolving consumer preferences and demand.

Gross profit margin increased from 59.5% in 2HFY2025 to 67.8% in 2HFY2026, reflecting the effectiveness of the Group's initiatives in managing raw material costs through appropriate pricing measures, disciplined food cost management and procurement efficiencies. The Group will maintain this focus on cost management and pricing discipline to mitigate inflationary pressures and support margin resilience as far as reasonably possible.

Other operating income and gains increased by $0.4 million, from $2.2 million in 2HFY2025 to $2.6 million in 2HFY2026, mainly due to the release of liabilities relating to prior periods.

Administrative expenses decreased by 11.2%, from $6.1 million in 2HFY2025 to $5.4 million in 2HFY2026, due to associated costs savings from store closure as well as improved operational efficiency.

Other operating expenses has increased by $0.2 million, from $1.4 million in 2HY2025 to $1.6 million in 2HFY2026, due to higher utilities and logistical costs associated with higher energy and fuel costs.

Finance costs decreased from $0.7 million in 2HFY2025 to $0.5 million in 2HFY2026, mainly due to lower interest rates during the period, resulting in lower borrowing costs.

Group loss before tax and net loss after tax for 2HFY2026 are recorded at $1.8 million and $1.5 million respectively, which represent a decrease of $1 million and $1.4 million as compared to Group loss before tax and net loss after tax for 2HFY2025 of $2.8 million and $2.9 million respectively. The Group's net loss is attributed largely to the depreciation of its building in Singapore and interest totaling $3.1 million. The building is a strategic asset that underpins the Group's operations and provides a strong platform for growth. The Group will look to unlock greater value from the property by intensifying its utilisation, expanding its operational applications and leveraging its resources to support the continued growth of its businesses.

Financial performance (FY2026 vs FY2025)

Group revenue for the twelve months ended 30 June 2026 ("FY2026") was $11.1 million, representing a decrease of 9.3% from $12.3 million in the corresponding financial year ("FY2025").

As discussed above, the Group continued to operate against a challenging F&B environment during FY2026, characterised by elevated operating costs and cautious consumer spending. The closure of the Group's remaining two outlets in Malaysia during the financial year also contributed to the decline in revenue.

Notwithstanding the lower revenue, the Group continued to strengthen its underlying operations through measures including menu and product development, improved raw material utilisation, procurement efficiencies and the expansion of its food trading activities. The acquisition undertaken by Apex-Pal and the broadening of the Group's dry goods distribution business, as described above, also formed part of the Group's strategy to diversify its food-related businesses and broaden its customer and product base.

Gross profit margin improved from 61.8% in FY2025 to 64.4% in FY2026, reflecting improvements in raw material sourcing, pricing discipline and food cost management. The Group will continue to maintain a disciplined approach to pricing, procurement and food cost management in order to mitigate inflationary cost pressures and preserve margins where practicable.

Other operating income and gains increased by $0.4 million, from $4.4 million in FY2025 to $4.8 million in FY2026, mainly due to the release of liabilities relating to prior periods.

Administrative expenses decreased by 7.1%, from $11.9 million in FY2025 to $11.1 million in FY2026, mainly due to cost savings arising from store closures and improvements in operational efficiency.

Other operating expenses increased from $2.5 million in FY2025 to $2.8 million in FY2026, mainly due to higher utilities and logistical costs arising from increases in energy and fuel costs.

Finance costs decreased from $1.4 million in FY2025 to $1.1 million in FY2026, mainly due to lower interest rates during the year, which resulted in lower borrowing costs.

The Group recorded a loss before tax of $3.0 million and a net loss after tax of $2.6 million for FY2026, compared with a loss before tax and net loss after tax of $4.0 million respectively for FY2025. This represented an improvement of $1.0 million in loss before tax and $1.4 million in net loss after tax.

As noted above, the Group's results included depreciation relating to its building in Singapore and interest expenses. The Group will continue to optimise the utilisation of the property as a strategic operating asset and seek opportunities to derive greater value from its use in support of the Group's existing and future business activities.

Financial position of the Group

Cash and bank balances of the Group and the Company stood at $1.0 million and $0.2 million respectively as at 30 June 2026, compared with $1.5 million and $0.4 million respectively as at 30 June 2025. The Group will continue to manage its liquidity and cash flows prudently, with particular focus on working capital requirements and operating expenditure.

Trade receivables decreased from $1.2 million as at 30 June 2025 to $1.1 million as at 30 June 2026, from improved collections during the financial year.

Other receivables and prepayment increased from $0.6 million as at 30 June 2025 to $0.7 million as at 30 June 2026, with increased deposits.

Inventories increased by $0.3 million, from $0.3 million as at 30 June 2025 to $0.6 million as at 30 June 2026, mainly arising from the Group's expansion into the trading of dry goods.

Trade payables increased marginally by $0.2 million from $0.9 million in FY2025 to $1.1 million in FY2026.

Other payables and accruals increased by $0.7 million, from $1.6 million as at 30 June 2025 to $2.3 million as at 30 June 2026. The increase was mainly attributable to contingent consideration arising from the acquisition undertaken during the financial year stated above, as well as rental deposits received.

Shareholders' equity for the Group and Company stood at $53.2 million and $45.7 million respectively as at FY2026, as compared with $55.5 million and $47.3 million respectively as at FY2025.

Cash flow of the Group

The Group recorded a net decrease in cash and cash equivalents of $0.4 million during FY2026. Notwithstanding the overall net cash outflow, the Group continued to generate positive cash flows from its operating activities during the financial year.

The Group will continue to maintain a prudent approach to liquidity and working capital management, while managing its operating costs and allocating resources to support the sustainable development of its businesses.

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 2026	**30 June 2025**	**30 June 2026**	**30 June 2025**
	'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 2026	30 June 2025
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 2026 are consistent with those applied in the consolidated financial statements for the year ended 30 June 2025.

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	
	2026	**2025**
Earnings per ordinary share for the period		
(a) Based on weighted average number of ordinary shares in issue (cents)	(1.05)	(2.07)
(b) On a fully diluted basis (cents)	(1.05)	(2.07)
	12 months ended 30 June	
	2026	**2025**
Earnings per ordinary share for the period		
(a) Based on weighted average number of ordinary shares in issue (cents)	(1.90)	(2.90)
(b) On a fully diluted basis (cents)	(1.90)	(2.90)

9. **A breakdown of sales**

	FY2026 $'000	**FY2025** $'000	**Increase / (Decrease)** %
a) Revenue reported for first half year	6,490	6,853	(5.3)
b) (Loss) after income tax before deducting non-controlling interests reported for the first half year	(1,176)	(1,144)	2.8
c) Revenue reported for second half year	4,657	5,431	(14.3)
d) (Loss) after income tax before deducting non-controlling interests reported for the second half year	(1,465)	(2,883)	(49.2)

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 expects the operating environment for the food and beverage ("F&B") industry to remain challenging over the next 12 months. Consumer spending is expected to remain cautious amid continued economic uncertainty and cost-of-living pressures, while competition within the F&B sector is likely to remain intense.

Operating costs are expected to remain subject to inflationary pressures, particularly in relation to food ingredients, manpower, utilities, transportation and logistics. Geopolitical tensions, including the conflict in the Middle East, have contributed to higher fuel prices and may increase freight, delivery and other logistics costs. These pressures may affect the cost structures of logistics providers and online delivery platforms, which could in turn influence the Group's distribution and delivery expenses. Potential disruptions to regional and global supply chains may further contribute to volatility in energy, freight and imported food costs.

Against this backdrop, the Group intends to maintain discipline in managing its operating costs and resources, with emphasis on improving operational efficiency, strengthening its existing businesses and broadening its revenue base. Its food trading activities, sales and distribution channels and presence in Singapore, Malaysia and the region will be developed selectively, with suitable business opportunities assessed against the Group's longer-term strategy.

The Group remains attentive to changes in consumer preferences, competitive conditions and input costs, and will adjust its business strategies and operations where appropriate to strengthen its resilience and competitiveness.

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/recommended, 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 was no interested person transactions during the financial period ended 30 June 2026. 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 2026.

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 2026 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

28 August 2026