

Katrina GROUP LTD.

Incorporated in the Republic of Singapore
Registration No. 201608344N

The Company is required under Rule 705(2)(e) of the Singapore Exchange Securities Trading Limited (“SGX-ST” or “Exchange”) Listing Manual Section B: Rules of Catalist to report its financial statements quarterly.

This announcement has been reviewed by the Company’s Sponsor, Hong Leong Finance Limited. It has not been examined or approved by the Exchange and the Exchange assumes no responsibility for the contents of this announcement, including the correctness of any of the statements or opinions made or reports contained in this announcement.

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UNAUDITED FINANCIAL STATEMENTS FOR THE FIRST QUARTER ENDED 31 MARCH 2026

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

	Note	3 months ended 31 March		Increase/ (Decrease)
		2026 \$'000 (Unaudited)	2025 \$'000 (Unaudited)	%
Revenue	4	9,662	11,225	(13.9)
Cost of sales		(9,121)	(10,397)	(12.3)
Gross profit		541	828	(34.7)
Other income		227	270	(15.9)
Selling and distribution costs		(248)	(164)	51.2
Administrative expenses		(1,326)	(1,391)	(4.7)
Finance costs		(429)	(547)	(21.6)
Other expenses		(5)	(1)	N.M.
Share of loss from investment in a joint venture		(190)	(50)	N.M.
Loss before taxation	5	(1,430)	(1,055)	35.5
Income tax	6	–	–	N.M.
Loss for the period, representing loss for the period attributable to owners of the Company		(1,430)	(1,055)	35.5
Other comprehensive income:				
<i>Items that may be reclassified subsequently to profit or loss</i>				
Foreign currency translation		5	16	(68.8)
Other comprehensive income for the period, net of tax		5	16	(68.8)
Total comprehensive income for the period, representing total comprehensive income attributable to owners of the Company		(1,425)	(1,039)	37.2
Earnings per share for profit for the period attributable to the owners of the Company during the year:				
Basic (SGD in cents)	7	(0.57)	(0.42)	
Diluted (SGD in cents)	7	(0.57)	(0.42)	

Note:

1. "N.M." denotes not meaningful.

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B. Condensed interim statements of financial position

	Note	Group		Company	
		31 March 2026 \$'000 (Unaudited)	31 December 2025 \$'000 (Audited)	31 March 2026 \$'000 (Unaudited)	31 December 2025 \$'000 (Audited)
ASSETS					
Non-current assets					
Property, plant and equipment	9	3,133	3,117	58	62
Intangible assets	10	250	258	–	–
Right-of-use assets	11	15,448	16,361	887	930
Investment in subsidiaries		–	–	7,781	7,781
Investment in joint ventures		77	267	–	–
Deferred tax assets		425	425	–	–
Derivative instrument		144	144	–	–
Refundable deposits		2,684	2,554	54	54
		22,161	23,126	8,780	8,827
Current assets					
Inventories		191	111	–	–
Trade receivables		456	689	–	–
Other receivables		366	164	–	–
Refundable deposits		1,181	1,867	–	–
Prepayments		302	267	55	15
Amount due from a joint venture		95	73	1	–
Amounts due from subsidiaries		–	–	5,234	4,451
Cash and bank balances		715	570	80	75
		3,306	3,741	5,370	4,541
Total assets		25,467	26,867	14,150	13,368
EQUITY AND LIABILITIES					
Current liabilities					
Trade and other payables		10,232	8,922	3,702	2,899
Amount due to a joint venture		262	196	–	–
Other liabilities		1,668	1,164	319	245
Lease liabilities	11	9,445	10,193	145	142
Provision	12	326	326	–	–
Contract liabilities		320	299	–	–
Loans and borrowings	13	865	1,015	–	–
		23,118	22,115	4,166	3,286
Net current (liabilities)/assets		(19,812)	(18,374)	1,204	1,255

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B. Condensed interim statements of financial position (Cont'd)

	Note	Group		Company	
		31 March 2026 \$'000 (Unaudited)	31 December 2025 \$'000 (Audited)	31 March 2026 \$'000 (Unaudited)	31 December 2025 \$'000 (Audited)
Non-current liabilities					
Other payables		92	92	–	–
Lease liabilities	11	9,831	10,715	801	838
Provision	12	460	550	–	–
Loans and borrowings	13	24	28	–	–
		10,407	11,385	801	838
Total liabilities		33,525	33,500	4,967	4,124
Net (liabilities)/assets		(8,058)	(6,633)	9,183	9,244
Equity attributable to owners of the Company					
Share capital	14	8,670	8,670	8,670	8,670
Warrant reserve		75	75	75	75
Foreign currency translation reserve		76	71	–	–
(Accumulated losses)/ Retained earnings		(16,879)	(15,449)	438	499
Total equity		(8,058)	(6,633)	9,183	9,244
Total equity and liabilities		25,467	26,867	14,150	13,368

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C. Condensed interim statements of changes in equity

	Attributable to owners of the Company				
	Share capital \$'000	Warrant reserve \$'000	Foreign currency translation reserve \$'000	Retained earnings \$'000	Total equity \$'000
Group (Unaudited)					
Opening balance at 1 January 2025	8,581	75	37	(12,660)	(3,967)
Exercise of warrants	82	–	–	–	82
Loss for the period	–	–	–	(1,055)	(1,055)
<i>Other comprehensive income:</i>					
Foreign currency translation	–	–	16	–	16
Total comprehensive income for the period	–	–	16	(1,055)	(1,039)
Closing balance at 31 March 2025	8,663	75	53	(13,715)	(4,924)
Opening balance at 1 January 2026	8,670	75	71	(15,449)	(6,633)
Loss for the period	–	–	–	(1,430)	(1,430)
<i>Other comprehensive income:</i>					
Foreign currency translation	–	–	5	–	5
Total comprehensive income for the period	–	–	5	(1,430)	(1,425)
Closing balance at 31 March 2026	8,670	75	76	(16,879)	(8,058)

C. Condensed interim statements of changes in equity (Cont'd)

Company (Unaudited)	Attributable to owners of the Company			
	Share capital	Warrant reserve	Retained earnings	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance at 1 January 2025	8,581	75	627	9,283
Exercise of warrants	82	–	–	82
Loss for the period, representing total comprehensive income for the period	–	–	(90)	(90)
Closing balance at 31 March 2025	8,663	75	537	9,275
Opening balance at 1 January 2026	8,670	75	499	9,244
Loss for the period, representing total comprehensive income for the period	–	–	(61)	(61)
Closing balance at 31 March 2026	8,670	75	438	9,183

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D. Condensed interim consolidated statement of cash flows

	3 months ended 31 March	
	2026 \$'000 (Unaudited)	2025 \$'000 (Unaudited)
Operating activities		
Loss before tax	(1,430)	(1,055)
<u>Adjustments for:</u>		
Depreciation of property, plant and equipment	436	377
Depreciation of right-of-use assets	2,524	3,196
Amortisation of intangible assets	8	–
Interest income	–	(3)
Write-off of property, plant and equipment	5	1
Reversal of provision for restoration cost	(58)	–
Finance costs	429	547
Share of loss from investment in a joint venture	190	50
Currency realignment	5	16
Total adjustments	3,539	4,184
Operating cash flows before changes in working capital	2,109	3,129
<u>Changes in working capital</u>		
Decrease/(increase) in:		
Inventories	(80)	50
Trade and other receivables	31	428
Refundable deposits	556	(52)
Prepayments	(35)	(99)
Amount due from a joint venture	(22)	–
(Decrease)/increase in:		
Trade and other payables	462	(131)
Other liabilities	504	(28)
Amount due to joint venture	66	21
Contract liabilities	21	5
Total changes in working capital	1,503	194
Cash flows from operations	3,612	3,323
Income taxes paid	–	3
Net cash flows generated from operating activities	3,612	3,326

D. Condensed interim consolidated statement of cash flows (Cont'd)

	3 months ended	
	31 March	
	2026	2025
	\$'000	\$'000
	(Unaudited)	(Unaudited)
Investing activities		
Purchase of property, plant and equipment	(401)	(34)
Net cash flows used in investing activities	(401)	(34)
Financing activities		
Exercise of warrants	–	82
Repayments of loan and borrowings	(154)	(331)
Interest paid	(10)	(18)
Bank deposits pledged	–	(46)
Lease principal and interest payments	(3,662)	(4,107)
Loans from director	760	–
Net cash flows used in financing activities	(3,066)	(4,420)
Net change in cash and cash equivalents	145	(1,128)
Cash and cash equivalents at 1 January	421	1,878
Cash and cash equivalents at 31 March ⁽¹⁾	566	750

Note:

- For the purpose of presenting the consolidated interim statement of cash flows, cash and cash equivalents comprise the following:

	3 months ended	
	31 March	
	2026	2025
	\$'000	\$'000
	(Unaudited)	(Unaudited)
Cash and bank balances	715	796
Less: Bank deposits pledged	(149)	(46)
Cash and cash equivalents per consolidated interim statement of cash flows	566	750

Bank deposits pledged pertains to amounts earmarked by the Group's principal banker in connection with facilities granted.

D. Condensed interim consolidated statement of cash flows (Cont'd)

2. Property, plant and equipment

	3 months ended	
	31 March	
	2026	2025
	\$'000	\$'000
	(Unaudited)	(Unaudited)
Current period additions to property, plant and equipment	457	34
Less: Provision for restoration cost	(56)	–
Net cash outflow for purchase of property, plant and equipment	401	34

E. Notes to the condensed interim consolidated financial statements

1. Corporate information

Katrina Group Ltd. (the “**Company**”) is incorporated and domiciled in Singapore and is listed on the Catalist Board of the SGX-ST. These condensed interim consolidated financial statements as at and for the three months ended 31 March 2026 (“**3M2026**”) comprise the Company and its subsidiaries (collectively, the “**Group**”).

The principal activity of the Company is that of investment holding.

The principal activities of the Group are:

- (a) restaurants operator; and
- (b) hospitality management.

2. Basis of preparation

The condensed interim financial statements for the three months ended 31 March 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 annual financial statements for the year ended 31 December 2025.

The accounting policies adopted and methods of computations are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s, except for the adoption of new and amended standards as set out in Note 2.1.

Fundamental accounting concept

The interim financial statements of the Group have been prepared on a going concern basis notwithstanding that the Group and the Company incurred a net loss of \$1,430,000 (3M2025: \$1,055,000) and \$61,000 (3M2025: \$90,000) respectively for the financial period ended 31 March 2026 and as at that date, the Group’s total liabilities and current liabilities exceeded its total assets and current assets by \$8,058,000 (31 December 2025: \$6,633,000) and \$19,812,000 (31 December 2025: \$18,374,000) respectively. These factors indicate the existence of a material uncertainty that may cast significant doubt about the Group’s ability to continue as going concern.

The directors are of the view that it is appropriate to prepare the Group’s and the Company’s interim financial statements on a going concern on the following bases:

- (a) the Group will be able to generate sufficient cash flows from its operations to pay its liabilities as and when they fall due;
- (b) management intends to manage cashflow of the subsidiaries on overall Group basis, where necessary;
- (c) there are no changes in the Group’s and the Company’s ability to request for the extension of credit terms granted by suppliers; and
- (d) the controlling shareholder has indicated through a letter of undertaking to financially support the Group and the Company as and when required, for 15 months from 14 May 2026.

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

2.1. New and amended standards adopted by the Group

The Group has applied the same accounting policies and methods of computation in the financial statements for the current financial period compared with those of the audited financial statements as at 31 December 2025. The adoption of the new SFRS(I)s and amendments and interpretations of SFRS(I) which came into effect on 1 January 2026 did not have any material financial impact on the Group's results for 3M2026.

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 were the same as those that applied to the consolidated financial statements as at and for the year ended 31 December 2025.

There were no other changes in estimates applied by the Group during the financial period.

Estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

- Note 11 – Right-of-use assets and lease liabilities

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next interim period are included in the following notes:

- Note 11 – Right-of-use assets and lease liabilities

3. Seasonal operations

The Group's businesses are not subject to any seasonal fluctuations although generally we experience higher sales during festive seasons and school holidays.

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4. Segment and revenue information

The Group is organised into the following main segments:

- (a) Hospitality; and
- (b) Food and beverages

4.1. Reportable segments

	Hospitality		Food and beverages		Consolidated	
	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
1 January to 31 March						
(Unaudited)						
<i>Revenue:</i>						
External customers	2,723	3,344	6,939	7,881	9,662	11,225
	2,723	3,344	6,939	7,881	9,662	11,225
<i>Results:</i>						
Interest income	–	–	–	3	–	3
Interest on loans and borrowings	–	–	(9)	(17)	(9)	(17)
Interest on lease liabilities	(170)	(228)	(249)	(301)	(419)	(529)
Hire purchase interest	–	–	(1)	(1)	(1)	(1)
Amortisation of intangible assets	–	–	8	–	8	–
Depreciation of property, plant and equipment	(165)	(173)	(271)	(204)	(436)	(377)
Depreciation of right-of-use assets	(935)	(1,232)	(1,589)	(1,964)	(2,524)	(3,196)
Write-off of property, plant and equipment	(3)	–	(2)	(1)	(5)	(1)
Reversal of provision for restoration cost	–	–	58	–	58	–
Share of results of joint venture	–	–	(190)	(50)	(190)	(50)
Segment net profit/(loss)	111	124	(1,541)	(1,179)	(1,430)	(1,055)

Segment breakdown for period ended 31 March 2026 and 31 December 2025 are as follows:

	Hospitality		Food and beverages		Consolidated	
	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(Unaudited)						
Segment assets:	10,223	11,135	15,244	15,732	25,467	26,867
Segment liabilities	(9,484)	(9,975)	(24,041)	(23,525)	(33,525)	(33,500)

4.2. Disaggregation of revenue

Geographical information

The Group's revenue from external customers of \$9,662,000 (31 March 2025: \$11,225,000), based on the location where goods are sold and services are delivered, are in Singapore.

The Group's non-current assets of \$19,052,000 (31 December 2025: \$20,147,000), based on the geographical location of customers, are in Singapore.

Non-current assets information presented above consists of property, plant and equipment, intangible assets, right-of-use assets, derivative instrument and investment in joint ventures presented in the condensed statement of financial position.

5. Loss before taxation

5.1. Significant items

The Group's loss before tax was arrived after crediting/(charging) the following:

	3 months ended	
	31 March	
	2026	2025
	\$'000	\$'000
	(Unaudited)	(Unaudited)
Income		
Government grants ¹	122	178
Interest income	–	3
Expenses		
Amortisation of intangible assets	(8)	–
Commission fees	(230)	(220)
Contingent rental leases on operating leases	(54)	(84)
Depreciation of property, plant and equipment	(436)	(377)
Depreciation of right-of-use assets	(2,524)	(3,196)
Employee benefits	(3,616)	(4,207)
Fixed rental expense on operating leases	(26)	(28)
Foreign exchange loss	(5)	(16)
Hire purchase interest	(1)	(1)
Interest on loans and borrowings	(9)	(17)
Interest on finance lease liabilities	(419)	(529)
Professional fee	(136)	(106)
Write-off of property, plant and equipment	(5)	(1)

Note:

1 Government grants refer mainly to the Progressive Wage Credit Scheme and Senior Employment Credit.

5.2. Related party transactions

There are no material related party transactions apart from those disclosed elsewhere in the unaudited financial statements.

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6. Income tax

No income tax expense has been recognised for the 3 months ended 31 March 2026 and 2025 as the Group did not have chargeable income.

7. Loss per share

Basic loss per share is calculated by dividing the Group's loss for the period attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial period.

The following table reflects the loss and shares data used in the computation of basic and diluted profit per share for the 3 months ended 31 March 2026 and 2025:

	3 months ended 31 March	
	2026 \$'000 (Unaudited)	2025 \$'000 (Unaudited)
Loss for the period attributable to owners of the Company	(1,430)	(1,055)
	Number of ordinary shares	
Weighted average number of ordinary shares for basic loss per share computation ('000)	251,120	249,189
Effect of dilution: Warrants ('000)	91,332	115,149
Weighted average number of ordinary shares for diluted loss per share computation ('000)	342,452	364,338
Basic earnings per share (cents)	(0.57)	(0.42)
Diluted earnings per share (cents)	(0.57)	(0.42)

The warrants that are outstanding have a dilutive effect as the average market price of the ordinary shares during the period exceeds the exercise price of the warrants.

8. Net Asset Value

	Group		Company	
	31 March 2026 (Unaudited)	31 December 2025 (Audited)	31 March 2026 (Unaudited)	31 December 2025 (Audited)
Net asset value ("NAV") (\$'000)	(8,058)	(6,633)	9,183	9,244
Number of ordinary shares ('000)	251,854	251,854	251,854	251,854
NAV per ordinary share (cents)	(3.20)	(2.63)	3.65	3.67

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9. Property, plant and equipment

Group (Unaudited)	Computers \$'000	Furniture and fittings \$'000	Kitchen and restaurant equipment \$'000	Motor vehicle \$'000	Office equipment \$'000	Renovation \$'000	Total \$'000
Cost							
At 1 January 2025	1,513	2,131	2,767	175	15	12,495	19,096
Additions	1	64	109	–	6	658	847
Disposal	(82)	(478)	(444)	–	(3)	(690)	(1,697)
At 31 December 2025 and 1 January 2026	1,441	1,717	2,432	175	18	12,463	18,246
Additions	24	19	52	–	–	362	457
Written-off	(71)	(343)	(197)	–	–	(1,429)	(2,040)
At 31 March 2026	1,394	1,393	2,287	175	18	11,396	16,663
Accumulated depreciation							
At 1 January 2025	1,427	2,008	2,570	99	13	8,920	15,037
Charge for the year	67	64	72	20	1	1,316	1,540
Written-off	(83)	(475)	(441)	–	(3)	(629)	(1,631)
At 31 December 2025 and 1 January 2026	1,411	1,597	2,201	119	11	9,607	14,946
Charge for the period	13	14	22	5	–	382	436
Written-off	(71)	(341)	(196)	–	–	(1,427)	(2,035)
At 31 March 2026	1,353	1,270	2,027	124	11	8,562	13,347
Accumulated impairment							
At 1 January 2025	–	–	–	–	–	220	220
Write back of impairment loss	–	–	–	–	–	(37)	(37)
At 31 December 2025, 1 January 2026 and 31 March 2026	–	–	–	–	–	183	183
Net carrying amount							
At 31 March 2026	41	123	260	51	7	2,651	3,133
At 31 December 2025	30	120	231	56	7	2,673	3,117

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10. Intangible assets

Group (Unaudited)	Goodwill \$'000	Favourable agreement \$'000	Customer contracts \$'000	Franchise rights \$'000	Total \$'000
Cost					
At 1 January 2025	480	57	42	–	579
Additions	–	–	–	258	258
At 31 December 2025, 1 January 2026 and 31 March 2026	480	57	42	258	837
Accumulated impairment and amortisation					
At 1 January 2025 and 31 December 2025	480	57	42	–	579
Charge for the period	–	–	–	8	8
At 31 March 2026	480	57	42	8	587
Net carrying amount					
At 31 March 2026	–	–	–	250	250
At 31 December 2025	–	–	–	258	258

11. Right-of-use assets and lease liabilities

Group as a lessee

The Group has lease contracts for restaurant premises, serviced apartments, office premises and co-living premises used in its operations. The Group's obligations under its leases are secured by the lessor's title to the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The Group also has certain leases with lease terms of 12 months or less and leases with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

Group (Unaudited)	Office premises \$'000	Restaurant premises \$'000	Residential apartments and co-living hotels \$'000	Total \$'000
At 1 January 2025	74	11,969	9,717	21,760
Additions	1,061	1,160	484	2,705
Impairment loss	–	(865)	201	(664)
Charge for the year	(205)	(7,760)	(4,587)	(12,552)
Early termination of leases	–	(16)	–	(16)
Lease modifications	–	4,419	709	5,128
At 31 December 2025 and 1 January 2026	930	8,907	6,524	16,361
Additions	–	1,252	–	1,252
Charge for the period	(44)	(1,562)	(918)	(2,524)
Lease modifications	–	–	359	359
At 31 March 2026	886	8,597	5,965	15,448

11. Right-of-use assets and lease liabilities (cont'd)

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	31 March 2026	31 December 2025
	\$'000	\$'000
	(Unaudited)	(Audited)
At 1 January	20,908	27,012
Additions	1,252	2,701
Accretion of interests on:		
- Lease liabilities	419	2,073
Payments	(3,662)	(15,978)
Early termination of leases	-	(16)
Lease modifications	359	5,116
At 31 March / 31 December	<u>19,276</u>	<u>20,908</u>
Current	9,445	10,193
Non-current	9,831	10,715
At 31 March / 31 December	<u>19,276</u>	<u>20,908</u>

During the financial period ended 31 March 2026, the Group had early terminated/extended various leases as a result of portfolio management. Consequent to the early termination/extension, the difference between the carrying value of right-of-use assets and the corresponding lease liabilities amounting to \$Nil (31 December 2025: gain of \$12,000) was recorded within the "Other expenses" in the consolidated statements of comprehensive income.

12. Provision

Provision for restoration costs refer to the estimated cost to reinstate the leased restaurant premises and certain co-living hotels to their original state upon the expiration of the lease terms.

Movements in provision for restoration costs:

	31 March 2026	31 December 2025
	\$'000	\$'000
	(Unaudited)	(Audited)
At 1 January	876	845
Additions	56	53
Reversal	(58)	(6)
Utilisation	(88)	(31)
Unwinding of discount and changes in the discount rate	-	15
At 31 March / 31 December	<u>786</u>	<u>876</u>
Current	326	326
Non-current	460	550
At 31 March / 31 December	<u>786</u>	<u>876</u>

13. Loans and borrowings

	31 March 2026	31 December 2025
	\$'000	\$'000
	(Unaudited)	(Audited)
Amount repayable in one year or less, or on demand		
- Bank loan ⁽¹⁾	850	1,000
- Financing arrangement ⁽²⁾	15	15
Amount repayable after one year		
- Financing arrangement ⁽²⁾	24	28
At 31 March / 31 December	<u>889</u>	<u>1,043</u>

There are no unsecured loans and borrowings as at 31 March 2026 and 31 December 2025.

Details of any collateral:

- 1) The bank loan repayable in one year or less, or on demand, is secured by continuing guarantees by the Company.
- 2) The financing arrangement is for a hire purchase of a motor vehicle. It is repayable over 60 equal monthly instalments commencing in November 2023 and bears interest at 3.68% per annum. The obligations under financing arrangement are secured by a charge over the motor vehicle and a personal guarantee from a director of the Group.

14. Share capital

	31 March 2026		31 December 2025	
	No. of shares '000 (Unaudited)	\$'000 (Unaudited)	No. of shares '000 (Audited)	\$'000 (Audited)
Issued and fully paid ordinary shares				
At 1 January	251,854	8,670	247,391	8,581
Issuance of new shares arising from rights issue of warrants	–	–	4,463	89
At 31 March / 31 December	251,854	8,670	251,854	8,670

On 9 October 2023, the Company issued 232,481,008 warrants at an issue price of \$0.001 for each warrant. Each warrant carries the right to subscribe for one new ordinary share in the capital of the Company at an exercise price of \$0.02 for each new share on the basis of one warrant for every one existing ordinary share in the capital of the Company. The exercise price and the number of warrants held by each warrant holder may be adjusted under certain terms and conditions being met. The warrants expire on 8 October 2028.

There are no warrants that were converted to new ordinary shares of the Company during the 3 months ended 31 March 2026. For the 3 months ended 31 March 2025, 4,102,700 warrants were converted to new ordinary shares of the Company.

There were no shares issued pursuant to the KGL Performance Share Plan during the period.

As at 31 March 2026, there were 213,108,308 outstanding warrants for which ordinary shares may be issued (as at 31 March 2025: 213,468,308 outstanding warrants).

Save for the above outstanding warrants, there were no outstanding convertibles, treasury shares or subsidiary holdings held by the Company as at 31 March 2026, 31 December 2025 and 31 March 2025.

OTHER INFORMATION

1. Review

The condensed consolidated statement of financial position of Katrina Group Ltd. and its subsidiaries as at 31 March 2026 and the related condensed consolidated profit or loss and other comprehensive income, condensed consolidated statement of changes in equity and condensed consolidated statement of cash flows for the three-month period then ended and certain explanatory notes have not been audited or reviewed by the Company's auditors.

2. Review of performance of the Group

REVIEW OF FINANCIAL PERFORMANCE

For management reporting purposes, the Group is organised into segments based on its services, and has two reportable operating segments as follows:

i. Food and Beverage ("**F&B**") business ("**Group F&B**") – specialises in multi-cuisine concepts and restaurant operations.

The Group has 20 restaurants (31 March 2025: 20) in Singapore under 7 different F&B brands (31 March 2025: 7)

ii. Hospitality business ("**Group Hospitality**") – offers fully furnished corporate serviced apartments under the brand of ST Residences and affordable luxurious co-living hotel under ST Signature.

The Group had approximately 20 units of service apartment (31 March 2025: 18), 0 block of service apartments (31 March 2025: 1) and 4 co-living hotels (31 March 2025: 5).

Revenue

The Group's revenue for the period ended 31 March 2026 was \$9.7 million, a decrease of \$1.5 million or 13.9% as compared to the revenue of \$11.2 million for the period ended 31 March 2025 ("**3M2025**").

Revenue for the Group F&B decreased by \$0.9 million or 12.0% from \$7.9 million in 3M2025 to \$7.0 million in 3M2026. This was mainly attributed to some outlets discontinuing the operations during the period under review, as well as the increased competition faced.

Revenue for Group Hospitality decreased by \$0.6 million or 18.6% from \$3.3 million in 3M2025 to \$2.7 million in 3M2026. The decrease was due to weaker average room rates and occupancy due to increased competition as well as the reduction in the number of co-living hotel and service apartment block.

Cost of sales

Cost of sales mainly comprises food and beverages cost, payroll cost, depreciation of property, plant and equipment, depreciation of right of-use assets, rental expense of premises and utilities expenses for both restaurant outlets and residential apartments/co-living premises and other restaurant support costs.

The Group's cost of sales decreased by \$1.3 million or 12.3% from \$10.4 million in 3M2025 to \$9.1 million in 3M2026.

Cost of sales for Group F&B decreased by \$0.7 million or 9.5% from \$7.7 million in 3M2025 to \$7.0 million in 3M2026 largely attributable to the decrease in cost as the number of operating outlets decreased. Notably the decrease came from:

- (a) payroll of \$0.3 million, which was in line with the decrease in headcount;
- (b) depreciation of right-of-use assets of \$0.3 million ; and
- (c) food costs of \$0.1 million, which was in line with the decrease in revenue.

Cost of sales for Group Hospitality decreased by \$0.6 million or 20.3% from \$2.7 million in 3M2025 to \$2.1 million in 3M2026. The decrease was largely due to the decrease in (a) depreciation of right-of-use assets of \$0.3 million; (b) utilities expenses of \$0.1 million and (c) payroll expenses of \$0.1 million. These decreases can be attributable to the decrease in 1 co-living hotel and service apartment block during the period under review.

Gross profit

The Group recorded a gross profit of \$0.6 million for 3M2026 compared to a gross profit of \$0.8 million for 3M2025. Group F&B reported a gross loss of approximately \$22,000 and Group Hospitality reported a gross profit of \$0.6 million for 3M2026.

Other income

Other income mainly relates to the government grants, which include Progressive Wage Credit Scheme and Senior Employment Credit, as well as the rental rebates under the Rental Relief Framework legislated by the government under the Covid-19 (Temporary Measures) Act 2020.

Other income decreased by approximately \$43,000 or 15.9% to \$0.2 million for 3M2026. This was largely due to the reduction in other income recorded from the reduction in government grant and sponsorship, offset by the increase in other income recorded from the cancellation of booking or expired vouchers.

Selling and distribution costs

The selling and distribution costs increased by \$84,000 or 51.2%, remaining at \$0.2 million for both 3M2025 and 3M2026.

The increase from 3M2025 to 3M2026 was largely due to the increase in marketing expenses incurred as we increased marketing efforts to promote our brands as well as promote the new Lotteria brand.

Administrative expenses

Administrative expenses decreased minimally by approximately \$65,000 or 4.7% from \$1.4 million in 3M2025 to \$1.3 million in 3M2026.

Finance costs

Finance costs decreased by \$0.1 million or 21.6% from \$0.5 million in 3M2025 to \$0.4 million in 3M2026. The decrease in finance costs was mainly due to the reduction in interest on finance lease liabilities.

Share of loss from investment in a joint venture

The share of loss from investment in a joint venture relates to share of losses from Daily Beer Singapore Pte. Ltd..

Share of loss from investment in a joint venture increased by \$0.1 million from \$0.1 million in 3M2025 to \$0.2 million in 3M2026.

Loss for the period, representing loss for the period attributable to owners of the Company

As a result of the aforementioned, the Group reported a net loss after tax of \$1.4 million in 3M2026.

REVIEW OF FINANCIAL POSITION

Non-current assets

The Group's non-current assets decreased by approximately \$0.9 million from \$23.1 million as at 31 December 2025 to \$22.2 million as at 31 March 2026.

This was mainly due to:

- (a) a decrease in right-of-use assets of \$0.9 million largely due to the depreciation of \$2.5 million, offset by the additions of \$1.2 million and lease modifications of \$0.4 million;
- (b) a decrease in investment in joint venture of \$0.2 million due to the loss recorded for the 3 months ended 31 March 2026; offset by
- (c) an increase in refundable deposits (non-current) of \$0.1 million.

Please refer to explanation in Current assets for the analysis on the movement in refundable deposits (non-current).

Current assets

The Group's current assets decreased by approximately \$0.4 million from \$3.7 million as at 31 December 2025 to \$3.3 million as at 31 March 2026.

This was largely due to (a) a decrease in refundable deposit of \$0.7 million and (b) a decrease in trade receivables of \$0.2 million; offset by (c) an increase in other receivables of \$0.2 million; (d) an increase in cash and cash equivalents of \$0.1 million and (e) an increase in inventories of \$0.1 million.

Trade receivables decreased due to timing differences.

Other receivables increased due to refundable deposits transferred relating to security deposits for the outlets and co-living hotel. (Please see below)

Inventories increased as there were more inventories purchased from overseas for the franchises during the period under review.

Overall decrease in refundable deposits of \$0.6 million relates to reduced security deposits for the outlets and co-living hotel as some have been transferred to other receivables as at 31 March 2026 as they became receivables from landlords.

Current liabilities

The Group's current liabilities increased by approximately \$1.0 million from \$22.1 million as at 31 December 2025 to \$23.1 million as at 31 March 2026.

The increase was mainly due to (a) an increase in trade and other payables of \$1.3 million; (b) an increase in other liabilities of \$0.5 million; (c) increase in amount due to a joint venture of \$0.1 million; offset by (d) a decrease in lease liabilities of \$0.8 million; and (e) a decrease in loans and borrowings of \$0.1 million. Trade and other payables increased due to the increase in amount due to a director of \$0.8 million and other creditors increased by \$0.5 million due to timing differences. Other liabilities increased by \$0.5 million mainly due to the advances received by customers and accruals. Amount due to a joint venture has increased due to timing differences. Loans and borrowings have decreased as a result of repayments made during the period under review. Please refer to Note 13 Loans and borrowings for more details.

Please refer to explanation in Non-current liabilities for the analysis on the movement in lease liabilities (current).

Non-current liabilities

The Group's non-current liabilities decreased by \$1.0 million from \$11.4 million as at 31 December 2025 to \$10.4 million as at 31 March 2026.

This was mainly due to the decrease in lease liabilities (non-current) of \$0.9 million.

Overall, lease liabilities had decreased by \$1.6 million, largely due to the lease payments of \$3.7 million, offset by the accretion of interest of \$0.4 million, additions of lease liabilities of \$1.3 million and lease modifications of \$0.4 million during the period under review.

Shareholders' equity

The Group's shareholders' equity decreased by \$1.4 million from a deficit of \$6.6 million as at 31 December 2025 to a deficit of \$8.0 million as at 31 March 2026. The decrease resulted from the net loss generated during the period.

Negative working capital

As at 31 March 2026, the Group was in a negative working capital position of \$19.8 million (31 December 2025: \$18.4 million). The management has prepared cash flow forecasts which was derived from the financial budget to assess whether the Group can meet its debt obligations as and when they fall due.

The Board of Directors of the Company ("**Board**") noted that a controlling shareholder had provided a letter of undertaking to provide the financial support to the Group, as and when required, for 15 months from 14 May 2026 to enable the Group to meet its liabilities as and when the Group is unable to meet such liabilities. Also, the Group would continue to implement various strategic measures to contain cost and preserve cash liquidity.

REVIEW OF CASH FLOWS

The Group's cash flows from operations for 3M2026 was \$3.6 million. This was mainly due to operating cash flows before changes in working capital of \$2.1 million and working capital inflow of approximately \$1.5 million.

Net cash used in investing activities amounted to \$0.4 million due to the purchase of property, plant and equipment.

Net cash used in financing activities of \$3.1 million was mainly due to the lease payments of \$3.7 million, repayment of loan and borrowings and interest of \$0.2 million, offset by the loans from director of \$0.8 million.

The cash and cash equivalents for the period increased by \$0.1 million since 31 December 2025.

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

Not applicable.

4. 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.

Business consolidation remains a key focus of the Group F&B business, with the Group looking to channel resources towards new and better performing outlets and close non-performing outlets.

We expect the Group F&B business to continue facing challenges amid persistent inflationary pressures, which are likely to affect consumer spending sentiment and exert pressure on our profit margins due to rising operating costs. Nevertheless, we will continue our efforts to rejuvenate our existing brands to meet evolving consumer preferences, pursue new franchise opportunities, and maintain prudent cost management.

We have officially opened the first Lotteria outlet at Jewel Changi Airport to the public on 11 February 2026 and will be opening the second Lotteria outlet in the second half of 2026.

The Singapore Tourism Board has projected that international visitor arrivals in 2026 will reach between 17 million and 18 million, with tourism spending hitting \$31 billion to \$32.5 billion. The Singapore government is expected to pump \$740 million into tourism to support Singapore's ambitions under Tourism 2040, charting the next chapter of growth and ensuring that the country remains a compelling destination.¹ However, Singapore's hotel industry is also expected to see an increase in room supply, with approximately 3.7% of the nation's total hotel room inventory projected to come onstream between 2025 and 2027.² While the positive tourism outlook is expected to support demand, the additional room supply will also place pressure on the performance of the Group's hospitality segment due to heightened market competition.

With respect to the URA Investigation involving the Company's wholly-owned subsidiary, ST Hospitality Pte. Ltd. ("STH"), STH has received court summons to appear at the State Courts of Singapore to answer to the charges under Section 12(4)(a) Planning Act (Cap 232, Rev Ed. 1998). The Group will make further announcement(s) in compliance with its continuing disclosure obligations as and when there are material developments on this matter.³

The Group remains committed to growing its businesses, while prudently managing costs to navigate a challenging macro environment.

5. Dividend information

There is no dividend declared or recommended in 3M2026 as the Group is loss-making for the period.

¹ <https://www.straitstimes.com/singapore/spore-to-pump-740m-into-tourism-rakes-in-record-tourism-spending-of-32-8b-in-2025>

² <https://sbr.com.sg/hotels-tourism/in-focus/new-inventory-slower-arrivals-weigh-hotel-industry-reports>

³ Please refer to announcements dated 26 May 2025, 25 June 2022 and 22 June 2022 for further details.

6. Interested persons transactions

The Group has not obtained a general mandate from shareholders of the Company for Interested Person Transactions.

There were no interested persons transactions above \$100,000 for 3M2026.

The following are balances as at 31 March 2026 with the Executive Directors:

	<u>(\$'000)</u>
Alan Goh Keng Chian ("AG") providing indemnity to the insurers to issue letters of guarantee in lieu of security bonds to the Ministry of Manpower for engagement of foreign workers ^a	125
AG, who is also the controlling shareholder, has provided a letter of undertaking to financially support the Group as and when required ^b	<u>2,806</u>

Notes:

^a The Executive Director is not paid for providing the indemnity.

^b Amount is non-interest bearing.

7. Confirmation that the issuer has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7H) under Rule 720(1)

The Company has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7H) under Rule 720(1) of Section B of the SGX-ST Listing Manual.

8. Disclosure of acquisition and sale of shares under Rule 706A

Not applicable, as the Company did not carry out any acquisition or sale of shares for the current financial period which would require disclosure under Rule 706A.

9. Utilisation of proceeds⁴

As at the date of this announcement:

(a) the Subscription Proceeds of \$232,481 were fully allocated and utilised in FY2023.

(b) the total Exercise Proceeds received from the exercise of Warrants to date is \$387,454.

Use of Exercise Proceeds	Allocated \$	Utilised \$	Balance \$
To fund business expansion in the F&B and hospitality businesses	271,218	271,218	–
General working capital for the Group – payment of trade creditors	116,236	116,236	–

The use of proceeds is in accordance with the stated use and is in accordance with the percentage allocated in the Offer Information Statement of the Company.

10. Negative Confirmation Pursuant to Rule 705(5)

We, Alan Goh Keng Chian and Krystal Goh Shu Yan, being two Directors of the Company, do hereby confirm on behalf of the Board of Directors of the Company (“the **Board**”) that, to the best of our knowledge, nothing has come to the attention of the Board which may render the unaudited financial statements for the three months ended 31 March 2026 to be false or misleading in any material aspect.

On behalf of the Board

Alan Goh Keng Chian
Executive Chairman and CEO

Krystal Goh Shu Yan
Executive Director

14 May 2026

⁴ Unless otherwise defined, capitalised terms used herein shall have the same meaning as ascribed thereto in the Company's Offer Information Statement dated 18 September 2023.