Kimly Limited

(Incorporated in the Republic of Singapore)
(Company Registration No. 201613903R)

Unaudited Consolidated Financial Statements
For the Full Year Ended 30 September 2026

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This announcement has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

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Unaudited Consolidated Financial Statements
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A. Consolidated Statement of Comprehensive Income

	Note	Group		Increase/ (Decrease)
		Unaudited FY2026 S$'000	Audited FY2025 S$'000	%
Revenue	3	322,492	322,116	0.1
Cost of sales		(234,446)	(228,062)	2.8
Gross profit		88,046	94,054	(6.4)
Other items of income				
Finance income		563	1,108	(49.2)
Other operating income		2,946	2,531	16.4
Other items of expense				
Selling and distribution expenses		(16,962)	(17,773)	(4.6)
Administrative expenses		(30,765)	(30,742)	0.1
Finance costs		(5,904)	(6,136)	(3.8)
Other operating expenses		(1,493)	(1,578)	(5.4)
Share of profit of an associate and joint ventures		930	985	(5.6)
Profit before tax	5	37,361	42,449	(12.0)
Income tax expense	6	(4,841)	(5,682)	(14.8)
Profit for the year, representing total comprehensive income for the year		32,520	36,767	(11.6)
Profit attributable to:				
Owners of the Company		29,204	33,260	(12.2)
Non-controlling interests		3,316	3,507	(5.4)
		32,520	36,767	(11.6)
Earnings per share				
- Basic	14	2.35	2.68	(12.3)
- Diluted	14	2.34	2.67	(12.4)

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B. Consolidated Statements of Financial Position

		Group		Company	
	Note	Unaudited 30.9.2026 S$'000	Audited 30.9.2025 S$'000	Unaudited 30.9.2026 S$'000	Audited 30.9.2025 S$'000
ASSETS					
Non-current assets					
Property, plant and equipment	7	105,498	96,035	-	-
Investment properties	8	6,224	6,367	-	-
Intangible assets and goodwill	9	55,724	57,127	-	-
Right-of-use assets	10 (a)	120,054	137,391	-	-
Investment in subsidiaries		-	-	239,517	239,517
Investment in an associate and joint ventures		11,609	12,411	-	-
Deferred tax assets		572	370	-	-
Other receivables		5,202	5,919	-	-
		304,883	315,620	239,517	239,517
Current assets					
Trade and other receivables		12,802	11,216	119,114	124,016
Inventories		3,008	2,809	-	-
Prepayments		855	891	11	17
Cash and cash equivalents		73,563	68,060	11,227	8,707
		90,228	82,976	130,352	132,740
Total assets		395,111	398,596	369,869	372,257
Current liabilities					
Trade and other payables		23,001	19,969	24,468	26,673
Other liabilities		17,805	17,353	832	674
Interest-bearing loans and borrowings	11	537	280	-	-
Obligations under finance lease		15	15	-	-
Lease liabilities	10 (b)	38,701	38,933	-	-
Provision for restoration costs		626	217	-	-
Provision for taxation		8,691	9,401	244	253
		89,376	86,168	25,544	27,600
Net current assets/(liabilities)		852	(3,192)	104,808	105,140
Non-current liabilities					
Interest-bearing loans and borrowings	11	9,838	4,731	-	-
Obligations under finance lease		23	38	-	-
Lease liabilities	10 (b)	87,649	103,843	-	-
Deferred tax liabilities		952	1,202	-	-
Other payables		1,230	1,383	-	-
Provision for restoration costs		770	1,147	-	-
		100,462	112,344	-	-
Total liabilities		189,838	198,512	25,544	27,600
Net assets		205,273	200,084	344,325	344,657
Equity					
Share capital	12 (a)	316,145	316,145	316,145	316,145
Treasury shares	12 (b)	(1,593)	(1,760)	(1,593)	(1,760)
Share based compensation reserve	12 (c)	140	140	140	140
Other reserves		(120,123)	(120,123)	-	-
Premium paid on acquisition of non-controlling interests		(113,030)	(113,030)	-	-
Retained earnings		115,345	111,039	29,633	30,132
Equity attributable to owners of the Company		196,884	192,411	344,325	344,657
Non-controlling interests		8,389	7,673	-	-
Total equity		205,273	200,084	344,325	344,657
Total equity and liabilities		395,111	398,596	369,869	372,257

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C. Consolidated Statement of Cash Flows

	Note	Group	
		Unaudited FY2026 S$´000	**Audited FY2025 S$´000**
Operating activities			
Profit before tax		37,361	42,449
Adjustments for:			
Amortisation of intangible assets	9	1,450	1,539
Depreciation of investment properties	8	143	143
Depreciation of property, plant and equipment	7	7,180	7,291
Depreciation of right-of-use assets	10 (a)	43,347	41,932
Gain on derecognition of right-of-use assets and lease liabilities		(220)	(9)
Gain on disposal of property, plant and equipment		(23)	(115)
Interest expense on lease liabilities	10 (b)	5,698	5,719
Interest expense on loans and borrowings		203	414
Interest expense on obligations under finance lease		3	3
Interest income from short-term deposits		(563)	(1,108)
Share-based payment expenses (Kimly Performance Share Plan)		704	905
Share of profit of an associate and joint ventures		(930)	(985)
Write-off of property, plant and equipment		43	39
Total adjustments		57,035	55,768
Operating cash flows before changes in working capital		94,396	98,217
Change in working capital			
Increase in trade and other receivables		(881)	(1,825)
Increase in inventories		(199)	(19)
Decrease in prepayments		36	116
Increase/(decrease) in trade and other payables		1,056	(6,498)
Increase/(decrease) in other liabilities		453	(273)
Total changes in working capital		465	(8,499)
Cash flows from operations		94,861	89,718
Interest received		574	1,226
Income taxes paid		(6,003)	(5,683)
Net cash flows generated from operating activities		89,432	85,261
Investing activities			
Dividend income received from associate and joint ventures		1,732	1,416
Investment in a joint venture		-	(784)
Proceeds from disposal of property, plant and equipment		43	115
Purchase of property, plant and equipment (Note A)		(16,680)	(29,978)
Purchase of intangible assets (Note B)		(30)	(6)
Net cash flows used in investing activities		(14,935)	(29,237)

C. Consolidated Statement of Cash Flows (cont'd)

		Group	
		Unaudited	**Audited**
		FY2026	**FY2025**
		S$´000	**S$´000**
Financing activities			
Drawdown of loans and borrowings		5,800	-
Drawdown of loan from a non-controlling shareholder		2,450	-
Dividends paid on ordinary shares	13	(24,898)	(24,879)
Dividends paid to non-controlling interests		(2,600)	(2,645)
Interest expense on lease liabilities paid		(5,698)	(5,719)
Interest expense on loans and borrowings paid		(203)	(414)
Interest expense on obligations under finance lease paid		(3)	(3)
Purchase of treasury shares	12 (b)	(537)	(133)
Repayment of obligations under finance lease		(15)	(15)
Repayment of lease liabilities		(42,216)	(40,753)
Repayment of loans and borrowings		(437)	(11,895)
Repayment of shareholders' loan to non-controlling interests		(637)	-
Net cash flows used in financing activities		(68,994)	(86,456)
Net increase/(decrease) in cash and cash equivalents		5,503	(30,432)
Cash and cash equivalents at 1 October		68,060	98,492
Cash and cash equivalents at 30 September		73,563	68,060
A. Property, plant and equipment			
Current year additions to property, plant and equipment	7	16,706	30,585
Less: non-cash movement			
Decrease in other payables		6	1,053
Provision for restoration costs, net		(32)	-
Reduction in prepayments		-	(1,660)
Net cash outflow for purchase of property, plant and equipment		16,680	29,978
B. Intangible assets			
Current year additions to intangible assets	9	47	6
Less: non-cash movement			
Increase in other payables		(17)	-
Net cash outflow for purchase of intangible assets		30	6

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D. Consolidated Statements of Changes in Equity

	Note	Attributable to owners of the Company									
				Other reserves							
		Share capital (Note 12 (a)) S$'000	Treasury shares (Note 12 (b)) S$'000	Merger reserve S$'000	Deemed contribution from shareholders of subsidiary under common control S$'000	Premium paid on acquisition of non-controlling interests S$'000	Share based compensation reserve (Note 12 (c)) S$'000	Retained earnings S$'000	Total S$'000	Non-controlling interests S$'000	Total equity S$'000
Group											
At 1 October 2025		**316,145**	**(1,760)**	**(120,591)**	**468**	**(113,030)**	**140**	**111,039**	**192,411**	**7,673**	**200,084**
Profit for the year, representing total comprehensive income for the year		-	-	-	-	-	-	29,204	29,204	3,316	32,520
Contributions by and distributions to owners											
Dividends on ordinary shares	13	-	-	-	-	-	-	(24,898)	(24,898)	(2,600)	(27,498)
Purchase of treasury shares	12(b)	-	(537)	-	-	-	-	-	(537)	-	(537)
Share-based payment expenses (Kimly Performance Share Plan)	12(b)	-	-	-	-	-	704	-	704	-	704
Treasury shares transferred on vesting of share awards granted under the Kimly Performance Share Plan		-	704	-	-	-	(704)	-	-	-	-
Total contributions by and distributions to owners		-	167	-	-	-	-	(24,898)	(24,731)	(2,600)	(27,331)
Balance as at 30 September 2026		**316,145**	**(1,593)**	**(120,591)**	**468**	**(113,030)**	**140**	**115,345**	**196,884**	**8,389**	**205,273**
At 1 October 2024		**316,145**	**(2,532)**	**(120,591)**	**468**	**(113,030)**	**140**	**102,658**	**183,258**	**6,811**	**190,069**
Profit for the year, representing total comprehensive income for the year		-	-	-	-	-	-	33,260	33,260	3,507	36,767
Contributions by and distributions to owners											
Dividends on ordinary shares	13	-	-	-	-	-	-	(24,879)	(24,879)	(2,645)	(27,524)
Purchase of treasury shares	12(b)	-	(133)	-	-	-	-	-	(133)	-	(133)
Share-based payment expenses (Kimly Performance Share Plan)	12(b)	-	-	-	-	-	905	-	905	-	905
Treasury shares transferred on vesting of share awards granted under the Kimly Performance Share Plan		-	905	-	-	-	(905)	-	-	-	-
Total contributions by and distributions to owners		-	772	-	-	-	-	(24,879)	(24,107)	(2,645)	(26,752)
Balance as at 30 September 2025		**316,145**	**(1,760)**	**(120,591)**	**468**	**(113,030)**	**140**	**111,039**	**192,411**	**7,673**	**200,084**

D. Consolidated Statements of Changes in Equity (cont'd)

	Note	Share capital (Note 12 (a)) S$'000	Treasury shares (Note 12 (b)) S$'000	Share based compensation reserve (Note 12 (c)) S$'000	Retained earnings S$'000	Total equity S$'000
Company						
At 1 October 2025		**316,145**	**(1,760)**	**140**	**30,132**	**344,657**
Profit for the year, representing total comprehensive income for the year		**-**	**-**	**-**	24,399	24,399
Contributions by and distributions to owners						
Dividends on ordinary shares	13	-	-	-	(24,898)	(24,898)
Purchase of treasury shares	12 (b)	-	(537)	-	-	(537)
Share-based payment expenses (Kimly Performance Share Plan)	12 (b)	-	-	704	-	704
Treasury shares transferred on vesting of share awards granted under the Kimly Performance Share Plan		-	704	(704)	-	-
Total contributions by and distributions to owners		-	167	-	(24,898)	(24,731)
Balance as at 30 September 2026		**316,145**	**(1,593)**	**140**	**29,633**	**344,325**
At 1 October 2024		**316,145**	**(2,532)**	**140**	**28,978**	**342,731**
Profit for the year, representing total comprehensive income for the year		-	-	-	26,033	**26,033**
Contributions by and distributions to owners						
Dividends on ordinary shares	13	-	-	-	(24,879)	(24,879)
Purchase of treasury shares	12 (b)	-	(133)	-	-	(133)
Share-based payment expenses (Kimly Performance Share Plan)	12 (b)	-	-	905	-	905
Treasury shares transferred on vesting of share awards granted under the Kimly Performance Share Plan		-	905	(905)	-	-
Total contributions by and distributions to owners		-	772	-	(24,879)	(24,107)
Balance as at 30 September 2025		**316,145**	**(1,760)**	**140**	**30,132**	**344,657**

E. Notes to the Consolidated Financial Statements

1. Corporate information

Kimly Limited (the "**Company**") was incorporated on 23 May 2016 under the Companies Act 1967 and domiciled in Singapore. On 3 February 2017, the Company was converted into a public company limited by shares and changed its name from Kimly Pte. Ltd. to Kimly Limited. The Company was listed on the Catalist of Singapore Exchange Securities Trading Limited (the "**SGX-ST**") on 20 March 2017.

The registered office and principal place of business of the Company is located at 13 Woodlands Link, Singapore 738725.

The financial information contained in this announcement has neither been audited nor reviewed by the auditors.

The principal activities of the Company are those of investment holding and provision of management services.

The principal activities of the Group consist of the business of investment holding, provision of management services, letting and operating of coffee shops, operating of restaurants, manufacturing, processing and sale of food products and provision of cleaning services.

2. Basis of preparation

These 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 30 September 2025.

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

The consolidated financial statements are presented in Singapore dollars ("SGD" or "$") and all values in the tables are rounded to the nearest thousand ("$'000") except when otherwise indicated.

2.1 New and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards and interpretations which are effective for annual financial periods beginning on or after 1 October 2025. The adoption of these new standards and interpretations did not have any material effect on the financial performance or position of the Group.

2.2 Use of estimates and judgements

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the assets or liabilities affected in the future periods.

E. Notes to the Consolidated Financial Statements (cont'd)

3. Segment and revenue information

For management purpose, the Group is organised into three operating business segments, namely:

(a) Outlet management

Outlet management segment is involved in the leasing of food outlet premises to tenants as the master leaseholder, the sale of food, beverages and tobacco products, the provision of cleaning and utilities services to tenants.

(b) Food retail

Food retail segment is primarily involved in retailing of food directly to consumers through the stalls, restaurants and kiosks operated by the Group such as Mixed Vegetable Rice stalls, Dim Sum stalls, Seafood "Zi Char" stalls, Teochew Porridge stalls, Western food stalls, Tonkichi restaurants, Tenderbest restaurants and food kiosks. Food retail segment is also engaged in manufacturing, processing and sale of food products to customers.

(c) Outlet investment business

Outlet investment business segment is involved in investment in properties (freehold or leasehold) in order to benefit from rental income and/or capital growth.

(d) Others

Others segment includes the provision of management, finance, human resource services, treasury, information technology and administrative services.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain respects is measured differently from operating profit or loss in the consolidated financial statements.

E. Notes to the Consolidated Financial Statements (cont'd)

3. Segment and revenue information (cont'd)

Reportable segments

FY2026	Outlet Management S$'000	Food Retail S$'000	Outlet Investment Business S$'000	Others* S$'000	Adjustments and eliminations S$'000	Group S$'000
Revenue						
Revenue from external customer	133,136	178,486	10,870	-	-	322,492
Inter-segment revenue	41,173	75,707	1,511	53,120	(171,511)	-
Total revenue	174,309	254,193	12,381	53,120	(171,511)	322,492
Results:						
Amortisation of intangible assets	(420)	(1,027)	(3)	-	-	(1,450)
Depreciation of investment properties	-	-	(143)	-	-	(143)
Depreciation of property, plant and equipment	(2,956)	(1,942)	(1,990)	(292)	-	(7,180)
Depreciation of right-of-use assets	(34,902)	(8,216)	(87)	(142)	-	(43,347)
Employee benefits expense	(40,749)	(55,244)	(2,340)	(5,689)	-	(104,022)
Finance costs						
- Lease liabilities	(5,000)	(657)	(5)	(36)	-	(5,698)
- Loans and borrowings	-	-	(203)	-	-	(203)
- Obligations under finance lease	(3)	-	-	-	-	(3)
Gain on derecognition of right-of-use assets and lease liabilities	180	40	-	-	-	220
Gain on disposal of property, plant and equipment	-	17	-	6	-	23
Government grants	913	226	48	51	-	1,238
Interest income from short-term deposits	135	291	14	123	-	563
Rental expense on short-term leases and low value assets	(699)	(1,840)	(114)	(20)	-	(2,673)
Share-based payment expenses (Kimly Performance Share Plan)	(152)	(295)	-	(257)	-	(704)
Share of profit of an associate and joint ventures	831	-	99	-	-	930
Write-off of property, plant and equipment	(1)	(42)	-	-	-	(43)
Segment profit/(loss)	11,004	31,864	1,726	(7,233)	-	37,361

E. Notes to the Consolidated Financial Statements (cont'd)

3. Segment and revenue information (cont'd)

FY2025	Outlet Management S$'000	Food Retail S$'000	Outlet Investment Business S$'000	Others* S$'000	Adjustments and eliminations S$'000	Group S$'000
Revenue						
Revenue from external customer	131,655	182,782	7,679	-	-	322,116
Inter-segment revenue	37,953	78,532	2,642	53,805	(172,932)	-
Total revenue	169,608	261,314	10,321	53,805	(172,932)	322,116
Results:						
Amortisation of intangible assets	(511)	(1,028)	-		-	(1,539)
Depreciation of investment properties	-	-	(143)	-	-	(143)
Depreciation of property, plant and equipment	(3,238)	(2,252)	(1,351)	(450)	-	(7,291)
Depreciation of right-of-use assets	(33,487)	(8,254)	(80)	(111)		(41,932)
Employee benefits expense	(37,182)	(53,858)	(1,533)	(5,849)	-	(98,422)
Finance costs						
- Lease liabilities	(4,882)	(796)	(4)	(37)	-	(5,719)
- Loans and borrowings	-	-	(414)	-	-	(414)
- Obligations under finance lease	(3)	-	-	-	-	(3)
Gain on derecognition of right-of-use assets and lease liabilities	-	9	-	-	-	9
Gain on disposal of property, plant and equipment	-	65	-	50	-	115
Government grants	1,089	218	66	34	-	1,407
Interest income from short-term deposits	141	295	18	654	-	1,108
Rental expense on short-term leases and low value assets	(872)	(1,842)	(57)	(9)	-	(2,780)
Share-based payment expenses (Kimly Performance Share Plan)	(177)	(475)	-	(253)	-	(905)
Share of profit of an associate and joint ventures	909	-	76	-	-	985
Write-off of property, plant and equipment	-	(39)	-	-	-	(39)
Segment profit/(loss)	13,920	34,112	1,271	(6,854)	-	42,449

	Segment Assets		Segment Liabilities	
	30.9.2026	30.9.2025	30.9.2026	30.9.2025
	S$'000	S$'000	S$'000	S$'000
Outlet Management	154,386	167,567	(131,044)	(143,318)
Food Retail	109,177	113,611	(37,305)	(40,012)
Outlet Investment Business	110,987	99,037	(13,039)	(7,234)
Others*	20,561	18,381	(8,450)	(7,948)
Total	395,111	398,596	(189,838)	(198,512)

* Others includes provision of management, finance, human resources, treasury, information technology and administrative services.

E. Notes to the Consolidated Financial Statements (cont'd)

3. Segment and revenue information (cont'd)

Disaggregation of Revenue

	Group	
	FY2026 S$'000	**FY2025 S$'000**
Types of goods or services:		
Sale of food, beverages and tobacco products	257,726	260,409
Fixed rental income from lease of premises to tenants	33,514	32,389
Contingent rental income from lease of premises to tenants	51	170
Provision of cleaning and utilities services	29,750	27,845
Outlet management fee	1,451	1,303
	322,492	322,116
Timing of transfer of goods or services:		
At a point in time	257,726	260,409
Over time	64,766	61,707
	322,492	322,116

4. Financial assets and financial liabilities at amortised cost

Set out below is an overview of the financial assets and financial liabilities of the Group and the Company as at 30 September 2026 and 30 September 2025:

	Group		Company	
	30.9.2026 S$'000	**30.9.2025 S$'000**	**30.9.2026 S$'000**	**30.9.2025 S$'000**
Financial assets:				
Trade and other receivables	18,004	17,135	119,110	124,010
Cash and short-term deposits	73,563	68,060	11,227	8,707
	91,567	85,195	130,337	132,717
Financial liabilities:				
Trade and other payables	20,357	17,455	24,468	26,673
Accrued operating expenses	17,719	17,269	832	674
Interest-bearing loans and borrowings	10,375	5,011	-	-
	48,451	39,735	25,300	27,347

E. Notes to the Consolidated Financial Statements (cont'd)

5. Profit before tax

5.1 Significant items

The following expense/(income) items have been included in arriving at profit before tax:

	Note	Group	
		FY2026 S$'000	FY2025 S$'000
Amortisation of intangible assets		1,450	1,539
Depreciation of property, plant and equipment		7,180	7,291
Depreciation of investment properties		143	143
Depreciation of right-of-use assets		43,347	41,932
Directors' fees		200	200
Employee benefits expense	(1)	104,022	98,422
Finance costs			
- Lease liabilities		5,698	5,719
- Loans and borrowings		203	414
- Obligations under finance lease		3	3
Gain on disposal of property, plant and equipment		(23)	(115)
Gain on derecognition of right-of-use assets and lease liabilities		(220)	(9)
Government grants		(1,238)	(1,407)
Interest income from short-term deposits		(563)	(1,108)
Rental expense on short-term leases and low value assets, net of rental relief received	(2)	2,673	2,780
Share-based payment expenses (Kimly Performance Share Plan)		704	905
Write-off of property, plant and equipment		43	39

Notes:

(1) Employee benefits expense was recorded after offsetting government grants received under the Progressive Wage Credit Scheme of S$2.3 million in FY2026 (FY2025: S$5.1 million).

(2) The Group applied the recognition exemption for short-term leases and leases for low value assets in accordance with SFRS(I) 16 Leases. The amount was after offset of rental relief from landlords of S$0.1 million in FY2026 (FY2025: S$0.3 million).

E. Notes to the Consolidated Financial Statements (cont'd)

5.2 Related party transactions

(a) Sale and purchase of goods and services

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place on terms agreed between the parties during the financial year:

	Group	
	FY2026 S$'000	**FY2025 S$'000**
Rental paid to corporations related to a substantial shareholder	7,026	11,630
Rental paid to an associate	1,260	1,260
Rental paid to joint venture companies	553	500

(b) Commitments with related parties

The Group has entered into commercial leases with related parties in respect of retail outlet premises and all the leases do not contain an escalation clause. Lease terms do not contain restrictions on the Group's activities concerning dividends, additional debt or further leasing.

	Group	
	FY2026 S$'000	**FY2025 S$'000**
*Lease commitment with corporations related to a substantial shareholder**		
Not later than one year	7,080	10,752
Later than one year but not later than five years	13,777	29,850
	20,857	40,602
*Lease commitment with joint ventures**		
Not later than one year	420	419
Later than one year but not later than five years	-	8
	420	427
*Lease commitment with an associate**		
Not later than one year	840	1,260
Later than one year but not later than five years	-	840
	840	2,100

* These leases have been capitalised as right-of-use assets in accordance with SFRS(I) 16 Leases.

6. Income tax expense

The Group calculates the 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 consolidated statement of profit or loss are:

	Group	
	FY2026 S$'000	**FY2025 S$'000**
Current income tax		
- Current income taxation	6,849	7,690
- Over provision in respect of previous years	(1,478)	(1,443)
	5,371	6,247
Deferred income tax		
- Amortisation and reversal of temporary differences	(530)	(565)
Income tax expense recognised in profit or loss	4,841	5,682

E. Notes to the Consolidated Financial Statements (cont'd)

7. Property, plant and equipment

	Group	
	30.9.2026 S$'000	**30.9.2025 S$'000**
Cost		
At 1 October 2025 / 1 October 2024	136,427	107,936
Additions	16,706	30,585
Disposals	(314)	(1,826)
Written-off	(308)	(268)
At 30 September 2026 / 30 September 2025	152,511	136,427
Accumulated depreciation and impairment		
At 1 October 2025 / 1 October 2024	40,392	35,156
Depreciation charge for the year	7,180	7,291
Disposals	(294)	(1,826)
Written-off	(265)	(229)
At 30 September 2026 / 30 September 2025	47,013	40,392
Net carrying amount		
At 30 September 2026 / 30 September 2025	105,498	96,035

8. Investment properties

	Group	
	30.9.2026 S$'000	**30.9.2025 S$'000**
Cost		
At 1 October 2025 / 1 October 2024 30 September 2026 / 30 September 2025	7,130	7,130
Accumulated depreciation		
At 1 October 2025 / 1 October 2024 30 September 2026 / 30 September 2025	763	620
Depreciation charge for the year	143	143
At 30 September 2026 / 30 September 2025	906	763
Net carrying amount		
At 30 September 2026 / 30 September 2025	6,224	6,367

E. Notes to the Consolidated Financial Statements (cont'd)

9. Intangible assets and goodwill

	Group					
	Goodwill S$'000	**Customer contracts S$'000**	**Lease assignment fees S$'000**	**Trademarks S$'000**	**Computer software S$'000**	**Total S$'000**
Cost						
At 1 October 2024	49,357	1,478	15,140	8,805	758	75,538
Additions	-	-	-	-	6	6
At 30 September 2025, 1 October 2025	49,357	1,478	15,140	8,805	764	75,544
Additions	-	-	-	-	47	47
Disposals	-	-	-	-	(2)	(2)
Written-off	-	-	-	-	-	-
At 30 September 2026	49,357	1,478	15,140	8,805	809	75,589
Accumulated amortisation and impairment						
At 1 October 2024	-	479	13,015	2,642	742	16,878
Charge for the year	-	143	505	881	10	1,539
At 30 September 2025, 1 October 2025	-	622	13,520	3,523	752	18,417
Charge for the year	-	142	417	881	10	1,450
Disposals	-	-	-	-	(2)	(2)
Written-off	-	-	-	-	-	-
At 30 September 2026	-	764	13,937	4,404	760	19,865
Net carrying amount						
At 30 September 2026	49,357	714	1,203	4,401	49	55,724
At 30 September 2025	49,357	856	1,620	5,282	12	57,127

Impairment testing of goodwill and trademarks

There were no significant events and conditions that indicated impairment in respect of intangible assets and goodwill existed as at 30 September 2026.

E. Notes to the Consolidated Financial Statements (cont'd)

10. Leases

(a) ***Carrying amount of right-of-use assets***

	Group	
	30.9.2026 S$'000	**30.9.2025 S$'000**
Cost		
At 1 October 2025 / 1 October 2024	336,401	291,024
Additions	4,209	9,080
Modifications	23,751	39,492
Cessations	(7,005)	(3,195)
At 30 September 2026 / 30 September 2025	357,356	336,401
Accumulated depreciation		
At 1 October 2025 / 1 October 2024	199,010	160,039
Depreciation charge for the year	43,347	41,932
Cessations	(5,055)	(2,961)
At 30 September 2026 / 30 September 2025	237,302	199,010
Net carrying amount		
At 30 September 2026 / 30 September 2025	120,054	137,391

(b) ***Lease liabilities***

	Group	
	30.9.2026 S$'000	**30.9.2025 S$'000**
At 1 October 2025 / 1 October 2024	142,776	135,200
Additions	4,209	9,080
Modifications	23,751	39,492
Accretion of interests	5,698	5,719
Lease payments	(47,914)	(46,472)
Cessations	(2,170)	(243)
At 30 September 2026 / 30 September 2025	126,350	142,776
Current	38,701	38,933
Non-current	87,649	103,843
	126,350	142,776

E. Notes to the Consolidated Financial Statements (cont'd)

11. Interest-bearing loans and borrowings

	Group	
	30.9.2026	**30.9.2025**
	S$'000	**S$'000**
Interest-bearing loans and borrowings (secured)		
Current	537	280
Non-current	9,838	4,731
	10,375	5,011

As at 30 September 2026 and 30 September 2025, the bank loans are secured by corporate guarantees issued by the Company to its subsidiaries, mortgage of certain properties and assignment of rental proceeds in respect of the properties.

12 Share capital, treasury shares and share-based compensation reserve

(a) Share capital

	Group and Company			
	30.9.2026		**30.9.2025**	
	No. of shares '000	**S$'000**	**No. of shares '000**	**S$'000**
Issued and fully paid ordinary shares:				
As at 1 October 2025 / 2024, 1 April 2026 / 2025 and 30 September 2026 / 2025	1,250,003	316,145	1,250,003	316,145

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. The ordinary shares have no par value.

(b) Treasury shares

	Group and Company			
	30.9.2026		**30.9.2025**	
	No. of shares '000	**S$'000**	**No. of shares '000**	**S$'000**
At 1 October 2025 / 1 October 2024	5,853	1,760	8,475	2,532
Treasury shares transferred on vesting of share awards granted under the Kimly Performance Share Plan	(2,112)	(704)	(3,051)	(905)
Purchase of treasury shares	1,371	537	429	133
At 30 September 2026 / 30 September 2025	5,112	1,593	5,853	1,760

Treasury shares relate to ordinary shares of the Company that is held by the Company.

During FY2026, the Company bought back 1,371,400 shares by way of market acquisition and all shares acquired are held as treasury shares. During FY2026, 2,112,007 treasury shares were transferred pursuant to the vesting of the Kimly Performance Share plan. The Company held 5,112,906 treasury shares, representing 0.41% of the total number of shares outstanding as at 30 September 2026 (30 September 2025: 5,853,513, 0.47%). Save for as disclosed, the Company did not have any treasury shares, subsidiary holdings or other convertible instruments as at 30 September 2026 and 30 September 2025.

(c) Share-based compensation reserve

Share-based compensation reserve represents the fully-paid share awards granted to employees. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of share awards, and reduced by forfeited or vesting of the share awards.

E. Notes to the Consolidated Financial Statements (cont'd)

13. Dividends

	Group and Company	
	FY2026	**FY2025**
	S$'000	**S$'000**
Declared and paid during the financial year:		
Dividends on ordinary shares:		
- Final exempt (one-tier) dividend for 2025: 1.00 (2024: 1.00) cents per share	12,449	12,438
- Interim exempt (one-tier) dividend for 2026: 1.00 (2025: 1.00) cents per share	12,449	12,441
	24,898	24,879

14. Earnings per ordinary share

	Group	
	FY2026	**FY2025**
Profit for the year attributable to owners of the Company (S$'000)	29,204	33,260
Weighted average number of ordinary shares for basic earnings per share computation ('000)	1,244,405	1,243,088
Effect of dilution:		
Share awards granted under the Kimly Performance Share Plan ('000)	1,491	1,477
Weighted average number of ordinary shares for diluted earnings per share computation ('000)	1,245,896	1,244,565
Basic earnings per share (cents)	2.35	2.68
Diluted earnings per share (cents)	2.34	2.67

15. Net asset value

	Group		Company	
	30.9.2026	**30.9.2025**	**30.9.2026**	**30.9.2025**
Net asset value ("**NAV**") (S$'000)	196,884	192,411	344,325	344,657
Number of ordinary shares in issue (excluding treasury shares) ('000)	1,244,891	1,244,150	1,244,891	1,244,150
NAV per ordinary share (cents)	**15.82**	**15.47**	**27.66**	**27.70**

E. Notes to the Consolidated Financial Statements (cont'd)

16. Fair value of assets and liabilities

Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety at the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

At the end of the reporting period, the Group does not have any financial instruments carried at fair value.

(a) ***Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value***

Cash and cash equivalents, trade and other receivables and trade and other payables

The carrying amounts of the financial assets and liabilities are reasonable approximation of fair values. The Group does not anticipate the carrying amounts at the end of the reporting period would be significantly different from the value that would eventually be received or settled.

(b) ***Assets and liabilities not measured at fair value, for which fair value is disclosed***

	Group			
	30.9.2026		30.9.2025	
	Carrying amount S$'000	Fair value measurement using significant unobservable inputs (Level 3) S$'000	Carrying amount S$'000	Fair value measurement using significant unobservable inputs (Level 3) S$'000
Assets				
Investment properties	6,224	7,400	6,367	7,400
Liabilities				
Interest-bearing loans and borrowings	10,375	11,374	5,011	5,762

Determination of fair value

On an annual basis, management estimates the fair value of the investment properties based on inputs provided by a financial institution. Management corroborated the fair values by obtaining the valuation from an independent valuer on a sample basis for properties owned by the Group. The independent valuer used the direct comparison method as well as the income approach using inputs such as location, tenure, age, size, design, layout, exposure to shoppers' traffic condition and standard of finished.

The fair values of the Group's interest-bearing loans and borrowings are determined by using the discounted cash flows method using discount rate that reflects the Group's borrowing rate as at the end of the reporting year.

17. Subsequent events

There are no known subsequent events which have led to adjustments to this set of unaudited consolidated financial statements.

F. Other Information required by Appendix 7C of the Catalist Rules

1. Review of performance of the Group

Consolidated Statement of Comprehensive Income

FY2026 compared to FY2025

Revenue

Revenue increased by S$0.4 million or 0.1%, from S$322.1 million in FY2025 to S$322.5 million in FY2026. This was mainly due to:

(a) Revenue from the Outlet Management Division and Outlet Investment Business Division increased by S$4.7 million, or 3.4%, compared to FY2025, primarily attributable to a S$5.8 million revenue contribution from new outlets, comprising three (3) coffee shops and one (1) drink stall opened in FY2025, and three (3) additional coffee shops and one (1) hawker centre opened in FY2026. The increase was also supported by a S$1.0 million increase in cleaning services revenue. This was partially offset by a S$1.4 million decrease in revenue following the closure of one (1) coffee shop in FY2025 and a S$0.8 million decrease in revenue from existing coffee shops; and

(b) Revenue from the Food Retail Division decreased by S$4.3 million, or 2.4%, from S$182.8 million in FY2025 to S$178.5 million in FY2026. The decrease was primarily due to a S$5.6 million decline in revenue from existing food stalls and a S$5.4 million reduction in revenue following the closure of six (6) underperforming food stalls in FY2025 and a further 11 food stalls and one (1) restaurant in FY2026. These decreases were partially offset by S$6.8 million in revenue contribution from new food stalls, comprising 12 new food stalls opened in FY2025 and 12 food stalls that commenced operations during FY2026.

Cost of sales

Cost of sales, comprising mainly the cost of beverages, tobacco products and food ingredients, employee benefits expense for Central Kitchen and food outlet staff, depreciation of right-of-use assets relating to leases of coffee shops, restaurants and kiosks, rental expense on short term leases and low value assets, as well as utilities and cleaning charges, increased by S$6.4 million from S$228.1 million in FY2025 to S$234.4 million in FY2026. As a percentage of revenue, cost of sales increased by 1.9 percentage points from 70.8% in FY2025 to 72.7% in FY2026, mainly due to higher operating costs, coupled with lower revenue contribution from existing food stalls and coffee shops.

The increase in cost of sales was primarily attributable to a S$5.9 million increase in employee benefits expenses, mainly due to higher headcount and salary adjustments under the Progressive Wage Model ("PWM") for the food services and cleaning sectors. Cost of sales was also impacted by a S$2.7 million decrease in Progressive Wage Credit Scheme ("PWCS") grants received in FY2026 compared to FY2025. Depreciation of right-of-use assets increased by S$1.5 million, while utilities charges and cleaning expenses increased by S$0.5 million and S$0.2 million, respectively. These increases were partially offset by a S$1.6 million decrease in food ingredient costs, in line with lower food and beverage sales during FY2026.

Gross profit

Overall gross profit decreased by S$6.0 million or 6.4%, from S$94.1 million in FY2025 to S$88.0 million in FY2026. Gross profit margin decreased by 1.9 percentage points, from 29.2% in FY2025 to 27.3% in FY2026.

Finance income

Finance income decreased by S$0.5 million, mainly due to lower interest income arising from the decline in interest rates during FY2026.

Other operating income

Other operating income increased by S$0.4 million, from S$2.5 million in FY2025 to S$2.9 million in FY2026, primarily attributable to a S$0.3 million increase in sponsorship income and a S$0.2 million gain arising from the derecognition of right-of-use assets and lease liabilities.

Selling and distribution expenses

Selling and distribution expenses decreased by S$0.8 million, from S$17.8 million in FY2025 to S$17.0 million in FY2026, primarily due to lower online food delivery fees, in line with the decline in food delivery sales during FY2026.

Finance costs

Finance costs comprised interest expenses arising from loans and borrowings, finance lease obligations and the unwinding of lease liabilities. Finance cost decreased by S$0.2 million or 3.8%, primarily attributable to lower interest expenses from loans and borrowings.

Share of profit of an associate and joint ventures

The share of profit from an associate and joint ventures relates to the Group's 25% equity interest in North View Investments LLP and seven (7) (FY2025: 7) joint venture companies. The decrease was mainly attributable to lower profits recorded by the joint venture companies, arising from reduced revenue.

F. Other Information required by Appendix 7C of the Catalist Rules (cont'd)

1. Review of performance of the Group (cont'd)
Consolidated Statement of Comprehensive Income (cont'd)

Income tax expense
Income tax expense decreased by S$0.8 million, from S$5.7 million in FY2025 to S$4.8 million in FY2026, primarily attributable to lower taxable profit for FY2026. The effective tax rate decreased from 13.4% in FY2025 to 13.0% in FY2026.

Consolidated Statements of Financial Position
The comparative performance for both the assets and liabilities are based on the Group's financial statements as at 30 September 2026 and 30 September 2025

Non-current assets
The Group's non-current assets decreased by S$10.7 million, from S$315.6 million as at 30 September 2025 to S$304.9 million as at 30 September 2026. The decrease was mainly attributable to (i) depreciation of right-of-use assets of S$43.3 million; (ii) depreciation of property, plant and equipment of S$7.2 million; (iii) amortisation of intangible assets of S$1.5 million; (iv) derecognition of right-of-use assets of S$1.9 million, primarily relating to the coffee shop property at 12 Haig Road following the completion of its acquisition in January 2026; (v) a S$0.8 million reduction in investment in an associate and joint ventures, mainly due to dividend income received during FY2026; and (vi) a S$0.7 million decrease in non-current other receivables due to the reclassification of refundable lease deposits with remaining lease terms of less than one year from non-current to current other receivables.

These decreases were partially offset by (i) the recognition of S$28.0 million in right-of-use assets arising from new and renewed leases; (ii) additions to property of S$12.1 million, comprising purchase consideration of S$11.8 million and stamp duty of S$0.3 million, following the completion of the acquisition of a coffee shop property at 12 Haig Road (please refer to the Company's announcements dated 4 November 2025 and 9 January 2026 for further details); (iii) capital expenditure of S$4.6 million incurred for renovations and the purchase of equipment for both existing and newly opened coffee shops and food stalls.

Other receivables (non-current) comprised (i) refundable rental deposits of S$5.2 million (30 September 2025: S$5.9 million) placed with lessors for the leases of coffee shops and restaurants, which are recoverable upon the termination or expiry of the respective leases and have remaining lease terms exceeding one year; and (ii) the non-current portion of staff loans amounting to S$20,000 (30 September 2025: S$41,000).

As at 30 September 2026, total refundable deposits placed with lessors (non-current and current) amounted to S$7.6 million (30 September 2025: S$7.8 million).

Current assets
The Group's current assets increased by S$7.3 million, from S$83.0 million as at 30 September 2025 to S$90.2 million as at 30 September 2026. The increase was primarily attributable to (i) a S$5.5 million increase in cash and cash equivalents (please refer to the Consolidated Statement of Cash Flows section for further details); (ii) a S$1.6 million increase in trade and other receivables, mainly due to the reclassification of refundable deposits with remaining lease term of less than one year from non-current to current receivables of S$0.5 million, government grants receivables of S$0.5 million relating to toilet upgrading works; and sponsorship receivables of S$0.2 million; and (iii) a S$0.2 million increase in inventories.

Current liabilities
The Group's current liabilities increased by S$3.2 million, from S$86.2 million as at 30 September 2025 to S$89.4 million as at 30 September 2026. The increase was mainly attributable to (i) a S$3.0 million increase in trade and other payables, primarily due to a S$1.8 million loan from a non-controlling shareholder, net of repayments made during FY2026, as well as higher payables relating to renovation works and equipment purchases; (ii) a S$0.5 million increase in other liabilities; (iii) a S$0.3 million increase in current interest-bearing loans and borrowings; and (iv) a S$0.4 million increase in provision for restoration costs.

These increases were partially offset by a S$0.2 million decrease in lease liabilities and a S$0.7 million decrease in provision for taxation. The decrease in provision for taxation was mainly attributable to income tax payment of S$6.0 million during FY2026 and a S$1.5 million adjustment arising from the corporate income tax rebate for YA 2026, partially offset by income tax provision of S$6.8 million recognised for FY2026.

1. Review of performance of the Group (cont'd)

Consolidated Statements of Financial Position (cont'd)

Non-current liabilities

The Group's non-current liabilities decreased by S$11.9 million, from S$112.3 million as at 30 September 2025 to S$100.5 million as at 30 September 2026. The decrease was mainly attributable to: (i) an S$16.2 million decrease in non-current lease liabilities; (ii) a S$0.4 million decrease in the provision for restoration costs; (iii) a S$0.2 million decrease in other payables; and (iv) a S$0.3 million decrease in deferred tax liabilities. These decreases were partially offset by a S$5.1 million increase in interest-bearing loans and borrowings, primarily arising from a new S$5.8 million loan obtained to finance the acquisition of the coffee shop property at 12 Haig Road.

As at 30 September 2026, total current and non-current lease liabilities amounted to S$126.4 million (30 September 2025: S$142.8 million). The S$16.4 million decrease was mainly attributable to lease repayments, including interest expense of S$47.9 million and the derecognition of lease liabilities of S$2.2 million, primarily following the completion of the acquisition of the coffee shop property at 12 Haig Road. These decreases were partially offset by the recognition of S$28.0 million in lease liabilities from newly entered into and renewed leases and interest expense of S$5.7 million.

Consolidated Statements of Cash Flows

The Group generated net cash from operating activities of S$89.4 million in FY2026, mainly attributable to operating cash flows before changes in working capital of S$94.4 million; net working capital inflows of S$0.5 million and interest income of S$0.6 million from short-term deposits, partially offset by income tax payment of S$6.0 million. The net working capital inflows of S$0.5 million was mainly attributable to a S$1.1 million increase in trade and other payables and S$0.5 million increase in other liabilities; partially offset by a S$0.9 million increase in trade and other receivables and a S$0.2 million increase in inventories.

Net cash flows used in investing activities amounted to S$14.9 million in FY2026, mainly attributable to (i) the acquisition of the coffee shop property at 12 Haig Road for S$12.1 million; and (ii) capital expenditure of S$4.6 million incurred on renovations and the purchase of equipment for existing and newly opened coffee shops and food stalls. These cash outflows were partially offset by dividends of S$1.7 million received from associates and joint ventures.

Net cash flows used in financing activities amounted to S$69.0 million in FY2026, mainly attributable to (i) repayments of lease liabilities and related interest expenses of S$47.9 million; (ii) dividends paid on ordinary shares and non-controlling interests of S$24.9 million and S$2.6 million respectively; (iii) repayments of loans and borrowings and related interest expenses of S$0.6 million; (iv) repayment of shareholders' loan to non-controlling interest of S$0.6 million; and (v) the purchase of treasury shares of S$0.5 million. These outflows were partially offset by drawdowns of a bank loan of S$5.8 million and a shareholder's loan of S$2.5 million, both of which were obtained in connection with the acquisition of the coffee shop property at 12 Haig Road.

2. A breakdown of sales and profit after tax before non-controlling interest for the first half and second half year and the percentage changes

	Group		
	FY2026	**FY2025**	**Increase / (decrease)**
	S$'000	**S$'000**	**%**
Sales reported for first half year	161,356	159,294	1.3
Operating profit after tax before deducting non-controlling interests reported for first half year	18,245	16,249	12.3
Sales reported for second half year	161,136	162,822	(1.0)
Operating profit after tax before deducting non-controlling interests reported for second half year	14,275	20,518	(30.4)

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

The financial results are in line with the forecast statement disclosed in the Company's financial results announcement for the half year ended 31 March 2026, dated 12 May 2026.

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.

The global economic environment remains uncertain amid ongoing trade tensions, tariffs and geopolitical developments, which may continue to weigh on business and consumer sentiment. These external uncertainties may also contribute to volatility in procurement and energy costs and affect consumer confidence and spending patterns.

Despite the resilience of the Singapore economy, the food and beverage industry continues to face a challenging operating environment marked by elevated operating costs, manpower constraints and intense competition. High rental costs and a tight labour market continue to pressure operating margins, while ongoing manpower shortages have heightened competition for workers. Wage pressures are also expected to persist, including from scheduled wage increases under the Progressive Wage Model for the food services and cleaning sectors.

The Company has submitted the application of the proposed transfer of its listing from the Catalist Board to the Mainboard of the Singapore Exchange Securities Trading Limited, with a view to enhancing its corporate profile and visibility among a broader investor base, including institutional and international investors. Subject to the relevant approvals, the proposed transfer is expected to strengthen the Group's access to capital markets and strategic opportunities, supporting its long-term growth strategy and commitment to sustainable shareholder value creation.

The coffee shop at 110 Yishun Ring Road, acquired in September 2025, has commenced operations, further strengthening the Group's presence in Singapore's heartlands. During FY2026, the Group also acquired the coffee shop property at 12 Haig Road, which was previously leased by the Group. The acquisition provides greater long-term stability over the Group's operations at the location and reduces its exposure to lease renewal uncertainties. Moving ahead, the Group will continue to pursue disciplined expansion by establishing new outlets in strategically located estates with strong foot traffic, while expanding its Food Retail Division and presence in attractive growth segments. Leveraging its established operating platform, the Group will also explore strategic investments and value-accretive acquisitions to strengthen its market position and support sustainable long-term growth.

To remain competitive amid evolving consumer preferences and rising cost pressures, the Group will continue to refresh and diversify its product offerings, introduce differentiated food concepts and leverage digital and partnership channels to enhance customer engagement. Concurrently, the Group will strengthen its operational capabilities through outlet revitalisation, central kitchen enhancements and technology adoption to mitigate manpower constraints, improve productivity and enhance operational efficiency.

5 Dividend information

5a. Current Financial Period Reported on

Name of Dividend	**Final**
Dividend type	Cash
Dividend per share	1.00 Singapore cent (S$0.01) per ordinary share
Tax rate	Tax-exempt (one-tier)

Despite the challenging operating environment, the Group remained profitable for FY2026. In recognition of shareholders' continued trust and support, the Group is pleased to declare a final dividend as set out above.

5b. Corresponding Period of the Immediate Preceding Financial Year

Name of Dividend	**Final**
Dividend type	Cash
Dividend per share	1.00 Singapore cent (S$0.01) per ordinary share
Tax rate	Tax-exempt (one-tier)

F. Other Information required by Appendix 7C of the Catalist Rules (cont'd)

5 Dividend information

5c. Date Payable

The final dividend, if approved at the Company's annual general meeting to be held on or about 27 January 2027, is expected to be paid on or about 15 February 2027.

5d. Books Closure Date

5 February 2027

6 Interested Person Transactions

The Group had obtained a general mandate from shareholders for IPTs disclosed in pages 147 to 153 of the Offer Document. The general mandate for IPT has been renewed at the Annual General Meeting held on 27 January 2026. Save as disclosed below, there were no interested person transactions entered into that exceeded S$100,000 in FY2026.

Name of interested person	Nature of relationship	Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than S$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S$100,000)
		FY2026	FY2026
Lim Hee Liat Renewal of a lease agreement by CDP Kimly Pte. Ltd.	Controlling shareholder of the Company	Nil	S$1.63 million

7 Use of IPO proceeds

The Company refers to the gross proceeds amounting to S$43.5 million raised from the IPO on the Catalist Board of SGX-ST on 20 March 2017.

As at the date of this announcement, the status on the use of the IPO net proceeds is as follows:

	Allocated S$'000	Utilised S$'000	Balance S$'000
Acquisitions and joint ventures and general business expansion (including establishment of new food outlets)	30,363	(30,363)	-
Refurbishment and renovation of existing food outlets	3,000	(3,000)	-
Headquarters/Central Kitchen upgrading	5,000	(4,369)	631
Productivity initiatives/IT	2,000	(2,000)	-
Listing expenses	3,087	(3,087)	-
Total	**43,450**	**(42,819)**	**631**

The above utilisations are in accordance with the intended use of IPO net proceeds, as stated in the Company's Offer Document.

8 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) of the Catalist Listing Manual

The Company has received undertakings from all its directors and executive officers in the format as set out in Appendix 7H under Rule 720(1) of the Catalist Listing Manual.

F. Other Information required by Appendix 7C of the Catalist Rules (cont'd)

9 Disclosures on Incorporation of Entities, Acquisition and Realisation of Shares pursuant to Catalist Rule 706A

The Company acquired the following subsidiary company during FY2026. Please refer to the relevant announcements for further details on this subsidiary company.

S/N	Name of entity	Nature of transactions	Date of announcement
1	KK (12) Pte. Ltd. (formerly known as GSPL Pte. Ltd.)	Entry into Share Purchase Agreement to acquire coffee shop property at 12 Haig Rd #01-323 S(430012)	4 November 2025 and 9 January 2026

The purchase consideration of S$11.8 million was arrived at on a willing buyer, willing seller basis, taking into consideration, inter alia, the current market valuation of the coffee shop property at 12 Haig Rd #01-323 Singapore 430012, and the rationale for the Proposed Acquisition as described in paragraph 3 of the Company's announcement dated 4 November 2025. A total deposit of S$0.59 million, representing 5% of the Purchase Consideration, was paid to the Vendors upon the signing of the SPA, with the remaining 95% of the Purchase Consideration paid to the Vendors on Completion.

All capitalised terms used herein shall have the meanings ascribed to them in the Company's announcements dated 4 November 2025 and 9 January 2026.

10 Disclosure of person occupying a managerial position in the issuer or any of its principal subsidiaries who is a relative of a director or chief executive officer or substantial shareholder of the issuer pursuant to Rule 704(13) in the format below. If there are no such persons, the issuer must make an appropriate negative statement.

Name	Age	Family relationship with any director and/or substantial shareholder	Current position and duties, and the year of position was held	Details of changes in duties and position held if any, during the year
Peh Chin Hong	58	Brother of Peh Oon Kee (substantial shareholder)	Outlet Supervisor since FY2006	No change
Ng Han Keow	65	Brother of Ng Lay Beng (substantial shareholder)	Operation Manager since FY2001, resigned on 30 June 2019, rejoined on 1 October 2019	No change
Daranee Lim	29	Daughter of Lim Hee Liat (substantial shareholder)	Assistant Brand Manager since FY2022	No change

11 A breakdown of the total annual dividend (in dollar value) for the issuer's latest full year and its previous full year as follows:

Please refer to the Note 13 of "Notes to the Consolidated Financial Statements".

12 In the review of performance, the factors leading to any material changes in contributions to turnover and earnings by the operating segments.

Please refer to Section 1 of “Other information required by Catalist Rule Appendix 7C”.

BY ORDER OF THE BOARD

Lau Chin Huat
Non-Executive Independent Chairman

Wong Kok Yoong
Executive Director

25 November 2026