



KIN GLOBAL LIMITED

(Company Registration No: 202300449G)
(Incorporated in Singapore on 4 January 2023)

Invitation in respect of 20,830,000 New Shares and 4,100,000 Vendor Shares comprising:
(i) 1,000,000 Offer Shares at S\$0.23 for each Offer Share by way of a public offer in Singapore; and
(ii) 23,930,000 Placement Shares (including 5,148,000 Reserved Shares) at S\$0.23 for each Placement Share by way of placement, payable in full on application

Prior to making a decision to purchase the Invitation Shares, you should carefully consider all the information contained in the Offer Document and whether you understand what is described in the Offer Document. This Product Highlights Sheet should be read in conjunction with the Offer Document. You will be subject to various risks and uncertainties, including the potential loss of your entire principal amount invested. You should also consider whether an investment in the Invitation Shares is suitable for you taking into account your investment objectives and risk appetite. If you are in doubt as to investing in the Invitation Shares, you should consult your legal, financial, tax or other professional adviser. You are responsible for your own investment choices.

This Product Highlights Sheet¹ is an important document.

- It highlights the key information and risks relating to the Invitation Shares contained in the Offer Document. It complements the Offer Document².
- It is important to read the Offer Document before deciding whether to subscribe for and/or purchase the Invitation Shares. If you do **not** have a copy, please contact our Company or the Issue Manager, Sponsor, Underwriter and Placement Agent to ask for one.
- You should not subscribe for and/or purchase the Invitation Shares if you do not understand the nature of an investment in shares of a company, our business or are not comfortable with the accompanying risks.
- If you wish to subscribe for and/or purchase the Invitation Shares, you will need to make an application in the manner set out in the Offer Document.

Issuer	Kin Global Limited	Place of incorporation	Singapore
Details of this offer	Total number of Shares to be offered under the Invitation: 20,830,000 New Shares and 4,100,000 Vendor Shares, comprising: (i) Placement – 23,930,000 Placement Shares, including 5,148,000 Reserved Shares; and (ii) Offer – 1,000,000 Offer Shares	Total amount to be raised in the Invitation and the Cornerstone Tranche	Gross proceeds of approximately S\$9.20 million and net proceeds of approximately S\$7.37 million due to our Company. Gross proceeds of approximately S\$0.95 million and net proceeds of approximately S\$0.91 million due to the Vendors.
Offering Price	S\$0.23 for each Invitation Share	Listing status of Issuer and the Securities	An application has been made to the SGX-ST for permission to deal in, and for quotation of, all our existing issued Shares (including the Vendor Shares), the New Shares, the Cornerstone Shares, the Award Shares and the Option Shares on the Catalist of the SGX-ST. The Shares are expected to be listed on 23 April 2026.
Issue Manager, Sponsor, Underwriter and Placement Agent	SAC Capital Private Limited		

¹ This Product Highlights Sheet does not constitute, or form any part of any offer for sale or subscription of, or solicitation of any offer to buy or subscribe for, any securities nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or commitment whatsoever. The information in this Product Highlights Sheet is based on information found in the Offer Document. Any decision to subscribe for and/or purchase any securities must be made solely on the basis of information contained in the Offer Document. Capitalised terms used in this Product Highlights Sheet, unless otherwise defined, shall bear the meanings as defined in the Offer Document.

² The Offer Document, registered by the SGX-ST, acting on behalf of the Authority on 14 April 2026 may be obtained on request, subject to availability, during office hours from SAC Capital Private Limited at its address stated in the Offer Document. A copy of the Offer Document is also accessible at the SGX-ST's website at <http://www.sgx.com>.

OVERVIEW

WHO ARE WE AND WHAT DO WE DO?

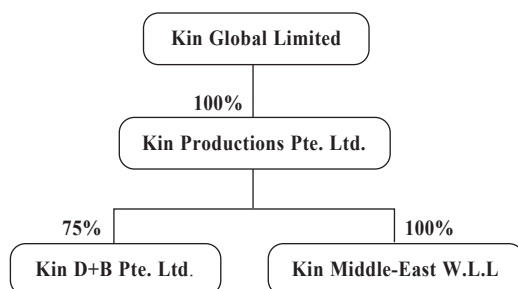
We are Singapore's largest sports event management company³ and a curator of global sports events. We specialise in delivering the full value chain in sporting experience and events, providing local expertise and a comprehensive suite of services from conceptualisation, planning, design, coordination, management and execution of major local and international events in Singapore. With a strong foothold in the sports events management industry in Singapore, we are able to strategically scale into the significantly larger events tourism industry.

Our business comprises two (2) main segments, being events delivery and management services, and design and build services. Our Group distinguishes ourselves as a one-stop service provider for sports event management services and exhibitions, offering a holistic suite of key services covering every aspect of the project life cycle, which include (i) event planning and management, (ii) creative conceptualisation, development and brand activation, (iii) sports presentation and fan engagement, (iv) technical production audio-visual systems and show presentation, (v) venue sourcing, management and venue creation, (vi) online website and registration solutions, (vii) sponsorship and partnership management, and (viii) design and build.

We believe that we are able to compete effectively due to the following competitive strengths:

- We are Singapore's largest sports events management company³ with a proven track record
- We are a trustable and reliable end-to-end events delivery partner
- Our agile execution capabilities are transferrable across different segments across the events tourism industry
- We have an experienced management team with over 75 years of collective experience
- Strong financial growth backed by asset-light business model

The structure of our Group as at the date of the Offer Document is set out below:



Refer to “*General Information on Our Group – Business Overview*” on pages 138 to 144 of the Offer Document for more information on our business.

WHO ARE OUR DIRECTORS AND KEY EXECUTIVES?

Our directors are Mr. Ko Chee Wah (Executive Chairman), Mr. Vincent Chai Cheng Hong (Executive Director and Chief Executive Officer), Mr. Leong Yue Kheong (Non-Executive and Lead Independent Director), Ms. Daisy Ong (Non-Executive and Independent Director) and Mr. Steven Lim (Non-Executive and Independent Director).

Our key executives are Mr. Clement Tan (Chief Operating Officer), Mr. Adrian Tan (Chief Commercial Officer) and Mr. Raymond Lee (Group Financial Controller).

Refer to “*Directors, Executive Officers and Employees*” on pages 198 to 207 of the Offer Document for more information on our directors and management.

³ Based on the Independent Market Report prepared by the Industry Consultant, a copy of which is set out in “Appendix E – Independent Market Report” of the Offer Document.

WHO ARE OUR CONTROLLING SHAREHOLDERS?

Immediately after the Invitation and the issue of the Cornerstone Shares, our Controlling Shareholders, Mr. Ko Chee Wah and Mr. Vincent Chai, will hold approximately 51.0% of the issued share capital of our Company.

Refer to “Shareholders” on pages 86 to 95 of the Offer Document for more information.

HOW WAS OUR HISTORICAL FINANCIAL PERFORMANCE AND WHAT IS OUR CURRENT FINANCIAL POSITION?

Selected Items from our Combined Statements of Profit or Loss and Other Comprehensive Income⁽¹⁾

	Audited		Unaudited		Audited
	FY2022	FY2023	FY2024	9M2024	9M2025
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Revenue	9,269	20,624	19,590	7,970	56,457
Profit before income tax	1,088	1,100	1,752	487	5,208
Net profit	855	842	1,618	404	4,351
Net profit attributable to:					
Owners of the Company	852	864	1,615	442	3,984
Non-controlling interests	3	(22)	3	(38)	367
	855	842	1,618	404	4,351
Pre-Invitation and pre-Cornerstone Tranche EPS (cents per share) ⁽²⁾	0.55	0.56	1.04	0.29	2.57
Post-Invitation and post-Cornerstone Tranche EPS (cents per share) ⁽²⁾	0.44	0.44	0.83	0.23	2.04

Notes:

- (1) Our combined statement of profit or loss and other comprehensive income for the Period Under Review has been prepared on the basis that our Group had been in existence throughout the Period Under Review.
- (2) For comparative purposes, the EPS for the Period Under Review have been computed based on the profit for the financial years/period attributable to owners of our Company and our Company’s pre-Invitation and pre-Cornerstone Tranche share capital (following completion of the Share Split) of 155,000,000 Shares and post-Invitation and post-Cornerstone Tranche share capital of 195,000,000 Shares.

Selected Combined Statement of Financial Position⁽¹⁾

	as at 31 December 2022 S'000	as at 31 December 2023 S'000	as at 31 December 2024 S'000	as at 30 September 2025 S'000	as at 31 December 2024 (pro forma) S'000	as at 30 September 2025 (pro forma) S'000
Total current assets	3,180	6,571	11,333	18,794	9,833	17,294
Total non-current assets	3,766	3,469	2,954	1,300	4,454	2,800
Total current liabilities	1,993	4,908	8,567	12,082	8,567	12,082
Total non-current liabilities	611	238	108	50	108	50
Total equity	4,342	4,894	5,612	7,962	5,612	7,962
Non-controlling interests	39	11	14	381	14	381
NAV per Share (cents)⁽²⁾	2.78	3.15	3.61	4.89	3.61	4.89

Notes:

- (1) Our combined statement of financial position as at 31 December 2022, 31 December 2023, 31 December 2024 and 30 September 2025 has been prepared on the basis that our Group had been in existence on those dates.
- (2) For comparative purposes, our NAV per Share as at 31 December 2022, 31 December 2023, 31 December 2024 and 30 September 2025 have been computed based on our Group’s pre-Invitation and pre-Cornerstone Tranche share capital of 155,000,000 Shares.

Refer to “Offer Document Summary – Summary of Financial Information” on pages 42 to 43, “Management’s Discussion and Analysis of Financial Position and Results of Operations” on pages 111 to 133, “Appendix A – Independent Auditors’ Report and the Audited Combined Financial Statements for the Financial Years ended 31 December 2022, 31 December 2023 and 31 December 2024 and the Nine Months Financial Period ended 30 September 2025” on pages A-1 to A-69 and “Appendix B – Reporting Accountants’ Assurance Report and the Unaudited Pro Forma Combined Financial Information for the Financial Year ended 31 December 2024 and the Nine Months Financial Period ended 30 September 2025” on pages B-1 to B-15 of the Offer Document for more information on our financial performance and position.

Selected Items from the Combined Statements of Cash Flows

(S\$'000)	← Audited →			Unaudited 9M2024	Audited 9M2025
	FY2022	FY2023	FY2024		
Net cash generated from/(used in) operating activities	2,025	(41)	(1,133)	315	5,041
Net cash (used in)/generated from investing activities	(1,178)	20	499	512	1,523
Net cash (used in)/generated from financing activities	(458)	(590)	704	221	(4,230)
Net increase/(decrease) in cash and cash equivalent at end of the financial year/period	389	(611)	70	1,048	2,334
Cash and cash equivalent at beginning of the financial year/period	1,667	2,056	1,445	1,445	1,515
Cash and cash equivalent at end of the financial year/period	2,056	1,445	1,515	2,493	3,849

The most significant factors contributing to our financial performance over FY2023 as compared to FY2022 are as follows:

- our revenue increasing by approximately S\$11.35 million or 122.5% from approximately S\$9.27 million in FY2022 to S\$20.62 million in FY2023, which is mainly attributable to the execution of higher-value projects under our events delivery and management services;
- however, our gross profit margin declined from 31.8% in FY2022 to 19.2% in FY2023, principally attributable to higher cost of sales, which increased from approximately S\$6.33 million in FY2022 to S\$16.66 million in FY2023, reflecting prevailing market demand conditions, subcontractor costs, and direct material pricing; and
- our net profit therefore decreased by approximately S\$0.01 million.

The most significant factors contributing to our financial performance over FY2024 as compared to FY2023 are as follows:

- our revenue decreasing by approximately S\$1.03 million or 5.0% from approximately S\$20.62 million in FY2023 to S\$19.59 million in FY2024 due to lower volume and scale of projects in events delivery and management services business segment, and a deliberate strategic pivot towards design and build projects;
- our gross profit increased by approximately S\$1.05 million or 26.6% from approximately S\$3.97 million in FY2023 to S\$5.02 million in FY2024, resulting in gross profit margin improving from 19.2% to 25.6%, attributable to successful delivery of projects with better profit margins from our events delivery and management services business segment, partially offset by lower gross profit margins from design and build projects that tend to be of higher-value with lower profit margins; and
- overall, our net profit increased by approximately S\$0.78 million or 92.2% from S\$0.84 million in FY2023 to S\$1.62 million in FY2024.

The most significant factors contributing to our financial performance over 9M2025 as compared to 9M2024 are as follows:

- our revenue increasing by approximately S\$48.49 million or 608.4% from approximately S\$7.97 million in 9M2024 to S\$56.46 million in 9M2025, attributable to strong momentum in our design and build services business segment;

- our gross profit increased significantly by approximately S\$6.52 million from S\$2.70 million to S\$9.22 million, however, gross profit margin declined from 33.9% to 16.3% as design and build projects typically carry tighter margins; and
- despite higher costs of sales in line with the significant revenue growth, our net profit increased by approximately S\$3.95 million or 977.0% from S\$0.40 million in 9M2024 to S\$4.35 million in 9M2025.

The above factors are not the only factors contributing to our financial performance in FY2022, FY2023, FY2024, 9M2024 and 9M2025. Please refer to other factors set out in “Management’s Discussion and Analysis of Financial Position and Results of Operations” on pages 111 to 133 of the Offer Document.

INVESTMENT HIGHLIGHTS

WHAT ARE OUR BUSINESS STRATEGIES AND FUTURE PLANS?

Expand our core capabilities in our events delivery and management services segment. We will continue to build on our core capabilities and build a bigger presence in delivering global sports events and mass-participation sports events. We will focus on scaling our sports event delivery capabilities, whether in Singapore or overseas, by taking part in more tenders and securing more contracts, strengthening our talent base and leadership capabilities and maintaining close relationships with customers, specialist vendors, subcontractors and technical partners to support scalable and efficient event delivery. We may also consider expanding our core capabilities in sports event delivery to regional countries that may also host similar events. We also intend to expand our service offerings by moving up the value chain to become a promoter or organiser of sports events and experiences, including becoming an owner of sports-related intellectual property. In February 2026, our Group entered into an agreement with United Pickleball Association Asia Pte. Ltd. for Kin Productions to organise the Professional Pickleball Association (PPA) Asia 500, Singapore Open, which is scheduled to take place annually from 2026 to 2027 in Singapore.

Strategic expansion to capture high-growth opportunities in the wider events tourism industry. We believe we have developed a strong reputation as the go-to delivery partner that is able to consistently provide high-quality services to customers, and we intend to continue applying our execution events across different pillars in the wider events tourism industry, which encompasses MICE, entertainment, sports, lifestyle and experiential and arts and culture. Singapore’s continued emphasis on attracting international visitors and hosting world-class events offers good growth prospects and a favourable environment for the development of immersive, experience-driven attractions. In line with this national agenda and to capture the growing tourism sector, we seek to position ourselves as a key service provider in the broader events tourism industry, and to participate in projects of increasing scale and impact.

Strengthening talent and management team to support expansion. We intend to attract and retain talent with expertise in experiential attraction development, content creation and creative design, amongst others. In addition, we plan to invest in manpower to deepen internal capabilities in project management, sustainability and corporate social responsibility initiatives.

Pursuing mergers and acquisitions, investments, joint ventures, strategic alliances and/or partnerships. We intend to expand our business operations and offerings, whether in Singapore or overseas, through strategic mergers and acquisitions, investments, joint ventures, strategic alliances, partnerships and/or other forms of collaboration to strengthen our market leadership position, our capabilities and expand our presence within the events tourism sector. Other strategic acquisitions may also provide our Group with opportunities to collaborate with regional partners across the different verticals of events delivery and management services, and extend our project footprint beyond Singapore.

Increase marketing communications and enhancing visibility. We intend to strengthen our marketing and communications efforts to position our Group more prominently within the broader events tourism industry. We also intend to expand digital marketing initiatives, including strengthening our social media presence to reach a broader customer base, including international customers, tourism bodies, cultural institutions and private-sector organisations seeking experiential event solutions. Through these initiatives, we seek to position our Group as a preferred partner to conceptualise and deliver experience-driven events.

Refer to “Offer Document Summary – Business Strategies and Future Plans” on pages 40 to 42 and “General Information on our Group – Business Strategies and Future Plans” on pages 175 to 178 of the Offer Document for more information on our strategies.

WHAT ARE THE KEY TRENDS, UNCERTAINTIES, DEMANDS, COMMITMENTS OR EVENTS WHICH ARE REASONABLY LIKELY TO HAVE A MATERIAL EFFECT ON US?

Our Directors have observed the following trends:

- (a) barring unforeseen circumstances, we expect our overall revenue to grow, in view of the expected market growth in the sports events management industry in Singapore as well as the anticipated growth in events tourism in Singapore as set out in the Independent Market Report;
- (b) as with other businesses in Singapore, we expect overall cost of sales and operating expenses (such as staff costs and other administrative expenses), to increase in line with expected growth in business activities, as well as other inflationary increases in prices;
- (c) it is our current intention to expand our business operations across our events delivery and management services and design and build services, as well as across the events tourism industry. In doing so, we may incur capital expenditures, acquisition costs, and may take on additional bank borrowings, if so required. We expect, barring any unforeseen circumstances, that our business expansion will generate future revenue for our Group with corresponding increases in our operating expenses; and
- (d) we expect our other operating expenses to increase due to a portion of our listing expenses incurred in connection with the Listing, as well as the ongoing compliance costs of a public listed company.

Based on the Independent Market Report:

- (a) Singapore’s sports events management industry is poised for further growth, driven by infrastructure expansion and diversified event offerings, with the 2029 SEA Games as a key catalyst for an elevated operational showcase;
- (b) the expansion of mid-sized sports venues in Singapore is set to unlock new opportunities for event organisers, support emerging leagues and formats, and enable more sustainable growth across the city-state’s sports events ecosystem;
- (c) Singapore’s sports events market is shifting from spectator-driven revenue towards participant-focused experiences, creating more sustainable, diversified and high-value economic opportunities for organisers and agencies;
- (d) e-sports are driving new growth in Singapore’s sports events management industry, creating opportunities across the supply chain to expand audiences, enhance operational capabilities and diversify revenue streams;
- (e) economic cyclicality and shifting sponsorship dynamics continue to pressure Singapore’s sports events industry, necessitating strategic diversification and stronger cross-sector collaboration for financial resilience;
- (f) sustainability and digital demands raise operational costs and complexity, but established agencies can turn them into opportunities to boost spectator engagement and gain competitive advantage;
- (g) MICE tourism remains one of Singapore’s highest value event segments, driven by strong business demand, global industry confidence and continued investment in venue capacity;
- (h) entertainment tourism is expanding rapidly as Singapore attracts exclusive regional and international performances and branded live experiences that generate substantial economic impact;
- (i) sports tourism contributes significantly to Singapore’s visitor arrivals through a strong calendar of international competitions and mass participation events that reinforce the city’s global sporting profile;
- (j) lifestyle and experiential tourism in Singapore is expanding, as visitors seek immersive, design-led and wellness-orientated experiences integrated into the city’s broader status as a destination; and

Refer to “Offer Document Summary – Prospects” on pages 39 to 40, “General Information on our Group – Industry Overview” on pages 157 to 164, “General Information on our Group – Prospects” on pages 165 to 171 and “General Information on our Group – Trend Information” on pages 178 to 179 of the Offer Document.

(k) culture and arts tourism enriches Singapore’s destination appeal through exhibitions, festivals, and heritage events and installations that showcase the nation’s rich history and creative identity.

The above are not the only trends, uncertainties, demands, commitments or events that could affect us. Please refer to the other factors set out in the sections of the Offer Document listed in the column to the right.

WHAT ARE THE KEY RISKS WHICH HAD MATERIALLY AFFECTED OR COULD MATERIALLY AFFECT US AND YOUR INVESTMENT IN OUR SECURITIES?

We consider the following to be the most important key risks which had materially affected or could materially affect our business, financial condition and results of operations, and your investment in our Shares.

There can be no assurance that we will continue to successfully secure new projects, whether by way of (i) tender, or (ii) quotation process, or (iii) direct award. Our business is generally project-based, and the contracts are typically awarded on a project-by-project basis and are tied to specific customer needs. Accordingly, the commercial success of both our events delivery and management services and design and build services depends in part on our ability to deliver our products and services in accordance to the standards and requirements expected from our customers (including an increasing shift towards sustainable business practices), as well as whether our services and works will continue to appeal to our customers in respect of their branding, business and operations. Our customers are generally under no obligation to award future contracts to us, and accordingly, there also can be no assurance that we will be able to successfully secure future projects from our existing customers in the future.

We generally do not enter into long-term agreements with our customers and there can be no assurance that we will continue to retain such customers. Accordingly, we are exposed to the risk of decreased demand for our services. We do not typically enter into long-term contracts with our customers and most of our customers generally enter into contracts with us in respect of specific projects as and when such engagements arise. Generally, our business is primarily project-based, and most of the contracts that are awarded to our Group are for one-off projects, and not multi-year recurring projects. Consequently, our earnings may be uneven or lumpy depending on the timing and scale of projects completed in any given financial period. Accordingly, there can be no assurance that we will continue to retain our customers, including our major customers, or that they will maintain or increase their current level of business with us.

We operate in a highly competitive industry and we face competition from other established market players and new entrants. Over the years, there has been a growing number of companies involved in both the events delivery and management services business, and the design and build services business. Our success in these industries would accordingly depend on our ability to compete effectively by delivering quality and value-added services and by maintaining long-term relationships with our customers. If our competitors are able to provide comparable services at more competitive prices or better quality and more value-added services than us, we may lose out on business opportunities to such competitors. There can be no assurance that we will be able to compete effectively in our existing industries or in new industries which we may enter into in the future.

Our business depends to a significant extent upon the continued services of our Executive Directors, Executive Officers and employees for our continued success and growth. Our overall reputation and success depend largely on the commercial success and reception of our projects, including both our organised events and experiences as well as our design and build works, which is in turn largely dependent on the creative input and event management expertise of our key personnel, as well as the ability of our key personnel and/or employees to successfully manage third party skilled employees and labour and oversee the execution of the projects. Any loss of such Executive Directors and/or Executive Officers without suitable or comparable replacements in a timely manner may affect the strategic direction and creative output of our Group, adversely affect investor confidence in us or may have an adverse effect on our day-to-day operations and ability to secure material contracts and projects.

Our historical results may not be indicative of our future revenue and profit margins. During the Period Under Review, our revenue amounted to approximately S\$9.27 million, S\$20.62 million, S\$19.59 million and S\$56.46 million for FY2022, FY2023, FY2024 and 9M2025, respectively, with corresponding gross profit margins of approximately 31.8%, 19.2%, 25.6% and 16.3% in FY2022, FY2023, FY2024 and 9M2025, respectively. The historical financial information is solely derived from our projects under contracts secured within the Period Under Review and does not necessarily have any implication on our future financial performance.

Refer to “Risk Factors” on pages 48 to 76 of the Offer Document for more information on the risk factors.

The above are not the only risk factors that had or could have a material effect on our business, financial condition and results of operations, and your Shares. Please refer to the section entitled “Risk Factors” on pages 48 to 76 of the Offer Document for a discussion on other risk factors and for more information on the above risk factors. Prior to making a decision to subscribe for the Offer Shares, you should consider all the information contained in the Offer Document.

WHAT ARE THE RIGHTS ATTACHED TO THE SECURITIES OFFERED?

As at the Latest Practicable Date, our issued and paid-up share capital was S\$10,000, comprising 10,000 Shares. Following the completion of the Restructuring Exercise but prior to the Share Split, our issued and paid-up share capital was S\$7,581,000 comprising 7,581,000 Shares. As at the date of the Offer Document (following the completion of the Share Split), our issued and paid-up ordinary share capital was S\$7,581,000 comprising 155,000,000 Shares.

There are no founder, management, deferred or unissued shares reserved for allotment and issuance for any purpose.

As of the date of the Offer Document, all of our Shares have been issued and fully paid for. All of our Shares are in registered form. We may also, subject to the provisions of the Companies Act and the Catalist Rules, purchase our own Shares.

Only persons who are registered on our register of members and, or the persons named as the Depositors in the Depository Register maintained by CDP for our Shares, are authorised as our Shareholders.

As at the date of the Offer Document, there is only one (1) class of Shares in the capital of our Company. The New Shares, upon allotment and issuance, will be free from all pre-emption rights, charges, liens and other encumbrances and shall have the same interest and voting rights as our existing Shares. There is no restriction on the transfer of fully paid shares in scripless form except where required by law or the Catalist Rules.

Refer to “Share Capital” on pages 82 to 85 and “Appendix H – Description of Our Shares” on pages H-1 to H-7 of the Offer Document for more information on the Shares offered in the Offering.

HOW WILL THE PROCEEDS FROM THE OFFERING BE USED?

The estimated net proceeds to be raised from the Invitation and the Cornerstone Tranche will be approximately S\$8.28 million. We will not receive any proceeds from the sale of the Vendor Shares by the Vendors. The net proceeds attributable to the Vendors for the sale of Vendor Shares, after deducting the Vendors’ share of the placement commission of about S\$0.04 million, is approximately S\$0.91 million.

The net proceeds to be raised by our Company from the issuance of the New Shares and the Cornerstone Shares is estimated to be approximately S\$7.37 million, after deducting estimated expenses incurred in relation to the Invitation and the Cornerstone Tranche (which will be borne by our Company) of approximately S\$1.83 million. We intend to use the gross proceeds from the issue of Invitation and the Cornerstone Tranche primarily as follows:

Use of Proceeds	Aggregate Amount ⁽¹⁾ (S\$’000)	Estimated amount allocated for each dollar of the gross proceeds due to us from the Invitation and the Cornerstone Tranche (cents)
Working capital to expand our business operations through taking part in more tenders and securing more contracts, and contracts of larger scale	730	8.0
Mergers and acquisitions, investments, joint ventures and/or strategic alliances ⁽²⁾	6,645	72.2
Net proceeds due to us from the Invitation and Cornerstone Tranche	7,375	80.2
Listing expenses	1,825	19.8
Gross proceeds due to us from the Invitation and Cornerstone Tranche	9,200	100.0

Refer to “Use of Proceeds and Expenses of the Invitation” on pages 77 to 79 of the Offer Document for more information on our use of proceeds.

Notes:

- (1) Figures may not add up due to rounding.
- (2) As at the Latest Practicable Date, all discussions relating to potential mergers and acquisitions, investments, joint ventures and/or strategic alliances opportunities are preliminary as part of our ongoing business strategy and our Group has not identified any specific asset, business or entity to be acquired.

WILL WE BE PAYING DIVIDENDS AFTER THE OFFER?

Our Company does not currently have a fixed dividend policy. The declaration and payment of future dividends may be recommended by our Board at their discretion, after considering a number of factors, including the level of our cash and retained earnings, our actual and projected financial performance, our projected levels of capital expenditure and expansion plans, our working capital requirements and general financial condition, the terms of borrowing arrangements (if any), as well as other factors deemed relevant by our Board.

Subject to the above, our Board intends to recommend dividends of not less than 20.0% of our net profit after tax attributable to our Shareholders in FY2025 (excluding the interim dividend declared by Kin Productions of S\$2.00 million and by Kin D+B of S\$0.31 million in respect of FY2025), and not less than 30.0% of our net profit after tax attributable to our Shareholders in FY2026 (collectively, the **“Proposed Dividend”**). However, investors should note that the foregoing statements, including the statement on the Proposed Dividend, are merely statements of our present intention and shall not constitute legally binding obligations on our Company or legally binding statements in respect of our future dividends (including those proposed for FY2025 and FY2026), which may be subject to modification (including reduction or non-declaration thereof) at our Directors’ sole and absolute discretion. As we do not have a fixed dividend policy, investors should not treat the Proposed Dividend as an indication of our future dividend policy.

Refer to *“Dividends – Dividend Policy”* on pages 80 to 81 of the Offer Document for more information on our dividend policy.

DEFINITIONS

“%” or “per cent.”	:	Per centum
“9M2024”	:	Nine-month financial period ended 30 September 2024
“9M2025”	:	Nine-month financial period ended 30 September 2025
“Authority”	:	The Monetary Authority of Singapore
“Award Shares”	:	The new Shares which may be allotted and issued or transferred from time to time pursuant to the vesting of the contingent awards of Shares granted or which may be granted pursuant to the Kin Performance Share Plan, the terms of which are set out in Appendix C to the Offer Document
“Board” or “Board of Directors”	:	The board of Directors of our Company as at the date of the Offer Document and from time to time
“Catalist Rules”	:	Section B of the Listing Manual of the SGX-ST, as amended, modified or supplemented from time to time
“Catalist”	:	The sponsor-supervised listing platform of the SGX-ST
“Company”	:	Kin Global Limited
“Controlling Shareholder”	:	As defined in the Catalist Rules, a person who: (a) Holds directly or indirectly 15.0% or more of the nominal amount of all the voting shares in our Company (unless otherwise determined by the SGX-ST); or (b) in fact exercises control over our Company
“Cornerstone Investors”	:	Amova Asset Management Asia Limited, Apricot Capital Pte. Ltd., Asdew Acquisitions Pte. Ltd., Ginko-AGT Alpha Fund VCC (acting for Ginko-AGT Global Growth Fund), ICHAM Master Fund VCC (acting for Ploutos Fund III), Qilin Wealth Fund Pte. Ltd., and Mr. Rudolf Jurgen August Rolles
“Cornerstone Shares”	:	The aggregate of 19,170,000 new Shares to be subscribed for by the Cornerstone Investors
“Cornerstone Subscription Agreements”	:	The cornerstone subscription agreements entered into between our Company and each of the Cornerstone Investors dated 30 March 2026 (as may be amended from time to time), pursuant to which the Cornerstone Investors are to subscribe for their respective Cornerstone Shares

“Cornerstone Tranche”	:	The subscription of the Cornerstone Shares by the Cornerstone Investors pursuant to the terms of the Cornerstone Subscription Agreements
“Depositor”	:	Has the meaning ascribed to it in Section 81SF of the Securities and Futures Act 2001 of Singapore, as may be amended or modified from time to time
“Directors”	:	The directors of our Company as at the date of the Offer Document, unless otherwise stated
“EPS”	:	Earnings per Share
“Executive Directors”	:	The directors of our Company as at the date of the Offer Document and from time to time
“Executive Officers”	:	The executive officers of our Group as at the date of the Offer Document, unless otherwise stated
“FY”	:	Financial year ended or, as the case may be, ending 31 December
“FY2022”	:	Financial year ended 31 December 2022
“FY2023”	:	Financial year ended 31 December 2023
“FY2024”	:	Financial year ended 31 December 2024
“FY2025”	:	Financial year ended 31 December 2025
“FY2026”	:	Financial year ending 31 December 2026
“Group”	:	Our Company and our subsidiaries
“Independent Market Report”	:	The report titled “ <i>Sports Events Management Industry Assessment in Singapore</i> ” prepared by Euromonitor International Limited, as set out in Appendix E to the Offer Document
“Invitation”	:	The Offer and the Placement. The completion of each of the Offer and the Placement is conditional upon the completion of the other
“Invitation Price”	:	S\$0.23 for each Invitation Share
“Invitation Shares”	:	The 24,930,000 Shares, comprising 20,830,000 New Shares and 4,100,000 Vendor Shares, which are the subject of the Invitation, offered by way of Offer and Placement, comprising 1,000,000 Offer Shares and 23,930,000 Placement Shares (including 5,148,000 Reserved Shares)
“Issue Manager, Sponsor, Underwriter and Placement Agent”	:	SAC Capital Private Limited
“Latest Practicable Date”	:	17 March 2026, being the latest practicable date for the purposes of lodgment of the Offer Document with the SGX-ST, acting as agent on behalf of the Authority
“Listing”	:	The proposed listing and quotation of all our Shares on Catalist
“NAV”	:	Net asset value
“New Shares”	:	The 20,830,000 new Shares offered by our Company for subscription, which are the subject of the Invitation
“Non-Executive Directors”	:	The non-executive Directors of our Company (including Independent Directors) as at the date of the Offer Document, unless otherwise stated
“Offer Document”	:	The offer document dated 14 April 2026 issued by our Company in respect of the Invitation
“Offer Shares”	:	The 1,000,000 Invitation Shares which are the subject of the Offer
“Offer”	:	The offer by our Company and the Vendors to the public in Singapore for subscription and/or purchase of the Offer Shares at the Invitation Price, subject to and on the terms and conditions set out in the Offer Document
“Option Shares”	:	The new Shares which may be allotted and issued or transferred from time to time upon the exercise of the share options which may be granted by our Company to be granted under the Kin Employee Share Option Scheme, the terms of which are set out in Appendix D to the Offer Document

“Period Under Review”	:	The period which comprises FY2022, FY2023, FY2024 and 9M2025
“Placement Shares”	:	The 23,930,000 Invitation Shares, which are the subject of the Placement (including 5,148,000 Reserved Shares)
“Placement”	:	The placement of the Placement Shares (including 5,148,000 Reserved Shares) by the Underwriter and Placement Agent on behalf of our Company and/or the Vendors for subscription and/or purchase at the Invitation Price, subject to and on the terms and conditions of the Offer Document
“Reserved Shares”	:	The 5,148,000 Invitation Shares under the Placement which are reserved for the management, directors and/or employees of our Group as well as business associates and others who have contributed to the success of our Group (to be determined by our Company at our sole discretion).
“Restructuring Exercise”	:	The corporate restructuring exercise undertaken in connection with the Invitation, as described in the section entitled “Restructuring Exercise” of the Offer Document
“S\$” and “cents”	:	Singapore dollars and cents, the lawful currency of Singapore
“SGX-ST”	:	Singapore Exchange Securities Trading Limited
“Share Split”	:	The sub-division of 7,581,000 Shares in the capital of our Company into 155,000,000 Shares on 13 April 2026
“Securities Account”	:	The securities account maintained by a Depositor with CDP, but does not include a securities sub-account
“Share(s)”	:	Ordinary share(s) in the capital of our Company
“Shareholder(s)”	:	Person(s) who are registered as holder(s) of Shares in the register of members of our Company, or where CDP is the registered holder, the term “Shareholders” shall, in relation to such Shares, mean Depositors whose Securities Accounts are credited with Shares
“Vendor Shares”	:	The 4,100,000 Shares offered by the Vendors for purchase, which are the subject of the Invitation
“Vendors”	:	Mr. Ko Chee Wah and Mr. Vincent Chai

CONTACT INFORMATION

WHO CAN YOU CONTACT IF YOU HAVE ENQUIRIES RELATING TO OUR OFFER?

Company

Kin Global Limited

Address	:	36 Robinson Road, #20-01 City House, Singapore 068877
Telephone Number	:	+65 6990 8220

Issue Manager, Sponsor, Underwriter and Placement Agent

SAC Capital Private Limited

Address	:	1 Robinson Road, #21-01 AIA Tower, Singapore 048542
Telephone Number	:	+65 6232 3200

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