



Barramundi Group Ltd.
and its Subsidiary Corporations
(Incorporated in the Republic of Singapore)
(Company Registration No. 200722778K)

Annual Report
For the Financial Year Ended 31 December 2025





CEO's Message

Dear Shareholders,

FY2025 was an important year of transition and stabilisation for Barramundi Group.

The past few years have been among the most challenging in the Company's history. The Group has had to confront operational disruption, financial pressure, legacy obligations, and a complex restructuring period. These conditions tested the resilience of our business, our people, and our stakeholders.

Against that backdrop, the successful completion of the restructuring was a critical milestone. It enabled the Group to address a significant part of its legacy debt position and re-establish a more stable platform from which to rebuild. While much work remains ahead, the Group is now better able to shift management focus from balance sheet stabilisation toward operational recovery, disciplined execution, and the careful rebuilding of the business.

Our strategy remains anchored in Brunei. As previously announced, the Group has been progressing its Brunei development pathway through BG1.5 and BG2.0, including the expansion of sea farming operations, the development of supporting RAS infrastructure, and the longer-term plan for a land-based RAS grow-out facility at Mengsalut.

We remain committed to a hybrid farming model that combines land-based recirculating aquaculture system, or RAS, capability with open-pen sea farming. We believe this approach provides the Group with a pragmatic balance between biological risk management, capital efficiency, production flexibility, and scalability. Over time, this model is intended to support more resilient production, improved fish health management, and better integration across our juvenile production, nursery, grow-out, processing, and sales channels.

Brunei Farming Operations

Brunei remains central to the Group's operating strategy and future growth plans. During the past two years, our RAS1 facility and operations in Serasa performed well, supporting the production of juveniles for sea stocking.

We have seen encouraging improvements in feed conversion ratios, with FCRs for juveniles growing to sea-stocking size hovering at or below 1.0. We believe this reflects the continued maturation of both the RAS1 system and the operating team. Our focus is to sustain this performance through disciplined system management, husbandry, feeding, and operational controls.

At our sea farming operations, three batches of fish have been stocked in the deeper waters at Pelong Rocks. The deployment of three large 120-metre circumference net pens is intended to allow the Group to take advantage of the deeper and more kinetic water conditions at the site. The fourth net pen is expected to be installed to receive the next batch of juveniles in the next two months. While Pelong Rocks has provided a significant improvement in water quality, certain animal health issues have affected the consistency of performance achieved to date.

Our teams are responding by strengthening husbandry, feeding, and pre-stocking conditioning protocols, with the objective of improving biological control, resilience, and survival. This deployment forms part of our calculated and continued effort to rebuild biomass cautiously in support of the Group's phased Brunei growth strategy.

BG2.0 / Mengsalut RAS Development

At our planned RAS grow-out facility at Mengsalut, we have restarted workstreams that were placed on hold during the restructuring period. We have commenced and commissioned geotechnical investigations as part of the ongoing review of the site and facility design.

Consultations with technical specialists are also ongoing to evaluate methods and technologies that may help optimise capital expenditure, improve energy efficiency, reduce operational carbon intensity, and enhance whole-life asset performance over the facility's useful life.

In parallel, the Group continues to engage relevant parties on the funding requirements for the project. Further information will be shared as and when appropriate.

Fassler Gourmet / Processing and Value-Added Seafood

Headwinds in the HORECA and retail markets in Singapore have continued to affect Fassler Gourmet's performance. The well-documented attrition in the Singapore F&B sector has required closer management oversight of revenues and tighter control of operating costs. At the same time, broader industry-wide inflationary pressures, including energy, raw material, packaging, and labour costs, continue to place pressure on margins.

In response, the team has continued to make targeted operational adjustments, including the rationalisation and retirement of non-performing SKUs and product lines, while developing a new range of shelf-ready ambient product options. These initiatives are intended to improve competitiveness, support margin resilience, and broaden the channels through which Fassler Gourmet products can reach customers.

Given the continued difficulty of the market environment, the Group is also reviewing strategic options for Fassler Gourmet, including its operating model, cost structure, product portfolio, and longer-term role within the Group. This review is intended to ensure that management's focus and capital allocation remain aligned with the Group's overall priorities, while preserving the value of the Fassler platform where appropriate.

UVAXX / Animal Health

Despite reduced commercial output during the past two years, UVAXX has continued to maintain its research posture and development progress.

Joint work continues with A*STAR on Phase 2 of our epitope-based SDDV, or Scale Drop Disease Virus, vaccine programme. Current work is focused on further refining vaccine components, including efforts to improve production efficiency and reduce production cost.

The required field and safety trial protocols have been further developed, and preparation of the registration documentation is underway. UVAXX is also progressing the registration pathway for selected bacterial vaccines as commercial products. Two bacterial vaccine products have been prioritised, with the registration process currently expected to take approximately 12 to 18 months, subject to regulatory review, technical requirements, and the completion of supporting documentation.

Sales, Branding and Market Development

The launch of the Kühlbarra online retail store in Brunei is currently targeted for Q3. Pilot trials are ongoing with a third-party vendor to assess last-mile delivery performance and cold-chain integrity, both of which are critical to ensuring product quality and customer experience.

Our Barramundi Brunei farm has steadily built back our BAP status to 3-Star, with our hatchery, farm, and feed meeting the relevant requirements. We continue to work toward the complete 4-Star rating in due course.

We have also embarked on a partnership with an ASC-certified trout producer in Europe to supply Kühlbarra-branded retail packs. This forms part of our continuing effort to build the overall Kühlbarra retail portfolio, extend the brand beyond barramundi where appropriate, and develop a broader premium seafood offering for selected markets.

International hotel and retailer outreach is also ongoing, with the objective of onboarding customers and channels that are aligned with the Group's premium seafood positioning.

Looking Ahead

The completion of the restructuring has given the Group the opportunity to move forward from a more stable base. Looking ahead, our priorities remain clear: rebuild production scale carefully, improve operating consistency, protect cash, deepen customer relationships, and allocate capital with discipline. We will continue to focus on areas where Barramundi Group has a defensible advantage: premium barramundi farming, integrated seafood processing, and fish health capability through UVAXX.

At the same time, we remain clear-eyed about the risks ahead. While the immediate cloud of COVID-19 and its related disruptions has receded, the operating environment remains complex. Biological risk, including fish health and mortality events, continues to be a material consideration for any aquaculture business. These risks are not insignificant and must be managed continuously through husbandry discipline, site selection, biosecurity, diagnostics, and operational vigilance.

In addition, external shocks have become a more persistent feature of the business environment. Geopolitical tensions and supply-chain disruptions linked to the Middle East and Ukraine continue to affect global trade flows, energy costs, logistics, feed ingredients, and general input-price volatility. These factors add to the complexity of planning and operating the business, and they reinforce the need for prudent cash management, operational flexibility, and disciplined capital deployment.

The path ahead will require patience and careful execution. Our focus will be to rebuild the Group on a more resilient footing, while remaining realistic about the operational and external challenges.

I would like to thank our shareholders, employees, lenders, creditors, partners, and new investors for their continued support through this period. We now enter the next phase with renewed focus and a clear mandate: to build a stronger, more disciplined, and more resilient Barramundi Group.



James Kwan
Chief Executive Officer
Barramundi Group Ltd.

Note

This message may contain forward-looking statements, including statements relating to the Group's strategy, operations, production plans, project development, funding discussions, product launches, vaccine development, regulatory pathways, market development and future business performance. These statements are based on current expectations, assumptions and information available as at the date of this message.

Forward-looking statements are subject to known and unknown risks, uncertainties and other factors, many of which are outside the Group's control, including biological risks, fish health and mortality events, environmental conditions, feed and input cost volatility, energy and logistics costs, inflation, supply-chain disruption, geopolitical developments, regulatory approvals, funding availability, project execution risks and general market conditions. Actual results, performance or developments may differ materially from those expressed or implied.

Readers should not place undue reliance on forward-looking statements. Except as required by applicable law, regulation or stock exchange rules, Barramundi Group Ltd. undertakes no obligation to update or revise any forward-looking statements. This message should be read together with the Group's audited financial statements, annual report, public announcements and other disclosures, and does not constitute investment, financial, legal or other professional advice, nor an offer or solicitation in relation to any securities of the Company.



Director General of FAO-UN (Food and Agriculture Organisation of the United Nations), Dr. Qu HongYu visited Barramundi Group's RAS1 Facility in Serasa. He enquired of our broodstock and breeding program, advising and emphasizing that investments into this area should not be neglected. Dr. Qu was the former Vice Minister of the Ministry of Agriculture and Rural Development of China, and is currently in his second term as DG FAO-UN.



Our participation in Gulfood 2026 in Dubai and the Seafood Expo in Singapore marked our first sales foray post-restructuring. The show validated again the interest and market for sustainably grown barramundi as a premium white fish. The trip generated promising leads and contract manufacturing, and promotional collaborations for Kuhlbarra and Fassler.



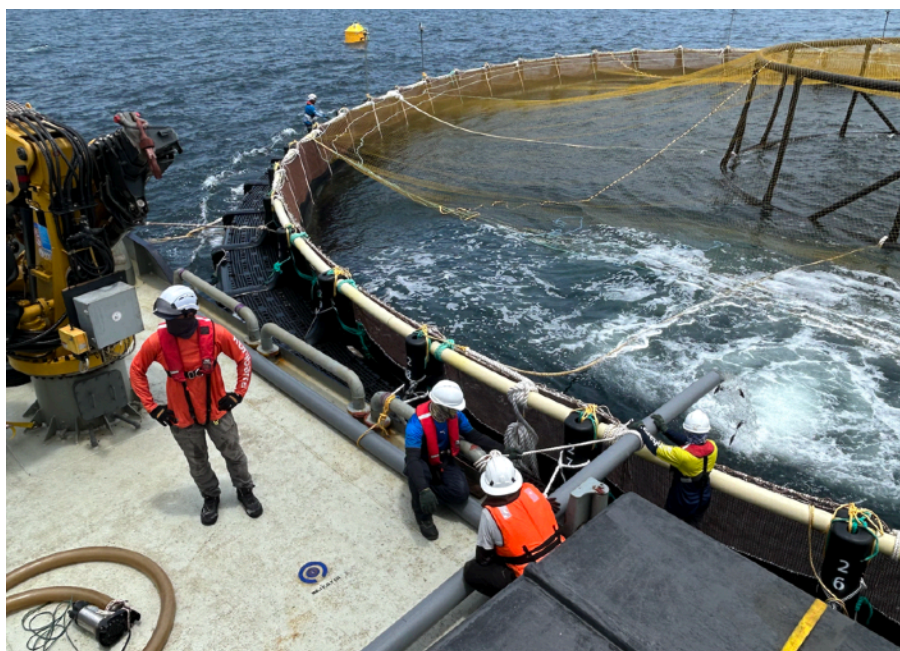
Our Deputy Sea Farm manager in Brunei, Fadhil, holding up a mature 4kg barramundi from one of our 3 deployed cages.



MV Barramundi Endeavour, positioned alongside on of our Pelong Rocks cages for harvesting operations.



Our Farm Manager in Brunei, Fazly, skipping our aquaculture vessel, MV Barramundi Endeavour



A picture of sea stocking operations where juveniles are pumped from a nursery transfer tank on the deck of MV Barramundi Endeavour to the new net-pens.



We had the honour and pleasure of briefing His Majesty Sultan Haji Hassanal Bolkiah of Brunei Darussalam, on our planned RAS grow-out facility in Nov 2025.



We also hosted former Deputy Prime Minister of Singapore, Mr. Heng Swee Keat at our UVAXX lab in Brunei. DPM Heng also sits on the NRF and has supported UVAXX's SDDV vaccine research work through grants from the Singapore Food Agency.

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Barramundi Group PR & Marketing Department

Email: info@barramundi.com

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The directors present their statement to the members together with the audited consolidated financial statements of Barramundi Group Ltd. and its subsidiary corporations (the "Group") for the financial year ended 31 December 2025 and the balance sheet of the Company as at 31 December 2025.

In the opinion of the directors,

- (a) the balance sheet of the Company and the consolidated financial statements of the Group as set out on pages 8 to 72 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2025 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and
- (b) at the date of this statement, having regard to those factors described in Note 3.1 to the financial statements, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors of the Company in office at the date of this statement are as follows:

Andrew Kwan Kok Tiong
Khairuddin Abd Hamid (alternate director Ahmad Fathi Junaidi)
Tan Chin Hwee (appointed 18 December 2026)
Tsang Eric Fan Zee

Arrangements to enable directors to acquire shares or debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than as disclosed under "Share options" in this statement.

Directors' interests in shares or debentures

According to the register of directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in the name of director or nominee		Holdings in which a director is deemed to have an interest	
	At 31.12.2025	At 01.01.2025 / Date of appointment	At 31.12.2025	At 01.01.2025 / Date of appointment
The Company (No. of ordinary shares)				
Andrew Kwan Kok Tiong	42,809,762	4,427,821	444,444	444,444
Tan Chin Hwee	17,365,482	17,365,482	-	-

Share options

(a) *Employee Share Option Scheme* ("Scheme")

The Employee Share Option Scheme was approved by the Board through a Directors' Resolution passed on 1 January 2017 (the "2017 Scheme") and this was replaced by a new share option scheme (the "2020 Scheme") approved by shareholders at a Extraordinary General Meeting held on 30 September 2020. The Scheme provides a means to give recognition to employees who have contributed to the success of the Company and let them have a direct interest in the Company.

Under the Scheme, options to subscribe for the ordinary shares of the Company are granted to selected employees and chief executive officer of the Group at the discretion of the Board of Directors or its Committee. The exercise price of the option is determined at the time of the grant with reference to its fair market value under the conditions of the Scheme and approved by the Board of Directors or its Committee. The vesting period of the option is 4 years with a 2-year cliff, i.e. 50% of the shares can be exercised after 24 months followed by 25% after another 12 months and the last 25% after the last 12 months (48 months), or such date as the Board of Directors may determine. Once the options are vested, they are exercisable for a period of three years. The option may be exercised in full or in part in respect thereof, on the Company's acceptance of the exercise notice, payment of the exercise price and in accordance with the vesting schedule under the conditions of the Scheme, but no later than the expiry date.

The aggregate number of shares over which options may be granted on any date, when added to the number of shares issued and issuable in respect of all options granted under the Scheme, shall not exceed 10% of the issued shares of the Company (excluding treasury shares) from time to time.

The Company granted options under the Scheme to subscribe for 6,200,000 ordinary shares of the Company on 1 January 2017 ("2017 Options") and 3,800,000 ordinary shares of the Company on 24 May 2019 ("2019 Options") (equivalent to 413,333 shares and 253,333 shares after the 15:1 shares consolidation exercise on 5 April 2021 respectively).

In August 2021, the Company increased the vesting period for the employee share options granted in 2019 Options from four to six years and increased the exercise price to \$2.25 to reflect Initial Public Offering in the Company's share price. The fair value of the options at the date of modification was determined to be \$0.96.

On 18 August 2021, the Company granted options under the Scheme to subscribe for 133,333 ordinary shares at exercise price of \$2.25 ("2020 Options") and 533,000 ordinary shares of the Company at exercise price of \$2.25 per share ("2021 Options"). The 2020 Options are exercisable from 1 May 2022 and expire on 1 May 2027. The 2021 Options are exercisable from 1 May 2023 and expire on 1 May 2028. The total fair value of the 2020 Options and 2021 Options granted was estimated to be \$139,625 and \$597,589 respectively using the Black-Scholes formula.

On 1 May 2022, the Company granted options under the Scheme to subscribe for 1,000,000 ordinary shares at exercise price of \$1.45 ("2022 Options"). The 2022 Options are exercisable from 1 May 2022 and expire on 1 May 2029. The total fair value of the 2022 Options granted was estimated to be \$838,346 using the Black-Scholes formula.

Details of the share options are disclosed in Note 29 to the financial statements.

Share options (continued)

(b) *Perpetual Call Option*

On 1 January 2017, the Company has agreed to grant Kleine Staarman Gerhard Heinrich Joseph, a former shareholder of the Company, the option to purchase all or any of the 7,000,000 ordinary shares of the Company (equivalent to 466,667 shares after the 15:1 share consolidation on 5 April 2021). In August 2021, the Company increased the exercise price to \$4.20 to reflect Initial Public Offering in the Company's share price. This option is a one-off issue outside the Employee Share Option Scheme and may be exercised at any time without an expiry date.

(c) *Share options outstanding*

The number of unissued ordinary shares of the Company under option in relation to the Schemes outstanding at the end of the financial year was as follows:

	Employee Share Option Scheme				Perpetual Call Option
	2019	2020	2021	2022	2017
Year of option	2019	2020	2021	2022	2017
Year of expiry	2026	2027	2028	2029	-
Exercise price per share (S\$)	2.25	2.25	2.25	1.45	4.20
Options outstanding as at 1 January 2025	67,000	53,333	71,667	165,000	466,667
Options cancelled during the year	-	-	-	(25,000)	-
Options outstanding as at 31 December 2025	67,000	53,333	71,667	140,000	466,667

**Barramundi Group Ltd.
and its Subsidiary Corporations
Annual Report**

**Directors' Statement
For the Financial Year Ended 31 December 2025**

Independent auditor

The independent auditor, CLA Global TS Public Accounting Corporation, has expressed its willingness to accept reappointment.

On behalf of the Board of Directors

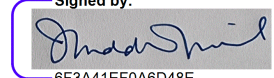
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Andrew Kwan Kok Tiong
Director

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Khairuddin Abd Hamid
Director

29 May 2026

Independent Auditor's Report to the Members of Barramundi Group Ltd.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Barramundi Group Ltd. (the "Company") and its subsidiary corporations (the "Group"), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 31 December 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policies, as set out on pages 8 to 72.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the changes in equity of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics Applicable to Public Accountants and Accounting Entities* ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 1 to 2.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed on the other information what we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Independent Auditor's Report to the Members of
Barramundi Group Ltd. (continued)**

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

**Independent Auditor's Report to the Members of
Barramundi Group Ltd. (continued)**

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement director on the audit resulting in this independent auditor's report is Loh Ji Kin.



**CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants**

	Note	2025 \$	2024 \$
Revenue	4	13,105,489	13,911,382
Other income	5	10,616,001	1,710,089
Raw materials and consumables		(8,754,688)	(10,581,651)
Farm personnel expenses	6	(3,235,975)	(3,139,691)
Fair value gain / (loss) on biological assets		301,873	(709,889)
Fish mortalities		(2,069,716)	(844,328)
Depreciation expenses	15	(2,511,077)	(2,759,192)
Amortisation expenses	17	(121,739)	(207,453)
Impairment loss on biological assets	13	-	(296,389)
Impairment loss on intangible assets	17	-	(79,586)
Impairment loss on assets held for sale	18	(502,580)	-
Expected credit loss on financial assets, net		(5,930)	4,590
Administrative expenses	6	(2,854,524)	(3,677,602)
Distribution expenses	6	(1,342,103)	(1,134,327)
Finance expenses	8	(785,218)	(844,737)
Profit / (Loss) before tax		1,839,813	(8,648,784)
Income tax credit	9	20,696	20,696
Profit / (Loss) for the financial year		1,860,509	(8,628,088)
Other comprehensive income / (loss):			
Items that may be reclassified subsequently to profit or loss:			
- Currency translation income / (loss) on translating foreign operations		22,900	(9,891)
Total comprehensive profit / (loss) for the financial year		1,883,409	(8,637,979)
Net profit / (loss) attributable to:			
Owners of the Company		2,408,375	(8,310,309)
Non-controlling interests		(547,866)	(317,779)
		1,860,509	(8,628,088)
Total comprehensive income / (loss) attributable to:			
Owners of the Company		2,431,275	(8,320,200)
Non-controlling interests		(547,866)	(317,779)
		1,883,409	(8,637,979)

		Group		Company	
	Note	2025	2024	2025	2024
		\$	\$	\$	\$
ASSETS					
Current assets					
Cash and cash equivalents	10	2,156,954	1,766,220	253,986	245,252
Trade and other receivables	11	2,312,894	2,673,087	382,346	3,305,472
Inventories	12	2,973,655	3,478,220	363,671	251,645
Biological assets	13	1,536,584	767,501	-	-
		<u>8,980,087</u>	<u>8,685,028</u>	<u>1,000,003</u>	<u>3,802,369</u>
Assets of disposal group classified as held for sale	18	1,210,000	-	1,210,000	-
		<u>10,190,087</u>	<u>8,685,028</u>	<u>2,210,003</u>	<u>3,802,369</u>
Non-current assets					
Investments in subsidiary corporations	14	-	-	19,568,999	25,502,819
Property, plant and equipment	15	17,306,255	19,363,361	1,308,933	4,073,002
Intangible assets	17	949,566	1,071,305	-	-
Biological assets	13	262,887	306,471	9,339	52,922
		<u>18,518,708</u>	<u>20,741,137</u>	<u>20,887,271</u>	<u>29,628,743</u>
Total assets		<u>28,708,795</u>	<u>29,426,165</u>	<u>23,097,274</u>	<u>33,431,112</u>
LIABILITIES					
Current liabilities					
Trade and other payables	19	3,681,151	4,422,270	1,367,731	4,884,486
Borrowings	20	403,233	16,397,243	6,609	17,566,795
Deferred capital grants	21	451,594	552,571	419,739	511,721
		<u>4,535,978</u>	<u>21,372,084</u>	<u>1,794,079</u>	<u>22,963,002</u>
Non-current liabilities					
Borrowings	20	15,675,341	4,186,051	-	1,439,717
Deferred capital grants	21	1,932,043	3,085,679	1,900,787	3,022,568
Provision for reinstatement Deferred income tax liabilities	22	55,980	55,980	-	-
	23	190,206	210,902	-	-
		<u>17,853,570</u>	<u>7,538,612</u>	<u>1,900,787</u>	<u>4,462,285</u>
Total liabilities		<u>22,389,548</u>	<u>28,910,696</u>	<u>3,694,866</u>	<u>27,425,287</u>
Net assets		<u>6,319,247</u>	<u>515,469</u>	<u>19,402,408</u>	<u>6,005,825</u>
EQUITY					
Share capital	24	157,820,954	153,913,373	157,820,954	153,913,373
Other reserves	25	(2,228,116)	(2,254,083)	1,145,502	1,142,435
Accumulated losses		<u>(153,707,965)</u>	<u>(156,126,061)</u>	<u>(139,564,048)</u>	<u>(149,049,983)</u>
		1,884,873	(4,466,771)	19,402,408	6,005,825
Non-controlling interests	14	4,434,374	4,982,240	-	-
Total equity		<u>6,319,247</u>	<u>515,469</u>	<u>19,402,408</u>	<u>6,005,825</u>

The accompanying notes form an integral part of these financial statements.

	←----- Attributable to equity holders of the Company -----→					
	Share capital	Other reserves	Accumulated losses	Total	Non- controlling interests	Total equity
	\$	\$	\$	\$	\$	\$
2025						
Beginning of financial year	153,913,373	(2,254,083)	(156,126,061)	(4,466,771)	4,982,240	515,469
Total comprehensive income / (loss) for the financial year:						
Profit / (loss) for the year	-	-	2,408,375	2,408,375	(547,866)	1,860,509
Other comprehensive income	-	22,900	-	22,900	-	22,900
Employee share option scheme	-	3,067	9,721	12,788	-	12,788
Issuance of new shares	3,907,581	-	-	3,907,581	-	3,907,581
End of financial year	<u>157,820,954</u>	<u>(2,228,116)</u>	<u>(153,707,965)</u>	<u>1,884,873</u>	<u>4,434,374</u>	<u>6,319,247</u>
2024						
Beginning of financial year	153,913,373	(2,245,058)	(147,858,733)	3,809,582	5,300,019	9,109,601
Total comprehensive loss for the financial year:						
Loss for the year	-	-	(8,310,309)	(8,310,309)	(317,779)	(8,628,088)
Other comprehensive income	-	(9,891)	-	(9,891)	-	(9,891)
Employee share option scheme	-	(9,891)	(8,310,309)	(8,320,200)	(317,779)	(8,637,979)
Employee share option scheme	-	866	42,981	43,847	-	43,847
End of financial year	<u>153,913,373</u>	<u>(2,254,083)</u>	<u>(156,126,061)</u>	<u>(4,466,771)</u>	<u>4,982,240</u>	<u>515,469</u>

The accompanying notes form an integral part of these financial statements.

	2025	2024
	\$	\$
Cash flows from operating activities		
Profit / (loss) before tax	1,839,813	(8,648,784)
Adjustments for:		
- Fair value adjustment on biological assets	(301,873)	709,889
- Amortisation of government grant	(1,254,613)	(1,069,522)
- Depreciation of property, plant and equipment and right-of-use assets	2,511,077	2,651,418
- Depreciation of biological assets	-	107,778
- Property, plant and equipment written off	158,261	755,439
- Inventories written down / written off	572,387	1,143,618
- Amortisation of intangible assets	121,739	207,453
- Employee share option expenses	12,788	43,847
- Interest expense	785,218	844,737
- Unrealised foreign currency differences	39,237	(49,468)
- Expected credit loss on financial assets, net	5,930	(4,590)
- Impairment loss on intangible assets	-	79,586
- Impairment loss on biological assets	-	296,389
- Impairment loss on assets held for sale	502,580	-
- Gain on write-off of payables under Scheme of Arrangement	(8,761,491)	-
- Loss on disposal of property, plant and equipment	220,296	199,083
	<u>(3,548,651)</u>	<u>(2,733,127)</u>
Changes in working capital:		
- Biological assets	(423,626)	(828,146)
- Inventories	(67,822)	821,447
- Trade and other receivables	438,185	(178,523)
- Trade and other payables	(830,273)	1,818,411
Cash used in operations, representing net cash used in operating activities	<u>(4,432,187)</u>	<u>(1,099,938)</u>
Cash flows from investing activities		
Additions to property, plant and equipment	(557,743)	(1,907,178)
Proceeds from disposal of property, plant and equipment	-	310,500
Net cash used in investing activities	<u>(557,743)</u>	<u>(1,596,678)</u>

	2025	2024
	\$	\$
Cash flows from financing activities		
Net proceeds from borrowings	3,375,271	2,297,019
Repayment of lease liabilities	(781,958)	(993,517)
Interest paid	(587,718)	(844,737)
Proceeds from capital grants	-	431,146
Proceeds from issuance of ordinary shares	3,400,000	-
Net cash provided by financing activities	<u>5,405,595</u>	<u>889,911</u>
Net increase/(decrease) in cash and cash equivalents	415,665	(1,806,705)
Cash and cash equivalents		
Beginning of the financial year	1,766,220	3,572,925
Effects of currency translation on cash and cash equivalents	(24,931)	-
End of the financial year	<u>2,156,954</u>	<u>1,766,220</u>

Reconciliation of liabilities arising from financing activities

	Loans and borrowings	Lease liabilities	Total
	\$	\$	\$
Balance at 1 January 2023	17,010,417	1,718,377	18,728,794
Financing cash flows ⁽¹⁾	2,297,019	(993,517)	1,303,502
<u>Non-cash changes</u>			
- Written-off during the year	-	(121,404)	(121,404)
- Addition during the year	-	672,402	672,402
Balance at 31 December 2024	<u>19,307,436</u>	<u>1,275,858</u>	<u>20,583,294</u>
Financing cash flows ⁽¹⁾	3,375,271	(781,958)	2,593,313
<u>Non-cash changes</u>			
- Written-off during the year	(8,569,223)	(8,594)	(8,577,817)
- Converted to equity (Note 24)	(507,581)	-	(507,581)
- Addition during the year	-	1,987,365	1,987,365
Balance at 31 December 2025	<u>13,605,903</u>	<u>2,472,671</u>	<u>16,078,574</u>

⁽¹⁾ The cash flows comprise the net amount of proceeds from borrowings and repayments of borrowings in the consolidated statement of cash flows.

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

Barramundi Group Ltd. (“the Company”) is a public limited company, incorporated and domiciled in Singapore and is listed on the Euronext Growth Oslo. The address of its registered office is 35 Fishery Port Road, 116 New Fish Merchant Building, Singapore 619742.

The principal activities of the Company are those of commercial farming, distribution and sale of sea water barramundi. The principal activities of the subsidiary corporations are disclosed in Note 14.

2. Material accounting policies

2.1 Basis of preparation

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”) under the historical cost convention, except as disclosed in the accounting policies below. SFRS(I)s comprise Standards and Interpretations that are equivalent to International Financial Reporting Standards (IFRS Standards) issued by the International Accounting Standards Board (IASB).

The preparation of these financial statements in conformity with SFRS(I) requires management to exercise its judgement in the process of applying the Group’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements, including the basis of preparation of these financial statements on a going concern basis, are disclosed in Note 3.

Interpretations and amendments to published standards effective in 2025

On 1 January 2025, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) (“INT SFRS(I)”) that are mandatory for application for the financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group’s accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2. Material accounting policies (continued)

2.2 Revenue recognition

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring promised goods or services to the customer, which is when the customer obtains control of the goods or services. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Sales of goods and services

Revenue from sale of goods and services in the ordinary course of business is recognised at a point in time when the Group satisfies its performance obligation (PO) by transferring the control of the promised goods or services to the customer, which is when the goods are delivered to the destination specified by the customer, typically based on incoterms specified in the contract. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services. The individual standalone selling price of a good or service that has not previously been sold on a stand-alone basis, or has a highly variable selling price, is determined based on the residual portion of the transaction price after allocating the transaction price to goods and/or services with observable stand-alone selling prices. A discount or variable consideration is allocated to one or more, but not all, of the performance obligations if it relates specifically to those performance obligations.

(b) Interest income

Interest income, including income arising from financial instruments, is recognised using the effective interest method.

2.3 Government grant

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income.

Government grants relating to assets are deducted against the carrying amount of the assets.

2.4 Group accounting

Subsidiary corporations

(i) Consolidation

Subsidiary corporations are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiary corporations are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

2. Material accounting policies (continued)

2.4 Group accounting (continued)

Subsidiary corporations (continued)

(i) *Consolidation* (continued)

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiary corporations have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary corporation's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

(ii) *Acquisitions*

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary corporation or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill. Please refer to the paragraph "Intangible assets – Goodwill" for the subsequent accounting policy on goodwill.

(iii) *Disposals*

When a change in the Group's ownership interest in a subsidiary corporation results in a loss of control over the subsidiary corporation, the assets and liabilities of the subsidiary corporation including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific SFRS(I).

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

2. Material accounting policies (continued)

2.4 Group accounting (continued)

Subsidiary corporations (continued)

(iii) *Disposals* (continued)

Please refer to the paragraph "Investments in subsidiary corporations" for the accounting policy on investments in subsidiary corporations in the separate financial statements of the Company.

2.5 Property, plant and equipment

(a) *Measurement*

(i) *Leasehold property*

Leasehold property is initially recognised at cost. It is subsequently carried at the revalued amount less accumulated depreciation and accumulated impairment losses.

Leasehold property is revalued by independent professional valuers on a triennial basis and whenever their carrying amounts are likely to differ materially from their revalued amounts. When an asset is revalued, any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset. The net amount is then restated to the revalued amount of the asset.

Increases in carrying amounts arising from revaluation, including currency translation differences, are recognised in other comprehensive income and accumulated in equity, unless they reverse a revaluation decrease of the same asset previously recognised in profit or loss. In this case, the increase is recognised in profit or loss. Decreases in carrying amounts are recognised in other comprehensive income to the extent of any credit balance existing in the equity in respect of that asset and reduces the amount accumulated in equity. All other decreases in carrying amounts are recognised in profit or loss.

(ii) *Other property, plant and equipment*

All other items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(iii) *Components of costs*

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

2. Material accounting policies (continued)

2.5 Property, plant and equipment (continued)

(b) Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold improvements	5 - 20 years
Plant, equipment and boats	3 - 20 years
Nets, cages and moorings	10 - 40 years
Office and computer equipment	3 - 10 years
Motor vehicles	5 years
Leasehold land, sea and buildings	2 - 30 years
Leasehold property	35 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use.

(c) Subsequent expenditure

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within "administrative expenses". Any amount in revaluation reserve relating to that item is transferred to accumulated losses directly.

2.6 Intangible assets

(a) Goodwill

Goodwill on acquisitions of subsidiary corporations and businesses represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiary corporations is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Gains and losses on the disposal of subsidiary corporations include the carrying amount of goodwill relating to the entity sold.

2. Material accounting policies (continued)

2.7 Intangible assets (continued)

(b) Acquired trademarks

Trademarks acquired from business acquisition are capitalised at fair value at the date of acquisition. After initial recognition, the acquired trademarks are carried at cost less accumulated amortisation and any accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over 12.4 years, which is the shorter of their estimated useful lives and periods of contractual rights.

The amortisation period and amortisation method of intangible assets other than goodwill are reviewed at least at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

(c) Club memberships

Club memberships relate to the entrance fees paid for the right to use the facilities of the clubs. Club membership is measured on initial recognition at cost. The cost of club memberships is the fair value as at the date of acquisition. Subsequent to recognition, club memberships are carried at cost less any accumulated impairment losses.

Club memberships with indefinite useful lives are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. Such club memberships are not amortised. The useful life of a club membership with an indefinite useful life is reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arises from de-recognition of club memberships are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

2.7 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method.

2.8 Investment in subsidiary corporations

Investments in subsidiary corporations are carried at cost less accumulated impairment losses in the Company's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.9 Impairment of non-financial assets

(a) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating-units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

2. Material accounting policies (continued)

2.9 Impairment of non-financial assets (continued)

(a) Goodwill (continued)

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

*(b) Intangible assets
Property, plant and equipment
Investments in subsidiary corporations*

Intangible assets, property, plant and equipment and investments in subsidiary corporations are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash-generating units ("CGU") to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

For an asset other than goodwill, management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss.

2.10 Financial assets

(a) Classification and measurement

The Group classifies and measures its financial assets at amortised cost.

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial assets.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

2. Material accounting policies (continued)

2.11 Financial assets (continued)

(a) Classification and measurement (continued)

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, transaction costs that are directly attributable to the acquisition of the financial asset.

At subsequent measurement

Debt instrument

Debt instruments mainly comprise cash and cash equivalents and trade and other receivables.

The following is the subsequent measurement category, depending on the Group's business model for managing the assets and the cash flow characteristics of the assets.

Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is recognised using the effective interest rate method.

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 27 details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

For cash and bank deposits and other receivables, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

2. Material accounting policies (continued)

2.10 Financial assets (continued)

(c) *Recognition and derecognition* (continued)

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceeds amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

2.11 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.12 Borrowings

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

2.13 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.14 Leases

When the Group is the lessee:

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

- Right-of-use assets

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

2. Material accounting policies (continued)

2.14 Leases (continued)

When the Group is the lessee: (continued)

- **Right-of-use assets (continued)**

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets are presented within "Property, plant and equipment".

- **Lease liabilities**

The initial measurement of a lease liability is measured at the present value of the lease payments discounted using the interest rate implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees
- The exercise price of a purchase option if is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is modification in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to the right-of-use assets, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

- **Short-term and low-value leases**

The Group has elected to not realisable right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

2.15 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in, first-out method. The cost of finished goods and work-in-progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity).

2. Material accounting policies (continued)

2.15 Inventories (continued)

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expenses.

2.16 Biological assets

The Group's biological assets comprise of a) live fish that are divided into two main groups, depending on the stage of the life cycle and b) broodstock. At the earlier stage of the life cycle, the fish are classified in group (1) immature fish in land nursery at cost. During this stage, the fish are kept on shore. When the fish are large enough for release to sea, they are classified in group (2) fish at sea. Fish at sea can be further divided into mature fish at sea at fair value and immature fish at sea at cost. The Group considers live fish weighing more than 500grams to have an active and established market. These fish are classified as mature fish at sea at fair value, while fish that have not yet achieved this weight are classified as immature fish at sea at cost.

Mature live fish at sea at fair value are carried at fair value less estimated point-of-sale costs (harvesting costs and transport costs). The Group estimates the fair value of live fish based on the biomass at sea for each location and observed market prices for harvested fish at the balance sheet date in the respective markets in which the Group operates. The observed market prices are based on historical selling prices. The adjustment for point-of-sale costs is based on the Group's historical costs per location. The difference between the fair values of the biological assets and the carrying amounts at the end of the period is recognised as a fair value adjustment in profit or loss.

Immature live fish at sea at cost could have production cost per kilogram (kg) higher than market prices per kg for harvested fish. If this is the case the fish is carried at the higher of the two if it is reasonable that the production cost will be fully covered through further farming and later sale. If further growth and sale is not expected to cover the cost of production, the fish is carried at the estimated value based on market prices.

The income or loss which will be recognised on sale may differ materially from that implied by the fair value adjustment at the end of a period. The fair value adjustment on biological assets has no cash impact and does not affect the results of operations before unrealised fair value adjustments.

Write-downs of biological assets occur due to mortality, which are expensed to profit or loss.

Broodstock is stated at cost less accumulated depreciation and any impairment losses. Broodstock is depreciated on a straight-line basis over their estimated useful lives of 9 years.

2.17 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

2. Material accounting policies (continued)

2.17 Income taxes (continued)

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiary corporations, associates and joint ventures, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities except for investment properties. Investment property measured at fair value is presumed to be recovered entirely through sale.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

A provision is measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the statement of comprehensive income as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

2.19 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

2. Material accounting policies (continued)

2.19 Employee compensation (continued)

(b) Share-based payments

The Group operates an equity-settled, share-based compensation plan. The value of the employee services received in exchange for the grant of options is recognised as an expense with a corresponding increase in the share option reserve over the vesting period. The total amount to be recognised over the vesting period is determined by reference to the fair value of the options granted on grant date. Non-market vesting conditions are included in the estimation of the number of shares under options that are expected to become exercisable on the vesting date.

At each balance sheet date, the Group revises its estimates of the number of shares under options that are expected to become exercisable on the vesting date and recognise the impact of the revision of the estimates in profit or loss, with a corresponding adjustment to the share option reserve over the remaining vesting period.

When the options are exercised, the proceeds received (net of transaction costs) and the related balance previously recognised in the share option reserve are credited to the share capital account, when new ordinary shares are issued, or to the “treasury shares” account, when treasury shares are re-issued to the employees.

(c) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date.

2.20 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (“functional currency”). The financial statements are presented in Singapore Dollars (“\$”), which is the functional currency of the Company.

(b) Transactions and balances

Transactions in a currency other than the functional currency (“foreign currency”) are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses that relate to borrowings are presented in the income statement within “finance expense”. All other foreign exchange gains and losses impacting profit or loss are presented in the income statement within “administrative expenses”.

2. Material accounting policies (continued)

2.20 Currency translation (continued)

(b) Transactions and balances (continued)

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date.

2.21 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value. Bank overdrafts are presented as current borrowings on the balance sheet. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

2.22 Non-current assets (for disposal groups) held-for-sale

Non-current assets (or disposal groups) are classified as assets held-for-sale and carried at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use. The assets are not depreciated or amortised while they are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss previously recognised) is recognised in profit or loss

2.23 Share capital

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

2. Material accounting policies (continued)

2.23 Share capital (continued)

Preference share capital

Preference share capital is classified as equity if it is non-redeemable, or redeemable only at the Company's option, and any dividends are discretionary. Discretionary dividends thereon are recognised as distributions within equity upon approval by the Company's shareholders.

Preference share capital is classified as a financial liability if it is redeemable on a specific date or at the option of the shareholders, or if dividend payments are not discretionary. Non-discretionary dividends thereon are recognised as interest expense in profit or loss as accrued.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical judgements in applying the entity's accounting policies

In the process of applying the Group's accounting policies, which are described in Note 2, management has made the following judgements that have the most significant effect on the amounts recognised in the financial statements (apart from those involving estimations):

Going concern assumption

On 14 July 2025, the High Court of the Republic of Singapore ("the Court"), pursuant to Section 71(1) of the Insolvency, Restructuring and Dissolution Act 2018, granted the orders approving the proposed restructuring Scheme of Arrangement (the "Scheme").

As part of the implementation of the Scheme:

1. All of the Company's trade and non-trade payables due to subsidiary corporations and borrowings due to subsidiary corporations as at 15 November 2024 were extinguished. Consequently, borrowings due to subsidiary corporation, amounting to \$8,489,119 as at 15 November 2024, were extinguished. Refer to Note 18 and 19 to the financial statements for further disclosures.
2. The Company's borrowings due to bank amounting to \$10,076,804 as at 15 November 2024 were settled through a combination of a debt-to-equity swap of \$507,581 on 1 October 2025, a cash repayment of \$1,000,000 on 15 October 2025 in accordance with the Scheme, and the extinguishment of the remaining balance of \$8,569,223. All of the Company's securities in favour of the bank were discharged on 17 December 2025. Refer to Note 20 to the financial statements for further disclosures.
3. On 1 October 2025, the Company completed a private placement and a subsequent offering of new ordinary shares in the capital of the Company and successfully raised \$3,400,000 of the Scheme Funds. Refer to Note 24 to the financial statements for further disclosures.
4. The Company completed three key repayments under the Scheme, namely:
 - a. A repayment of \$1,000,000 on its secured borrowings on 15 October 2025;
 - b. A distribution of \$60,000 to unsecured trade creditors 30 October 2025; and
 - c. A repayment of \$300,000 on an unsecured shareholder loan on 10 November 2025.

3. Critical accounting estimates, assumptions and judgements (continued)

3.1 Critical judgements in applying the entity's accounting policies (continued)

Going concern assumption (continued)

The Board of Directors of the Company believes that the use of the going concern assumption in the preparation and presentation of the financial statements for the financial year ended 31 December 2025 is appropriate after taking into consideration the following measures and assumptions:

- (i) The Scheme Funds have been properly applied under the Scheme to the future working capital of the Company, and payments to certain of the Company's creditors.
- (ii) The bank has released and discharged any and all security over the assets of the Company.
- (iii) The cash flow projection for the next 12 months from the date of the financial statements that has been prepared and approved by the management contemplates that the Group and the Company are able to meet their debts and obligations during the said 12-month forecast period. The key assumptions for the said 12-month cash flow projection are as follows:
 - (a) Expected receipts of trade and other receivables;
 - (b) Expected receipt of grant income;
 - (c) Reduced headcount, operating costs and overheads and expected improvement in production capacity;
 - (d) Expected principal and interest payments for the borrowings;
 - (e) Expected payments of trade and other payables' and
 - (f) Expected receipts from realisation of assets without affecting Company's ongoing business operations.

3.2 Key sources of estimation uncertainty

(a) Impairment of non-financial assets (other than goodwill)

At each reporting date, the Group and the Company assess whether there are any indications of impairment for all non-financial assets. The Group and the Company also assess whether there is any indication that an impairment loss recognised in prior periods for a non-financial asset, other than goodwill, may no longer exist or may have decreased.

If any such indication exists, the Group and the Company estimate the recoverable amount of that asset. An impairment loss exists when the carrying value of an asset exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. An impairment loss recognised in prior periods shall be reversed if there has been a change in the estimates used to determine the asset recoverable amount since the last impairment loss was recognised.

Where value-in-use calculations are undertaken, management is required to estimate the expected future cash flows from the asset or cash-generating unit and a suitable discount rate in order to determine the present value of the cash flows. The carrying values of the Group's and Company's property, plant and equipment, intangible assets (other than goodwill) and investments in subsidiary corporations are disclosed in Notes 15, 17 and 14 to the financial statements. The key assumptions and estimates applied in the Company's impairment assessment of its intangible assets and investment in subsidiary corporations are disclosed in Notes 17 and 14 to the financial statements. Changes in assumptions made and discount rate applied could affect the carrying values of these assets.

3. Critical accounting estimates, assumptions and judgements (continued)

3.2 Key sources of estimation uncertainty (continued)

(b) Impairment of Company's trade and other receivables

As at 31 December 2025, the Company's trade receivables and other receivables amounted to \$178,307 (2024: \$372,503) and \$17,197 (2024: \$2,763,967) respectively.

The Company generally measures the loss allowance of trade receivables using the simplified approach in measuring expected credit loss ("ECL") which uses a lifetime expected loss allowance for all trade receivables.

The Company generally measures the loss allowance of other receivables at an amount equal to 12-month ECL. When the credit quality deteriorates and the resulting credit risk of other receivables increases significantly since its initial recognition, the 12-month ECL would be replaced by lifetime ECL.

The total loss allowance recognised for the Company's trade receivables and other receivables as at 31 December 2025 was \$1,154,645 (2024: \$989,965) and \$4,585,417 (2024: \$1,673,484) respectively. Details of the loss allowance on trade and other receivables are disclosed in Note 28(b) to the financial statements.

(c) Assets of disposal group classified as held for sale

As at 31 December 2025, the carrying amount of assets held-for-sale was \$1,210,000 (2024: \$Nil). Details of these balances are disclosed in Note 18 to the financial statements.

During the financial year ended 31 December 2025, the Company identified certain farming plant, property and equipment in Singapore capable of being used for sea farming operations, to be classified as held-for-sale. The classification of these assets as a disposal group classified as held for sale involves significant judgments. The Company assessed that the criteria for classification as held for sale under SFRS(I) 5 Non-current Assets Held for Sale and Discontinued Operations are met.

The Company also exercises judgement in determining the recoverable amount of the assets held for sale, which is measured as the lower of carrying amount and fair value less cost to sell. Based on the Company's assessment, an impairment of \$502,580 was recognised for the financial year ended 31 December 2025.

4. Revenue

Revenue represents sales of goods and services and is recognised at a point in time.

	Group	
	2025	2024
	\$	\$
Sales of goods	13,050,315	13,859,343
Services rendered	55,174	52,039
	<u>13,105,489</u>	<u>13,911,382</u>

5. Other income

	Group	
	2025	2024
	\$	\$
Amortisation of capital grants (Note 20)	1,254,613	1,069,522
Grants received ⁽¹⁾	442,821	493,098
Write-off of payables under Scheme of Arrangement ⁽²⁾	8,761,491	-
Others	157,076	147,469
	<u>10,616,001</u>	<u>1,710,089</u>

⁽¹⁾ Grant income of \$253,236 (2024: \$326,864) was recognised during the financial year under the Singapore Food Story (the "SFS") Grants. The SFS Grants are given for research and development of barramundi production through advanced selective breeding, and vaccine development against Scale Drop Disease Virus (SDDV). The remaining grant income was recognised during the financial year for farm support.

Grant income of \$Nil (2024: \$318,426) was recognised during the financial year for reimbursement of expenses that relate to the operation of plant and equipment to promote productivity and innovation (Note 21).

⁽²⁾ During the financial year, the Company completed a debt restructuring exercise pursuant to a Scheme of Arrangement approved by the Court. Under the terms of the Scheme, certain outstanding payables owed to creditors were legally waived. The gain recognised during the financial year comprises secured creditors of \$8,677,569 and unsecured creditors of \$83,922.

6. Expenses by nature

	Group	
	2025	2024
	\$	\$
Farm personnel expenses	3,235,975	3,139,691
Administrative expenses	2,854,524	3,677,602
Distribution expenses	1,342,103	1,134,327
	<u>7,432,602</u>	<u>7,951,620</u>
Employee compensation (Note 7)	4,664,476	4,618,955
Advertisement and promotion	714,818	566,638
Foreign exchange loss, net	74,100	79,804
Legal and professional fees	803,402	1,270,283
Property, plant and equipment written off	158,261	876,843
Loss on disposal of property, plant and equipment	220,296	199,083
Other expenses	797,249	340,014
Total farm personnel expenses, administrative expenses and distribution expenses	<u>7,432,602</u>	<u>7,951,620</u>

7. Employee compensation

	Group	
	2025	2024
	\$	\$
Wages and salaries	3,854,028	3,708,573
Employer's contribution to defined contribution plans	286,355	290,688
Share-based payments	12,788	43,847
Other short-term benefits	511,305	575,847
	<u>4,664,476</u>	<u>4,618,955</u>

8. Finance expense

	Group	
	2025	2024
	\$	\$
Interest expenses:		
- Bank borrowings	713,889	789,682
- Lease liabilities	71,329	55,055
	<u>785,218</u>	<u>844,737</u>

9. Income tax credit

	Group	
	2025	2024
	\$	\$
Tax credit attributable to profit/(loss) is made up of:		
Deferred income tax (Note 23)	<u>20,696</u>	<u>20,696</u>

The tax on the Group's profit/(loss) before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	Group	
	2025	2024
	\$	\$
Profit / (Loss) before tax	<u>1,839,813</u>	<u>(8,648,784)</u>
Tax calculated at tax rate of 17% (2024: 17%)	312,768	(1,470,293)
- Different tax rates in other countries	(61,593)	(102,228)
- Income not subject to tax	(2,413,901)	-
- Expenses not deductible for tax purposes	1,437,244	1,406,331
- Tax incentives	-	(6,330)
- Change in unrecognised temporary differences	746,178	151,824
	<u>(20,696)</u>	<u>(20,696)</u>

10. Cash and cash equivalents

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash at bank and on hand	<u>2,156,954</u>	<u>1,766,220</u>	<u>253,986</u>	<u>245,252</u>

Included in the Group's cash and cash equivalents are amounts of \$1,586,153 (2024: \$996,115) which are restricted to the use in a subsidiary corporation, Barramundi Group (B) Sdn. Bhd.

11. Trade and other receivables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade receivables:				
- Non-related parties	1,491,709	1,881,132	163,891	179,452
- Affiliated corporations	28,282	11,451	14,416	7,993
- Subsidiary corporations	<u>-</u>	<u>-</u>	<u>1,154,645</u>	<u>1,175,023</u>
	1,519,991	1,892,583	1,332,952	1,362,468
Less: Loss allowance (Note 28(b))	<u>(17,703)</u>	<u>(17,703)</u>	<u>(1,154,645)</u>	<u>(989,965)</u>
	<u>1,502,288</u>	<u>1,874,880</u>	<u>178,307</u>	<u>372,503</u>
Other receivables:				
- Non-related parties	52,930	64,157	17,197	14,978
- Subsidiary corporations (Note 28(b))	<u>-</u>	<u>-</u>	<u>4,585,417</u>	<u>4,423,417</u>
	52,930	64,157	4,602,614	4,438,395
Less: Loss allowance (Note 28(b))	<u>-</u>	<u>-</u>	<u>(4,585,417)</u>	<u>(1,673,484)</u>
	<u>52,930</u>	<u>64,157</u>	<u>17,197</u>	<u>2,764,911</u>
Advances to customers	-	25,399	-	-
Deposits	501,427	465,957	149,528	138,443
Prepayments	<u>256,249</u>	<u>242,694</u>	<u>37,314</u>	<u>29,615</u>
	<u>2,312,894</u>	<u>2,673,087</u>	<u>382,346</u>	<u>3,305,472</u>

Trade and other receivables from subsidiary corporations of the Group are unsecured, interest-free and repayable on demand.

12. Inventories

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Finished goods	2,672,025	3,027,955	361,750	242,793
Feed and medication	<u>301,630</u>	<u>450,265</u>	<u>1,921</u>	<u>8,852</u>
	<u>2,973,655</u>	<u>3,478,220</u>	<u>363,671</u>	<u>251,645</u>

The cost of inventories recognised as an expense and included in “raw materials and consumables” amounted to \$10,466,882 (2024: \$10,412,750).

The Group and the Company recognised a write-down of inventories amounting to \$572,387 (2024: \$1,143,618) and \$Nil (2024: \$65,205) respectively.

The write-down and write-off of inventories were included within the “raw materials and consumables” in profit or loss.

13. Biological assets

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Mature fish at sea at fair value	1,203,242	767,501	-	-
Immature fish at sea at cost	409,986	-	-	-
Immature fish in nursery at cost	103,244	242,634	-	-
Broodstock	<u>82,999</u>	<u>63,837</u>	<u>9,339</u>	<u>52,922</u>
	<u>1,799,471</u>	<u>1,073,972</u>	<u>9,339</u>	<u>52,922</u>

Biological assets are presented in the balance sheet as follows:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Current	1,536,584	767,501	-	-
Non-current	<u>262,887</u>	<u>306,471</u>	<u>9,339</u>	<u>52,922</u>
Total	<u>1,799,471</u>	<u>1,073,972</u>	<u>9,339</u>	<u>52,922</u>

Climate related risk

The Group’s fish farming is exposed to the risk of damage from extreme weather events such as storms, high winds and sea conditions. Changes in global climate conditions could intensify one or more of these events. Changes in sea water temperatures will result in fluctuation of mortalities, as well as affect fish health. The Group has extensive processes in place aimed at monitoring and mitigating these risks through proactive management and early detection. The Group has incorporated considerations for climate change into its harvesting practices, such as close monitoring of sea and tide conditions.

13. Biological assets (continued)

Reconciliation of carrying amounts of biological assets:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Beginning of financial year	1,073,972	1,359,882	52,922	116,759
Fish mortalities	(2,069,716)	(844,328)	(43,583)	(63,837)
Cost to stock	4,289,387	2,354,216	-	-
Cost of fish harvested	(1,796,045)	(789,520)	-	-
Fair value adjustment on biological assets	301,873	(709,889)	-	-
Impairment charge	-	(296,389)	-	-
End of financial year	<u>1,799,471</u>	<u>1,073,972</u>	<u>9,339</u>	<u>52,922</u>

At 31 December 2025, the Group and the Company held 181,659 kg and Nil kg (2024: 146,220kg and Nil kg) of fish respectively, excluding broodstock.

Broodstock

	Group	
	2025	2024
	\$	\$
Cost		
Beginning of financial year	1,033,838	1,080,230
Transfer from mature fish	69,480	17,445
Mortalities	<u>(50,318)</u>	<u>(63,837)</u>
End of financial year	<u>1,053,000</u>	<u>1,033,838</u>
Accumulated depreciation		
Beginning of financial year	673,612	565,834
Depreciation charge	-	107,778
End of financial year	<u>673,612</u>	<u>673,612</u>
Accumulated impairment		
Beginning of financial year	296,389	-
Impairment charge	-	296,389
End of financial year	<u>296,389</u>	<u>296,389</u>
Net book value		
End of financial year	<u>82,999</u>	<u>63,837</u>

During the financial year ended 31 December 2024, management identified impairment indicators for certain broodstock and intangible assets associated with the Company's farming operations. As these assets were intended to support the farming operations of the Company, and in light of the cessation of farming operations in Singapore, these assets were fully impaired. Consequently, an impairment loss of \$296,389 (Note 17) was recognised for biological assets and intangible assets, respectively.

14. Investments in subsidiary corporations

	Company	
	2025	2024
	\$	\$
Equity investments at cost		
Beginning and end of financial year	36,327,279	36,327,279
Accumulated impairment		
Beginning of financial year	10,824,460	10,824,460
Impairment charge	5,933,820	-
End of financial year	16,758,280	10,824,460
Net book value		
End of financial year	19,568,999	25,502,819

The Group has the following subsidiary corporations as at 31 December 2025 and 2024:

<u>Name</u>	<u>Principal activities</u>	<u>Country of business/ incorporation</u>	<u>Proportion of ordinary shares directly held by the Company</u>		<u>Proportion of ordinary shares held by the Group</u>		<u>Proportion of ordinary shares held by non-controlling interests</u>	
			2025	2024	2025	2024	2025	2024
			%	%	%	%	%	%
<u>Held by the Company</u>								
UVAXX Pte. Ltd. ("UVAXX") ⁽¹⁾	Development and sale of vaccines for fish	Singapore	100	100	100	100	-	-
Barramundi Asia (Shanghai) Co Ltd. ⁽⁵⁾	Import and trading of fish	China	100	100	100	100	-	-
Barramundi Group (B) Sdn. Bhd. ⁽²⁾	Ocean farming of finfish	Brunei	99	99	99	99	-	-

14. Investments in subsidiary corporations (continued)

The Group has the following subsidiary corporations as at 31 December 2025 and 2024:
(continued)

<u>Name</u>	<u>Principal activities</u>	<u>Country of business/ incorporation</u>	<u>Proportion of ordinary shares directly held by the Company</u>		<u>Proportion of ordinary shares held by the Group</u>		<u>Proportion of ordinary shares held by non-controlling interests</u>	
			<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
			%	%	%	%	%	%
<u>Held by the Company</u>								
Fassler Gourmet Processing Pte Ltd ("Fassler") ⁽¹⁾⁽⁴⁾	Processing and supply of fresh and frozen food	Singapore	49	49	49	49	51	51
Allegro Aqua Pte. Ltd. ⁽¹⁾	Farming of seabass and general trade	Singapore	100	100	100	100	-	-
<u>Held by UVAXX</u>								
UVAXX Pte. Ltd. ⁽¹⁾	Development and sale of vaccines for fish	Singapore	100	100	100	100	-	-

(1) Audited by CLA Global TS Public Accounting Corporation, Singapore.

(2) Audited by KPMG Brunei.

(3) Reviewed by CLA Global TS Public Accounting Corporation, Singapore for consolidation purposes.

(4) Considered as subsidiary corporation of the Company as the directors of the Company assessed that the Group has the practical ability to direct the relevant activities of Fassler.

(5) Not required to be audited under the laws of the country of incorporation.

14. Investments in subsidiary corporations (continued)

Impairment of investment in subsidiary corporations

Management assessed for impairment whenever there is any objective evidence or indication that investment in subsidiary corporation may be impaired. Following is the assessment for respective subsidiary corporations:

Barramundi Asia (Shanghai) Co Ltd.

In the financial year ended 31 December 2022, management assessed the recoverable of investment in Barramundi Asia (Shanghai) Co Ltd. In view of the subsidiary corporation's operations had been significantly impacted by the COVID-19 pandemic which resulted in continued border closures, workplace closures and movement controls and the subsidiary corporation was not able to operate as usual. Therefore, the management decided to cease the operations in China. Consequently, a full impairment loss of \$194,460 was recognised to the carrying amount of the investment.

During the financial year ended 31 December 2025, management considered various estimates and assumptions, including but not limited to, the financial health and future prospects of the investment and is of the view that no change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. Therefore, no reversal of impairment loss is required at the end of reporting period.

Subsequent to year end, the Company has resolved to commence the voluntary winding up of Barramundi Asia (Shanghai) Co., Ltd. as part of its ongoing efforts to streamline its group structure, finances and operations. The winding up is not expected to have any material financial impact on the Group beyond the impairment losses previously recognised. (Note 31(a))

Allegro Aqua Pte Ltd

In the financial year ended 31 December 2022, management assessed the recoverable of investment in Allegro Aqua Pte. Ltd. ("Allegro"). Allegro was acquired in view of the skill and technical expertise owned by Allegro and synergies was expected to be achieved from integrating Allegro into the Group's business. However, the financial and operational performance of Allegro, as well as the expected synergy effect has not been achieved. Consequently, a full impairment loss of \$10,630,000 was recognised to the carrying amount of the investment.

During financial year ended 31 December 2025, management considered various estimates and assumptions, including but not limited to, the financial health and future prospects of the investment and is of the view that no change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. Therefore, no reversal of impairment loss is required at the end of reporting period.

Fassler Gourmet Pte Ltd

In the financial year ended 31 December 2025, management assessed the recoverable amount of its investment in Fassler Gourmet Pte. Ltd. The subsidiary has recorded losses for three consecutive financial years, primarily attributable to the challenging operating environment in the food and beverage industry, including rising input costs, manpower constraints and competitive market conditions. Given the continued weak outlook and uncertainty over near-term profitability, management determined that indicators of impairment were present.

Accordingly, the Company recognised an impairment loss of \$5,933,820 on its investment in Fassler Gourmet Pte. Ltd. to its recoverable amount. The recoverable amount was determined with reference to a third-party valuation, reflecting management's best estimate of the recoverable amount, and adjusted for the Company's shareholding interest.

14. Investments in subsidiary corporations (continued)

Carrying amount of non-controlling interests

	2025	2024
	\$	\$
Fassler Gourmet Pte Ltd	<u>4,434,374</u>	<u>4,982,240</u>

Summarised financial information of subsidiary with material non-controlling interests

Set out below is the summarised financial information for Fassler that has non-controlling interests ("NCI") that are material to the Group. These are presented before inter-company eliminations.

Summarised balance sheet

	2025	2024
	\$	\$
Current		
Assets	3,497,143	4,485,686
Liabilities	(2,233,654)	(7,494,427)
Total current net assets	<u>1,263,489</u>	<u>(3,008,741)</u>
Non-current		
Assets	5,881,279	6,214,342
Liabilities	(5,073,470)	(60,057)
Total non-current net assets	<u>801,809</u>	<u>6,154,285</u>
Net assets	<u>2,065,298</u>	<u>3,145,544</u>
Accumulated NCI	<u>4,434,374</u>	<u>4,982,240</u>

Summarised income statement

	2025	2024
	\$	\$
Revenue	11,409,898	11,689,390
Loss before tax	(1,074,246)	(623,098)
Total comprehensive loss for the year	<u>(1,074,246)</u>	<u>(623,098)</u>
Total comprehensive loss allocated to NCI	<u>(547,866)</u>	<u>(317,779)</u>

Summarised cash flows

	2025	2024
	\$	\$
Net cash generated from operating activities	808,297	1,650,438
Net cash generated from investing activities	104,292	285,075
Net cash used in financing activities	<u>(1,067,975)</u>	<u>(1,987,286)</u>

15. Property, plant and equipment

	<u>Leasehold improvements</u> \$	<u>Plant, equipment and boats</u> \$	<u>Nets, cages and moorings</u> \$	<u>Office and computer equipment</u> \$	<u>Motor vehicles</u> \$	<u>Leasehold land, sea and buildings</u> \$	<u>Leasehold land and building</u> \$	<u>Capital work in progress</u> \$	<u>Total</u> \$
<u>Group</u>									
2025									
<i>Cost</i>									
Beginning of financial year	2,025,909	10,495,353	3,588,171	506,815	2,201,995	1,478,842	5,800,000	4,074,139	30,171,224
Additions	-	265,481	-	21,997	159,323	1,678,009	-	270,265	2,395,075
Modification of lease liabilities	-	-	-	-	79,174	70,859	-	-	150,033
Transfer from capital work in progress	-	-	1,164,060	-	-	-	-	(1,164,060)	-
Disposals	-	(464,027)	-	-	-	-	-	-	(464,027)
Written off	(219,786)	-	(84,899)	(23,344)	(1,823,813)	(23,224)	(119,260)	(40,278)	(2,334,604)
Reclassified as held for sale (Note 18)	-	-	(2,808,752)	-	-	-	-	-	(2,808,752)
End of financial year	1,806,123	10,296,807	1,858,580	505,468	616,679	3,204,486	5,680,740	3,140,066	27,108,949
<i>Accumulated depreciation</i>									
Beginning of financial year	576,567	6,411,090	973,369	443,709	1,783,261	413,723	206,144	-	10,807,863
Depreciation charge	140,268	712,688	577,528	23,327	437,702	406,473	213,091	-	2,511,077
Disposals	-	(243,731)	-	-	-	-	-	-	(243,731)
Written off	(142,430)	-	(51,610)	(20,780)	(1,819,661)	(22,602)	(119,260)	-	(2,176,343)
Reclassified as held for sale (Note 18)	-	-	(1,096,172)	-	-	-	-	-	(1,096,172)
End of financial year	574,405	6,880,047	403,115	446,256	401,302	797,594	299,975	-	9,802,694
<i>Net book value</i>									
End of financial year	1,231,718	3,416,760	1,455,465	59,212	215,377	2,406,892	5,380,765	3,140,066	17,306,255

15. Property, plant and equipment (continued)

	<u>Leasehold improvements</u> \$	<u>Plant, equipment and boats</u> \$	<u>Nets, cages and moorings</u> \$	<u>Office and computer equipment</u> \$	<u>Motor vehicles</u> \$	<u>Leasehold land, sea and buildings</u> \$	<u>Leasehold land and building</u> \$	<u>Capital work in progress</u> \$	<u>Total</u> \$
Group									
2024									
Cost									
Beginning of financial year	2,118,909	12,626,600	3,014,366	486,064	2,281,474	879,922	5,800,000	3,478,875	30,686,210
Additions	-	138,766	-	23,286	18,154	796,271	-	1,510,016	2,486,493
Modification of lease liabilities	-	-	-	-	23,428	69,659	-	-	93,087
Transfer from capital work in progress	-	306,526	574,276	-	-	-	-	(880,802)	-
Disposals	-	(1,079,067)	-	-	-	-	-	-	(1,079,067)
Written off	(93,000)	(1,497,472)	(471)	(2,535)	(121,061)	(267,010)	-	(33,950)	(2,015,499)
End of financial year	<u>2,025,909</u>	<u>10,495,353</u>	<u>3,588,171</u>	<u>506,815</u>	<u>2,201,995</u>	<u>1,478,842</u>	<u>5,800,000</u>	<u>4,074,139</u>	<u>30,171,224</u>
Accumulated depreciation									
Beginning of financial year	458,711	6,968,951	540,846	407,734	1,171,146	317,197	-	-	9,864,585
Depreciation charge	165,131	830,642	432,994	38,510	719,515	258,482	206,144	-	2,651,418
Disposals	-	(569,484)	-	-	-	-	-	-	(569,484)
Written off	(47,275)	(819,019)	(471)	(2,535)	(107,400)	(161,956)	-	-	(1,138,656)
End of financial year	<u>576,567</u>	<u>6,411,090</u>	<u>973,369</u>	<u>443,709</u>	<u>1,783,261</u>	<u>413,723</u>	<u>206,144</u>	<u>-</u>	<u>10,807,863</u>
Net book value									
End of financial year	<u>1,449,342</u>	<u>4,084,263</u>	<u>2,614,802</u>	<u>63,106</u>	<u>418,734</u>	<u>1,065,119</u>	<u>5,593,856</u>	<u>4,074,139</u>	<u>19,363,361</u>

15. Property, plant and equipment (continued)

	<u>Leasehold improvements</u> \$	<u>Plant, equipment and boats</u> \$	<u>Nets, cages and moorings</u> \$	<u>Office and computer equipment</u> \$	<u>Motor vehicles</u> \$	<u>Leasehold land, sea and buildings</u> \$	<u>Capital work in progress</u> \$	<u>Total</u> \$
<u>Company</u>								
2025								
Cost								
Beginning of financial year	271,776	2,436,307	2,899,115	198,809	657,432	91,699	40,278	6,595,416
Additions	-	-	-	1,969	-	-	-	1,969
Written off	(219,786)	-	(84,899)	(23,344)	(632,432)	(23,223)	(40,278)	(1,023,962)
Disposal	-	(464,027)	-	-	-	-	-	(464,027)
Reclassified as held for sale (Note 18)	-	-	(2,808,752)	-	-	-	-	(2,808,752)
End of financial year	51,990	1,972,280	5,464	177,434	25,000	68,476	-	2,300,644
Accumulate depreciation								
Beginning of financial year	167,026	744,812	818,240	188,594	530,645	73,097	-	2,522,414
Depreciation charge	22,015	179,745	333,821	4,736	127,410	11,948	-	679,675
Written off	(142,432)	-	(51,610)	(20,778)	(633,055)	(22,602)	-	(870,477)
Disposal	-	(243,729)	-	-	-	-	-	(243,729)
Reclassified as held for sale (Note 18)	-	-	(1,096,172)	-	-	-	-	(1,096,172)
End of financial year	46,609	680,828	4,279	172,552	25,000	62,443	-	991,711
Net book value								
End of financial year	5,381	1,291,452	1,185	4,882	-	6,033	-	1,308,933

15. Property, plant and equipment (continued)

	<u>Leasehold improvements</u> \$	<u>Plant, equipment and boats</u> \$	<u>Nets, cages and moorings</u> \$	<u>Office and computer equipment</u> \$	<u>Motor vehicles</u> \$	<u>Leasehold land, sea and buildings</u> \$	<u>Capital work in progress</u> \$	<u>Total</u> \$
<u>Company</u>								
2024								
Cost								
Beginning of financial year	364,776	4,692,490	2,899,586	201,344	657,432	174,014	338,269	9,327,911
Additions	-	-	-	-	-	-	8,535	8,535
Modification of lease liabilities	-	-	-	-	-	1,752	-	1,752
Written off	(93,000)	(1,490,072)	(471)	(2,535)	-	(84,067)	-	(1,670,145)
Disposal	-	(1,072,637)	-	-	-	-	-	(1,072,637)
Transfer from capital work in progress	-	306,526	-	-	-	-	(306,526)	-
End of financial year	<u>271,776</u>	<u>2,436,307</u>	<u>2,899,115</u>	<u>198,809</u>	<u>657,432</u>	<u>91,699</u>	<u>40,278</u>	<u>6,595,416</u>
Accumulate depreciation								
Beginning of financial year	167,421	1,819,477	479,791	176,373	328,397	68,692	-	3,040,151
Depreciation charge	46,880	304,241	338,920	14,756	202,248	88,472	-	995,517
Written off	(47,275)	(811,619)	(471)	(2,535)	-	(84,067)	-	(945,967)
Disposal	-	(567,287)	-	-	-	-	-	(567,287)
End of financial year	<u>167,026</u>	<u>744,812</u>	<u>818,240</u>	<u>188,594</u>	<u>530,645</u>	<u>73,097</u>	<u>-</u>	<u>2,522,414</u>
Net book value								
End of financial year	<u>104,750</u>	<u>1,691,495</u>	<u>2,080,875</u>	<u>10,215</u>	<u>126,787</u>	<u>18,602</u>	<u>40,278</u>	<u>4,073,002</u>

15. Property, plant and equipment (continued)

- (a) Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 16(a).

During the financial year, the Company renegotiated and modified existing lease contracts by extending the lease term at revised lease payments. As this extension is not part of the terms and conditions of the original lease contract, it is accounted for as a lease modification with an addition to the right-of-use assets, classified under "Property, plant and equipment". The corresponding remeasurement to lease liabilities is recorded under "Borrowings" (Note 20).

- (b) The leasehold property of the Group was valued by an independent professional valuer based on the direct comparison method with transactions of similar properties or comparable localities.
- (c) If leasehold land and building stated at valuation were included in the financial statements at cost less accumulated depreciation, their net book value would be:

	2025	2024
	\$	\$
Leasehold land and building	<u>-</u>	<u>99,002</u>

- (d) The leasehold land and building are mortgaged and/or pledged to banks for borrowings granted to the Group (Note 20).

16. Leases – The Group and Company as a lessee

Nature of the Group's leasing activities

Leasehold land, sea and buildings

The Group and the Company lease several assets including leasehold land, sea and buildings for the purpose of commercial farming and back-office operations. The leases have varying terms and are renegotiated upon renewal.

Plant and equipment

The Group and the Company lease plant and equipment for the purpose of daily operations. The leases have varying terms and are renegotiated upon renewal.

- (a) Carrying amounts

Right-of-use assets classified within property, plant and equipment

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Leasehold land, sea and buildings	2,393,428	1,041,166	6,031	18,602
Leasehold land and building	1,137	19,954	-	-
Motor vehicles	<u>194,770</u>	<u>366,614</u>	<u>-</u>	<u>126,787</u>
	<u>2,589,335</u>	<u>1,427,734</u>	<u>6,031</u>	<u>145,389</u>

16. Leases – The Group and Company as a lessee (continued)

(b) Depreciation charge during the year

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Leasehold land, sea and buildings	406,473	258,482	11,949	88,472
Leasehold land and building	32,270	23,944	-	-
Motor vehicle	410,964	691,460	127,410	202,248
	<u>849,707</u>	<u>973,886</u>	<u>139,359</u>	<u>290,720</u>

(c) Interest expense

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Interest expense on lease liabilities	<u>71,329</u>	<u>55,055</u>	<u>2,409</u>	<u>15,597</u>

(d) Lease expense not capitalised in lease liabilities

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Lease expenses-short-term leases	<u>45,096</u>	<u>43,323</u>	<u>41,706</u>	<u>34,113</u>

(e) Total cash outflow for all the leases in 2025 was \$853,287 (2024: \$993,517).

(f) Addition of ROU assets during the financial year 2025 was \$1,837,332 (2024: \$672,402).

(g) Future cash outflow which are not capitalised in lease liabilities

Extension options

The leases for certain leasehold land, sea and buildings contain extension periods, for which the related lease payments had not been included in lease liabilities as the Group is not reasonably certain to exercise these extension option. The Group negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group's operations. The majority of the extension options are exercisable by the Group and not by the lessor.

17. Intangible assets

	Protocol asset \$	Club membership \$	Goodwill \$	Trademark \$	Total \$
Group					
2025					
Cost					
Beginning of financial year	600,000	15,300	6,485,698	1,680,000	8,780,998
Disposal	-	(15,300)	-	-	(15,300)
End of financial year	600,000	-	6,485,698	1,680,000	8,765,698
Accumulated amortisation and impairment					
Beginning of financial year	600,000	15,300	6,485,698	608,695	7,709,693
Amortisation charge	-	-	-	121,739	121,739
Disposal	-	(15,300)	-	-	(15,300)
End of financial year	600,000	-	6,485,698	730,434	7,816,132
Net book value					
End of financial year	-	-	-	949,566	949,566
2024					
Cost					
Beginning of financial year	600,000	15,300	6,485,698	1,680,000	8,780,998
Accumulated amortisation and impairment					
Beginning of financial year	450,002	-	6,485,698	486,954	7,422,654
Amortisation charge	85,712	-	-	121,741	207,453
Impairment charge	64,286	15,300	-	-	79,586
End of financial year	600,000	15,300	6,485,698	608,695	7,709,693
Net book value					
End of financial year	-	-	-	1,071,305	1,071,305

17. Intangible assets (continued)

	Club membership \$
<u>Company</u>	
2025	
Cost	
Beginning of financial year	15,300
Disposal	<u>(15,300)</u>
End of financial year	<u>-</u>
Accumulated impairment	
Beginning of financial year	15,300
Disposal	<u>(15,300)</u>
End of financial year	<u>-</u>
Net book value	
End of financial year	<u><u>-</u></u>
2024	
Cost	
Beginning and end of financial year	<u>15,300</u>
Accumulated impairment	
Beginning of financial year	-
Impairment charge	<u>15,300</u>
End of financial year	<u>15,300</u>
Net book value	
End of financial year	<u><u>-</u></u>
Cost	
Beginning and end of financial year	<u><u>15,300</u></u>

The useful life of the club membership is indefinite.

(a) *Goodwill*

Allocation of goodwill

Goodwill of \$6,485,698 belongs to cash generating units ("CGUs") of Allegro Aqua Pte. Ltd.

17. Intangible assets (continued)

(a) Goodwill (continued)

Impairment test on goodwill (continued)

(i) Goodwill attributable from Allegro Aqua Pte. Ltd.

The Company has encountered an incident-based mortality at the Singapore farm (viral outbreak) towards the end of financial year ended 31 December 2021 and in the financial year ended 31 December 2022. As a result, the management has adopted expected cash flow approach (probability-weighted average cash flows projections) to determine the value-in-use due to the significantly higher degree of estimation uncertainty and wider range of possible cash flow projections arising from the impact of the viral outbreak. Management believes that the probability-weighted scenarios present a reasonable assessment of the future outcomes, taking into account a more comprehensive outlook for the recovery of the Company's production from this incident.

In determining the cashflow projection, the management has applied different factors to accommodate the possible expectation on the Company's recovery from this incident. The factors include, but are not limited to, the extent of the incident on the CGU, rate of recovery from the incident, as well as probability of success in vaccine trials. During the financial year ended 31 December 2023, the vaccine trials had proven to be inconclusive after 2 batches at St. John's Island.

The cash flow projection is based on budgets approved by management. Cash flows beyond the approved period were extrapolated using terminal growth rate of 0%. These cash flows were discounted using a pre-tax discount rate that reflected current market assessment of the time value of money and the risks specific to the CGU. The growth rate is based on past performance and expectations on market development after adjusting for the effect of the above-mentioned incident on the Company.

Key assumptions used in value-in-used calculations:

2022

Growth rate ⁽¹⁾	0% to 6%
Discount rate ⁽²⁾	10.0%

(1) Revenue growth rate used for extrapolation of future revenue.

(2) Pre-tax discount rate applied to the pre-tax cash flows projections

Under the fair value hierarchy, level 3 inputs were used.

(b) Protocol asset

During the financial year ended 31 December 2024, management identified impairment indicators for the protocol asset. The asset was intended to support the farming operations of the Company, and in light of the cessation of farming operations in Singapore, the asset was fully impaired. Consequently, an impairment loss of \$64,286 was recognised for protocol asset.

18. Assets of disposal group classified as held for sale

	Group	
	2025	2024
	\$	\$
<u>Cost</u>		
Beginning of financial year	-	-
Transfer from property, plant and equipment (Note 15)	2,808,752	-
End of financial year	<u>2,808,752</u>	<u>-</u>
<u>Accumulated depreciation</u>		
Beginning of financial year	-	-
Transfer from property, plant and equipment (Note 15)	1,096,172	-
End of financial year	<u>1,096,172</u>	<u>-</u>
<u>Accumulated impairment loss</u>		
Beginning of financial year	-	-
Impairment loss	502,580	-
End of financial year	<u>502,580</u>	<u>-</u>
<u>Carrying amount</u>		
End of financial year	<u>1,210,000</u>	<u>-</u>

During the current financial year, the Company entered into discussion with an interested party to dispose of certain farming plant, property and equipment in Singapore. The assets, which are expected to be sold within 12 months, have been, classified as held for sale and presented separately in the statement of financial position.

The assets have been impaired to its likely recoverable value.

19. Trade and other payables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade payables				
- Non-related parties	2,470,099	2,535,732	170,482	381,622
- Affiliates	9,480	-	9,480	-
- Subsidiary corporations	-	-	534,680	1,082,458
	<u>2,479,579</u>	<u>2,535,732</u>	<u>714,642</u>	<u>1,464,080</u>
Other payables				
- Non-related parties	19,787	29,494	10,298	11,242
- Subsidiary corporations	-	-	360,000	2,115,925
Advances	-	8,575	-	-
Accruals	<u>1,181,785</u>	<u>1,848,469</u>	<u>282,791</u>	<u>1,293,239</u>
End of financial year	<u><u>3,681,151</u></u>	<u><u>4,422,270</u></u>	<u><u>1,367,731</u></u>	<u><u>4,884,486</u></u>

Trade payables are normally settled on 30 to 90 days terms. Trade and other payables due to subsidiary corporations are unsecured and interest-free.

The carrying amounts of trade and other payables approximate their fair values.

As disclosed in Note 3.1 to the financial statements, the Company was granted a Scheme of Arrangement by the Court on 14 July 2025. Consequently, trade and other payables due to subsidiary corporations amounting to \$1,059,304 and \$1,755,925 respectively, as at 15 November 2024 were extinguished.

20. Borrowings

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Current				
Secured bank loans	-	13,459,014	-	10,076,804
Unsecured loan from subsidiary corporation	-	-	-	7,049,424
Unsecured loan from third party and shareholders	-	2,300,000	-	300,000
Lease liabilities	403,233	638,229	6,609	140,567
	<u>403,233</u>	<u>16,397,243</u>	<u>6,609</u>	<u>17,566,795</u>
Non-current				
Secured bank loans	8,605,903	3,548,422	-	-
Unsecured loan from subsidiary corporation	-	-	-	1,431,490
Unsecured loan from third party and shareholders	5,000,000	-	-	-
Lease liabilities	2,069,438	637,629	-	8,227
	<u>15,675,341</u>	<u>4,186,051</u>	<u>-</u>	<u>1,439,717</u>
	<u>16,078,574</u>	<u>20,583,294</u>	<u>6,609</u>	<u>19,006,512</u>

20. Borrowings (continued)

Terms and debt repayment schedule

Terms and conditions of outstanding loans and borrowings are as follows:

	<u>Currency</u>	<u>Nominal interest rate</u>	<u>Year of maturity</u>	2025		2024	
				<u>Face value</u>	<u>Carrying amount</u>	<u>Face value</u>	<u>Carrying amount</u>
Group							
Secured bank loans	SGD	2.00%	2025	5,000,000	-	5,000,000	1,981,888
Secured bank loans	SGD	3.50%	2025	5,000,000	-	5,000,000	2,697,441
Secured bank loans	SGD	3.50%	2027	5,000,000	-	5,000,000	4,397,475
Secured bank loans	SGD	ABS SIBOR + 1.75%	2025	4,000,000	-	4,000,000	1,920,000
Money Market Line	SGD	Floating rate	-	1,000,000	-	1,000,000	1,000,000
Money Market Line	SGD	Floating rate	-	1,000,000	-	1,000,000	900,000
Unsecured third-party loan	SGD	6.00%/8.00%	2027/2025	4,500,000	4,500,000	2,000,000	2,000,000
Secured bank loans	SGD	3.00%	2025	2,000,000	-	2,000,000	562,210
Secured bank loans	BND	5.30%	2031	15,000,000	8,605,903	15,000,000	3,548,422
Unsecured shareholder loan	SGD	15.00%	2025	400,000	-	400,000	300,000
Unsecured shareholder convertible loan	SGD	15.00%	2026	500,000	500,000	-	-
					<u>13,605,903</u>		<u>19,307,436</u>

20. Borrowings (continued)

Terms and debt repayment schedule

Terms and conditions of outstanding loans and borrowings are as follows:

	<u>Currency</u>	<u>Nominal interest rate</u>	<u>Year of maturity</u>	<u>2025</u>		<u>2024</u>	
				<u>Face value</u>	<u>Carrying amount</u>	<u>Face value</u>	<u>Carrying amount</u>
Company							
Secured bank loans	SGD	2.00%	2025	5,000,000	-	5,000,000	1,981,888
Secured bank loans	SGD	3.50%	2025	5,000,000	-	5,000,000	2,697,441
Secured bank loans	SGD	3.50%	2027	5,000,000	-	5,000,000	4,397,475
Money Market Line	SGD	Floating rate	-	1,000,000	-	1,000,000	1,000,000
Subsidiary loan	SGD	5.00%/4.00%	2024/2023	6,000,000	-	6,000,000	5,025,000
Subsidiary loan	SGD	4.00%	2026	3,455,914	-	3,455,914	3,455,914
Unsecured shareholder loan	SGD	15.00%	2025	400,000	-	400,000	300,000
Unsecured shareholder convertible loan	SGD	5.30%	2026	800,000	-	-	-
					<u>-</u>	<u>-</u>	<u>18,857,718</u>

20. Borrowings (continued)

Secured bank loans

- (a) The secured bank loans of the Group are secured over the following:
- the fixed deposit (Note 10), new debentures over the Company's fixed and floating assets and new assignment of all the Company's rights, title, benefits and interest in connection with any insurance policies (including but not limited to the Company's commercial aquaculture stock) with respect to the Company's assets;
 - new debentures over a subsidiary corporation's fixed and floating assets and new assignment of all the subsidiary corporation's rights, title, benefits and interest in connection with any insurance policies, leases, tenancy agreements and/or sale and purchase agreements with respect to the subsidiary corporation's leasehold property;
 - first all-monies legal mortgage over the leasehold property (Note 15);
 - corporate guarantees from the Company;
 - all the issued shares (present and future) in a subsidiary corporation incorporated in Singapore held by the Company; and
 - a subsidiary corporation's all present and after-acquired property and a mortgage over the aquaculture license.
- (b) One of the Group's loan agreements is subject to covenant clauses, whereby the Group is required to meet certain key financial ratios. The interest coverage is calculated as EBITDA divided by interest. EBITDA is defined as total profit before interest, tax, depreciation and amortisation.
- (c) On 14 July 2025, the High Court of the Republic of Singapore ("the Court"), pursuant to Section 71(1) of the Insolvency, Restructuring and Dissolution Act 2018, approved the proposed restructuring Scheme of Arrangement (the "Scheme"). As part of the implementation of the Scheme, all of the Company's trade and non-trade receivables due from subsidiary corporations, trade and non-trade payables due to subsidiary corporations and borrowings due subsidiary corporations as at 15 November 2024 were extinguished.
- (d) As disclosed elsewhere in the financial statements, the Company was granted a Scheme of Arrangement by the Court on 14 July 2025. Consequently, of the \$10,076,804 due to the bank as at 15 November 2024:
- a. \$507,581 was converted to ordinary shares in the Company in debt-to-equity swap with the bank (Note 24) on 1 October 2025;
 - b. \$1,000,000 was paid to the bank on 15 October 2025 in accordance with the terms of the Scheme of Arrangement; and
 - c. \$8,569,223 was extinguished.

All of the Company's securities in favour of the bank were discharged on 17 December 2025.

- (e) During the financial year ended 31 December 2024, the bank provided new/revised terms effective on 17 October 2024 to a subsidiary corporation, Fassler Gourmet Pte Ltd ("FGPL"). FGPL was required to complete the sale of the leasehold property mortgage to the bank (Note 15(d)) and apply the net proceeds derived from the sale to fully repay all outstanding bank borrowings by 31 March 2025.

In the current financial year, FGPL entered into a convertible loan agreement with its shareholders and a loan term sheet with a director. On 4 July 2025, FGPL fully repaid all outstanding bank borrowings using available funds, and all securities in favour of the bank were discharged on 5 August 2025.

20. Borrowings (continued)

Unsecured loans from subsidiary corporation

Loans from Barramundi Group (B) Sdn Bhd

During the financial year ended 31 December 2023, the Company obtained unsecured loans of \$3,300,000 from a subsidiary corporation, Barramundi Group (B) Sdn Bhd, at an interest rate of 4% per annum over 3 years.

As disclosed in elsewhere in the financial statements, the Company was granted a Scheme of Arrangement by the Court on 14 July 2025. Consequently, loans due to Barramundi Group (B) Sdn Bhd amounting to \$3,489,119 as at 15 November 2024 were extinguished.

Loans from Fassler Gourmet Pte Ltd

Unsecured loans from FGPL of \$5,000,000 bore interest at 8% per annum (2024: 5%). Of this, \$2,000,000, originally due on 31 December 2023, has been extended with a latest revised repayment date of 31 July 2025. The remaining \$3,000,000 was repayable on demand. Accrued interest of \$25,000 was settled on 26 March 2025.

As disclosed in elsewhere in the financial statements, the Company was granted a Scheme of Arrangement by the Court on 14 July 2025. Consequently, loans due to FGPL amounting to \$5,000,000 as at 15 November 2024 were extinguished.

Unsecured loan from third party and shareholders

Loans from third party

The third party loan of \$2,000,000 is unsecured with interest bearing at 8% per annum (2024: 5% per annum). The loan matured on 30 June 2025. On 24 June 2025, the Group entered into a loan term sheet with a loan from third party amounting to \$4,500,000. The loan commenced on 1 July 2025, bears interest at 6% per annum. The interest shall be paid semi-annually with bullet repayment of principal at maturity on 30 June 2027.

Loans from shareholders

- (a) On 8 October 2025, the Company entered into a shareholder loan facility of up to \$400,000 at 15% per annum to provide working capital during the restructuring Scheme of Arrangement. The Company drew down \$300,000, which was repaid on 10 November 2025 in accordance with the terms of the Scheme.
- (b) On 27 March 2025, FGPL entered into a convertible loan agreement with its shareholders amounting to \$500,000, for the specific purpose of partially paying down the Company's bank borrowings. The convertible loan is for a tenure of one year at an interest rate of 15% per annum. The lenders have the option to convert all or part of the outstanding loan together with accrued interest into ordinary shares of the Company at a conversion price not exceeding \$0.099 per share.
- (c) On 27 March 2026, the convertible loan was extended by six months, with accrued interest capitalised into a revised principal of \$575,000 and the conversion price amended to not exceed \$0.049 per share. All other terms remain unchanged. (Note 31(b))

20. Borrowings (continued)

Unsecured loan from third party and shareholders (continued)

Loans from shareholders (continued)

(d) On 2 September 2025, the Company entered into convertible loan agreements with its shareholders in accordance with the terms of the Scheme of Arrangement. The facility provides for total drawdowns of up to \$800,000 and bears interest at 5.3% per annum, with a maturity of one year from the signing date. The lenders have the option to convert all or part of the outstanding principal and accrued interest into ordinary shares of the Company at a conversion price equal to the lower of S\$0.0289 and the five-day moving average share price on Euronext (EURONEXT: BARRA) as at the conversion date. No amount was drawn down as at 31 December 2025.

After the end of the reporting period, the Company drew down \$500,000 under the convertible loan agreement on 6 April 2026. (Note 31(c))

21. Deferred capital grants

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Beginning of financial year	3,638,250	4,595,052	3,534,289	4,547,930
Grants received	-	431,146	-	-
Reimbursement of expenses	-	(318,426)	-	-
Amortisation of deferred capital grants	(815,837)	(1,069,522)	(774,987)	(1,013,641)
Adjustment relating to assets held for sale	(438,776)	-	(438,776)	-
End of financial year	<u>2,383,637</u>	<u>3,638,250</u>	<u>2,320,526</u>	<u>3,534,289</u>

Deferred capital grants relate to government grants received for the acquisition of plant and equipment to promote productivity and innovation. There are no unfulfilled conditions or contingencies attached to these grants.

Deferred capital grants are presented in the balance sheet as follows:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Current	451,594	552,571	419,739	511,721
Non-current	<u>1,932,043</u>	<u>3,085,679</u>	<u>1,900,787</u>	<u>3,022,568</u>
Total	<u>2,383,637</u>	<u>3,638,250</u>	<u>2,320,526</u>	<u>3,534,289</u>

22. Provisions

Provision for reinstatement costs relates to the estimated costs of reinstating leased premises to its original condition upon vacating the premises at the end of the lease term.

23. Deferred income taxes

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same taxation authority.

The amounts, determined after appropriate offsetting, are shown on the balance sheet as follows:

	Group	
	2025	2024
	\$	\$
Deferred tax assets	-	-
Deferred tax liabilities	190,206	210,902
Net deferred tax liabilities	<u>190,206</u>	<u>210,902</u>

Movement in deferred tax balances

	Intangible assets	Net deferred tax liabilities
	\$	\$
Group		
2025		
Beginning of financial year	210,902	210,902
Tax credited to profit or loss (Note 9)	(20,696)	(20,696)
End of financial year	<u>190,206</u>	<u>190,206</u>
2024		
Beginning of financial year	231,598	231,598
Tax credited to profit or loss (Note 9)	(20,696)	(20,696)
End of financial year	<u>210,902</u>	<u>210,902</u>

23. Deferred income taxes (continued)

Unrecognised temporary differences

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Unabsorbed allowances carried forward	10,107,281	14,078,811	3,934,834	7,436,422
Unutilised tax losses	<u>67,055,094</u>	<u>68,611,597</u>	<u>55,431,546</u>	<u>56,336,724</u>
Total unrecognised temporary differences	<u><u>77,162,375</u></u>	<u><u>82,690,408</u></u>	<u><u>59,366,380</u></u>	<u><u>63,773,146</u></u>

No deferred tax assets have been recognised in respect of these items because it is uncertain that future taxable profits will be available to utilise the benefits.

Deferred income tax assets are recognised for tax losses and capital allowances carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable.

The unrecognised tax losses and capital allowances at the balance sheet date can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements by those companies with unrecognised tax losses and capital allowances in their respective countries of incorporation. The tax losses and capital allowance have no expiry date.

24. Share capital

	No. of ordinary shares	Amount \$
Group and Company		
Beginning of financial year	40,369,983	153,913,373
Issuance of new shares pursuant to private placement and subsequent offering	<u>135,032,762</u>	<u>3,907,581</u>
End of financial year	<u><u>175,402,745</u></u>	<u><u>157,820,954</u></u>

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

On 1 October 2025, as part of the implementation of the Scheme, the Company completed a private placement and a subsequent offering of new ordinary shares in the capital of the Company. Accordingly, the Company's registered share capital increase of \$3,907,581 for 135,032,762 new ordinary shares. The increase consisted of (a) \$3,400,000 in cash proceeds from a private placement and subsequent offering, and (b) a debt-to-equity swap of \$507,581 with the bank (Note 20 (d)(a)).

25. Other reserves

Composition:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Equity reserve (Note (a))	(741,536)	(741,536)	(754,421)	(754,421)
Employee share option reserve (Note (b))	1,899,923	1,896,856	1,899,923	1,896,856
Currency translation reserve (Note(c))	(75,605)	(98,505)	-	-
Capital reserve (Note(d))	(3,592,563)	(3,592,563)	-	-
Revaluation reserve (Note (e))	281,665	281,665	-	-
	<u>(2,228,116)</u>	<u>(2,254,083)</u>	<u>1,145,502</u>	<u>1,142,435</u>

(a) Equity reserve

The amount relates to the equity component of convertible loans received in prior financial years that have been converted to paid-up ordinary shares.

(b) Employee share option reserve

	Group and Company	
	2025	2024
	\$	\$
Beginning of financial year	1,896,856	1,895,990
Vested during the year	12,788	43,847
Cancelled during the year	(9,721)	(42,981)
End of financial year	<u>1,899,923</u>	<u>1,896,856</u>

25. Other reserves (continued)

(c) Currency translation reserve

	Group	
	2025	2024
	\$	\$
Beginning of financial year	(98,505)	(88,614)
Net currency translation differences of financial statements of foreign subsidiary corporation	22,900	(9,891)
End of financial year	<u>(75,605)</u>	<u>(98,505)</u>

(d) Capital reserve

Capital reserve represents the excess of deemed consideration received by equity owners of the Company resulting from deemed disposal of interests in a subsidiary corporation, Fassler Gourmet Pte Ltd, without loss of control in the financial year ended 31 December 2020.

(e) Revaluation reserve

Revaluation reserve represents the fair value adjustments to leasehold property carried at revalued amount.

26. Commitments

Capital commitments

	Group and Company	
	2025	2024
	\$	\$
Acquisition of property, plant and equipment	<u>119,800</u>	<u>2,078,713</u>

27. Related party transactions

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties

Sales of goods and services

	Group	
	2025	2024
	\$	\$
Sales to related parties	<u>78,474</u>	<u>80,648</u>

Outstanding balances as at 31 December 2025 and 2024 are unsecured and receivable/payable within 12 months from balance sheets date and are disclosed in Notes 11, 19 and 20 to the financial statements.

27. Related party transactions (continued)

Key management personnel compensation

	Group	
	2025	2024
	\$	\$
Salaries and bonuses	580,347	618,868
Employer's contribution to Central Provident Fund	47,039	41,616
Share-based payments	7,387	65,614
	<u>634,773</u>	<u>726,098</u>

28. Financial risk management

Financial risk factors

The Group's activities expose it to market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management strategy seeks to minimise any adverse effects from the unpredictability of financial markets on the Group's financial performance.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. This includes establishing policies such as authority levels, oversight responsibilities, risk identification and measurement and exposure limits.

Financial risk management is carried out by the Group's finance department in accordance with the policies set. The financial personnel identifies and evaluates financial risks in close co-operation with the Group's operating units. The financial personnel measures actual exposures against the limits set and prepares daily reports for review by the Chief Financial Officer. Regular reports are also submitted to the Board of Directors.

(a) Market risk

(i) *Currency risk*

The Group has dominant operations in Singapore and Brunei. Entities in the Group regularly transact in currencies other than their respective functional currencies ("foreign currencies").

Currency risk arises when transactions are denominated in foreign currencies other than functional currency.

28. Financial risk management (continued)

(a) Market risk (continued)

(i) Currency risk (continued)

The Group's currency exposure based on the information provided is as follows:

	<u>USD</u> \$	<u>AUD</u> \$	<u>Others</u> \$	<u>Total</u> \$
Group				
2025				
<u>Financial assets</u>				
Cash and bank balances	28,350	67,089	-	95,439
<u>Financial liabilities</u>				
Trade and other payables	634,522	2,800	320,179	957,501
Currency exposure of net financial (liabilities)/assets	(606,172)	64,289	(320,179)	(862,062)
2024				
<u>Financial assets</u>				
Cash and bank balances	33,417	73,361	-	106,778
<u>Financial liabilities</u>				
Trade and other payables	(805,502)	-	(290,554)	(1,096,056)
Currency exposure of net financial (liabilities)/assets	(772,085)	73,361	(290,554)	(989,278)

The Company's currency exposure based on the information provided is as follows:

	<u>USD</u> \$	<u>AUD</u> \$	<u>Others</u> \$	<u>Total</u> \$
Company				
2025				
<u>Financial assets</u>				
Cash and bank balances	16,304	8,891	-	25,195
<u>Financial liabilities</u>				
Trade and other payables	8,738	-	17,325	26,063
Currency exposure of net financial (liabilities)/assets	7,566	8,891	(17,325)	(868)
2024				
<u>Financial assets</u>				
Cash and bank balances	17,106	8,871	-	25,977
<u>Financial liabilities</u>				
Trade and other payables	(37,010)	-	(43,737)	(80,747)
Currency exposure of net financial (liabilities)/assets	(19,904)	8,871	(43,737)	(54,770)

28. Financial risk management (continued)

(a) Market risk (continued)

(i) Currency risk (continued)

A 5% (2024: 5%) strengthening of SGD against the following currencies at balance sheet date would decrease/(increase) the (loss)/profit after income tax by the amounts shown below. This analysis assumes that all other variables being held constant.

	Group	
	2025	2024
	\$	\$
USD	30,309	38,604
AUD	3,214	3,668
	Company	
	2025	2024
	\$	\$
USD	(378)	995
AUD	445	444

(ii) Equity price risk

The Group does not have exposure to equity price risk as it does not hold equity financial assets.

(iii) Cash flow and fair value interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. As the Group has no significant interest-bearing assets, the Group's income is substantially independent of changes in market interest rates.

The Group's policy is to maintain 80 – 90% of its borrowings in fixed rate instruments. The Group's exposure to cash flow interest rate risks arises mainly from non-current variable-rate borrowings. The Company's exposure to cash flow interest rate risks arises mainly from bank borrowings and deposits at fixed rates.

A 1% increase or decrease in interest rate at the reporting date of each interest bearing financial asset and liability, assuming that all other variables remain constant, would not have a material effect on the Group's results and equity.

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group adopts the policy of dealing only with:

- Customers of appropriate credit standing and history, and obtaining sufficient collateral or buying credit insurance where appropriate to mitigate credit risk; and
- High credit quality counterparties of at least an 'A' rating by external credit rating companies.

28. Financial risk management (continued)

(b) Credit risk (continued)

The exposure to credit risks is controlled by setting limits on the exposure to individual customers and these are disseminated to the relevant persons concerned and compliance is monitored by management.

Credit exposure to an individual counterparty is restricted by credit limits that are approved by the management based on ongoing credit evaluation. The counterparty's payment profile and credit exposure are continuously monitored at the entity level by the respective management and at the Group level by the management.

As the Group and the Company do not hold collateral, the maximum exposure to credit risk to each class of financial instruments is the carrying amount of that class of financial instruments presented on the balance sheet.

Cash and cash equivalents are measured at the 12-month expected credit losses and is subject to immaterial credit loss.

The movements in credit allowance are as follows:

	Group	
	2025	2024
	\$	\$
<u>Trade receivables</u>		
Beginning of financial year	17,703	24,663
Loss allowance recognised in profit or loss during the financial year	5,930	2,370
Reversal	-	(6,960)
Written off	(5,930)	(2,370)
End of financial year	<u>17,703</u>	<u>17,703</u>

	Company	
	2025	2024
	\$	\$
<u>Trade receivables</u>		
Beginning of financial year	989,965	989,965
Loss allowance recognised in profit or loss during the financial year	206,180	-
Foreign exchange differences	(41,500)	-
End of financial year	<u>1,154,645</u>	<u>989,965</u>

<u>Other receivables</u>		
Beginning of financial year	1,673,484	1,673,484
Loss allowance recognised in profit or loss during the financial year	2,911,933	-
End of financial year	<u>4,585,417</u>	<u>1,673,484</u>

28. Financial risk management (continued)

(b) Credit risk (continued)

(i) *Trade receivables*

Trade receivables are subject to the expected credit loss (“ECL”) model under the financial reporting standard on financial instruments. The methodology applied for impairment loss is the simplified approach to measuring ECL which uses a lifetime expected loss allowance for all trade receivables. The expected lifetime losses are recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and days past due for measuring the expected credit losses. The allowance matrix is based on its historical observed default rates (over period of 36 months) over the expected life of the trade receivables and is adjusted for forward-looking estimates. At each balance sheet date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

At each balance sheet date, an evaluation is made whether there is a significant change on credit risk by comparing the debtor’s credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the balance sheet date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk.

Trade receivables are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group and the Company. The Management considers a financial asset as default if the counterparty fails to make contractual payments within 90 days when they fall due, and writes off the financial asset when a debtor fails to make contractual payments greater than 120 days past due. Where receivables are written off, the company continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

During the financial year ended 31 December 2025, the Group and the Company had respectively recognised a loss allowance of \$5,930 and \$1,154,645 (2024: \$2,370 and \$989,965) against trade receivables and wrote off \$5,930 and \$Nil (2024: \$2,370 and \$Nil). The management has identified a group of debtors, comprising both non-related parties and subsidiary corporations, as credit-impaired as these debtors are experiencing significant financial difficulties. Hence, management has assessed the recoverability of the outstanding balances separately.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

(ii) *Other financial assets, at amortised cost*

The Group’s and the Company’s other financial assets recognised at amortised cost are mainly comprised of other receivables, i.e. non-trade amount due from non-related parties, subsidiary corporations and deposits.

28. Financial risk management (continued)

(b) Credit risk (continued)

(ii) *Other financial assets, at amortised cost (continued)*

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to these receivables in estimating the probability of default of each of these other financial assets. For the purpose of impairment assessment, impairment loss is generally measured at an amount equal to 12-month ECL as there is low risk of default and strong capability to meet contractual cash flows. When the credit quality deteriorates and the resulting credit risk of other financial assets increase significantly since its initial recognition, the 12-month ECL would be replaced by lifetime ECL. Other financial assets are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of other receivables to engage in a repayment plan with the group, and a failure to make contractual payments.

At each balance sheet date, an evaluation is made whether there is a significant change on credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the balance sheet date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk.

As at 31 December 2025, the Company held non-trade receivables from its subsidiary corporations amounting to \$4,585,417 (2024: \$4,423,417). These balances are amounts funded to subsidiary corporations as working capital. The Company used general approach for assessment of ECLs for these receivables. Based on an assessment of qualitative and quantitative factors that are indicative of the risk of default, impairment on these balances has been measured on the lifetime ECL basis. During the financial year ended 31 December 2025, the Company had respectively recognised a loss allowance of \$4,585,417 (2024: \$1,673,484) against non-trade receivables. The management has identified these subsidiary corporations to be credit impaired as recoverability is uncertain given that repayment from these subsidiary corporations are not forthcoming. Hence, management has assessed the recoverability of the outstanding balances separately.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

(c) Liquidity risk

As disclosed in Note 3.1, the Board of Directors of the Company believes that the Group and the Company will be able to pay their debts as and when they fall due. Prudent liquidity risk management includes maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and the ability to close out market positions at a short notice and support from the Group's bankers. At the balance sheet date, assets held by the Group and the Company for managing liquidity risk included cash and short-term deposits.

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuation in cash flows. The Group also ensures the availability of funding through committed bank facilities.

28. Financial risk management (continued)

(c) Liquidity risk (continued)

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

	Less than 1 year \$	Between 1 and 5 years \$	More than 5 years \$
Group			
2025			
Trade and other payables	3,681,151	-	-
Borrowings	500,000	13,105,903	-
2024			
Trade and other payables	4,413,695	-	-
Borrowings	16,397,243	4,274,339	70,145
Company			
2025			
Trade and other payables	1,367,731	-	-
Borrowings	6,609	-	-
2024			
Trade and other payables	4,884,486	-	-
Borrowings	17,566,795	1,453,799	-

(d) Capital risk

The Group's objectives when managing capital are to safeguard its ability to continue as a going concern and to maintain an optimal capital structure in order to finance its operations, support business growth and maximise shareholder value.

Management reviews the capital structure on a regular basis. As part of this review, management considers the cost of capital and the risk associated with each class of capital. To maintain or adjust the capital structure, the Group may issue new shares, return capital to shareholders, make dividend payments, increase or decrease shareholders' loans, or increase or reduce bank borrowings.

During the financial year, following the settlement of certain secured bank loans (Note 20), the Group is no longer subject to financial covenant requirements relating to gearing and interest coverage ratios under its borrowing facilities.

In the previous financial year ended 31 December 2024, the Group was required under the terms of its major borrowing facilities to maintain a gearing ratio of not exceeding 1 time and a consolidated interest coverage ratio of at least 1.5 times.

The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as borrowings plus trade and other payables less cash and bank balances. Total capital is calculated as total equity plus net debt. Interest coverage is calculated as EBITDA divided by interest. EBITDA is defined as total profit before interest, tax, depreciation and amortisation.

28. Financial risk management (continued)

(d) Capital risk (continued)

The Group and the Company are in compliance with all externally imposed capital requirements for the financial years ended 31 December 2025 and 2024.

The Group's overall strategy remains unchanged from the previous financial year.

(e) Financial instruments by category

The carrying amounts of the different categories of financial instruments are as follows:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Financial assets, at amortised cost	3,768,602	4,168,057	586,192	3,521,109
Financial liabilities, at amortised cost	<u>19,759,725</u>	<u>24,979,776</u>	<u>1,374,340</u>	<u>23,890,055</u>

(f) Fair value measurements

The table below analyses recurring non-financial assets and financial instruments carried at fair value, by the levels in the fair value hierarchy based on the inputs to valuations techniques. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
Group				
2025				
Non-financial assets				
Consumable biological assets	-	1,799,471	-	<u>1,799,471</u>
2024				
Non-financial assets				
Consumable biological assets	-	1,073,972	-	<u>1,073,972</u>

28. Financial risk management (continued)

(f) Fair value measurements (continued)

	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
Company				
2025				
Non-financial assets				
Consumable biological assets	-	9,339	-	9,339
2024				
Non-financial assets				
Consumable biological assets	-	52,922	-	52,922

The following table summarises the quantitative information about the significant inputs used in Level 2 fair value measurements:

Type	Input
Consumable biological assets	Based on closing biomass at observable market prices less costs to sell. Observable market prices are based on historical selling prices. Consumable biological assets at the end of the financial period are valued based on historical selling price less costs to sell.

29. Share-based payments

The Company has the following share-based payment arrangements:

Employee Share Option Scheme (Equity settled)

The Company has adopted a share option scheme for qualifying employees of the Group and the Company (the "2020 Scheme") on 30 September 2020. The scheme is administered by the Board of Directors or its Committee. Options may be exercised during the exercise period applicable to those options and in accordance with a vesting schedule to be determined by the Board of Directors or its Committee on the date of the grant. If the options remain unexercised after exercised period, the options will lapse. Share options are forfeited/cancelled if the employee leaves the Group before the share options vest. Share options previously vested would be lapsed immediately if the employee leaves the Group, unless the Board of Directors or its Committee otherwise approved.

The details of the share options granted under the 2020 Scheme are as follows:

Grant date	Vesting period	Exercise period	Exercise price
24 May 2019	18/8/2021 to 1/5/2023	2/5/2023 to 1/5/2026	\$2.25 ⁽¹⁾
18 June 2020	18/8/2021 to 1/5/2024	2/5/2024 to 1/5/2027	\$2.25 ⁽¹⁾
18 August 2021	18/8/2021 to 1/5/2025	2/5/2025 to 1/5/2028	\$2.25
1 May 2022	1/5/2022 to 1/5/2026	2/5/2026 to 1/5/2029	\$1.45

⁽¹⁾ The vesting period, exercise period and exercise price were adjusted pursuant to the share consolidation exercise and initial public offering exercise.

Perpetual Call Option

The perpetual call option was approved and commenced on 1 January 2017. The option is administered by the Board. The options granted were vested on 1 January 2017 and may be exercised at any time without an expiry date.

29. Share-based payments (continued)

Measurement of fair values

The fair values of the 2019, 2020, 2021 and 2022 Options and Perpetual Call Option have been measured using the Black-Scholes formula. Service and non-market performance conditions attached to the arrangements were not taken into account in measuring fair value.

The inputs used in the measure of the fair values at grant date of the Perpetual Call Option were as follows:

	Perpetual Call Option granted on 1 January 2017
Fair value at grant date	\$0.19
Share price at grant date	\$0.43
Exercise price	\$0.28
Expected volatility (weighted-average)	27.7%
Expected life (weighted-average)	4 years
Expected dividend yield	0.0%
Risk-free interest rate (based on government bonds)	<u>1.67%</u>

The inputs used in the measure of the fair values at grant date of the 2019, 2020, 2021 and 2022 Options were as follows:

Grant date	1 May 2022	18 August 2021	18 June 2020	24 May 2019
Fair value at grant date	\$0.11	\$1.12	\$0.25/\$0.19	\$0.14
Share price at grant date	\$1.45	\$2.25	\$0.60	\$0.60
Exercise price	\$1.45	\$2.25	\$0.39/\$0.50	\$0.50
Expected volatility (weighted-average)	56.36%	49.11%	33.7%	23.4%
Expected life (weighted- average)	7 years	6-7 years	3 years	2 years
Expected dividend yield	0.0%	0.0%	0.0%	0.0%
Risk-free interest rate (based on government bonds)	<u>2.76%</u>	<u>0.79%</u>	<u>0.50%</u>	<u>1.75%</u>

Expected volatility has been based on an evaluation of historical volatility in the daily share price of comparable companies over the historical period commensurate with the expected term.

29. Share-based payments (continued)

Reconciliation of outstanding share options

The number and weighted-average exercise prices of share options under the Employee Share Option Scheme are as follows:

	Weighted average exercise price 2025	Number of options 2025	Weighted average exercise price 2024	Number of options 2024
Outstanding at the beginning of the year	\$.078/2.25	823,667	\$.078/2.25	888,667
Forfeited during the year	\$1.45	(25,000)	\$1.70	(65,000)
Granted during the year	NA	-	NA	-
Outstanding at the end of the year	\$.078/2.25	<u>798,667</u>	\$.078/2.25	<u>823,667</u>
Exercisable at the end of the year	\$1.45	<u>230,000</u>	\$.078/2.25	<u>189,583</u>

Details of the call options outstanding during the year are as follows:

	Weighted average exercise price 2025	Number of options 2025	Weighted average exercise price 2024	Number of options 2024
Outstanding at the beginning and the end of the year	\$4.20	<u>466,667</u>	\$4.20	<u>466,667</u>
Exercisable at the end of the year	\$4.20	<u>466,667</u>	\$4.20	<u>466,667</u>

30. New or revised accounting standards and interpretations

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Group's accounting periods beginning on or after 1 January 2026 and which the Group has not early adopted.

Amendments to SFRS(I) 9 and SFRS(I) 7 - Amendments to the Classification and Measurement of Financial Instruments (effective for annual reporting periods beginning on or after 1 January 2026)

SFRS(I) 9 and SFRS(I) 7 are amended to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- clarify the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI)

30. New or revised accounting standards and interpretations (continued)

SFRS(I) 18 - Presentation and Disclosure in Financial Statements (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 18 replaces SFRS(I) 1-1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance (comprising of the statement of profit or loss and other comprehensive income) and providing management-defined performance measures within the financial statements.

Management is currently assessing the detailed implications of applying the new standard on the group's consolidated financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

- Although the adoption of SFRS(I) 18 will have no impact on the group's net profit, the group expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported. From the high-level impact assessment that the group has performed, the following items might potentially impact operating profit:
- Foreign exchange differences currently aggregated in the line item 'Other (losses)/gains' in operating profit might need to be disaggregated, with some foreign exchange gains or losses presented below operating profit.
- The line items presented on the primary financial statements might change as a result of the application of the concept of 'useful structured summary' and the enhanced principles on aggregation and disaggregation. In addition, since goodwill will be required to be separately presented in the statement of financial position, the group will disaggregate goodwill and other intangible assets and present them separately in the statement of financial position.
- The group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:
 - management-defined performance measures;
 - a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and
 - for the first annual period of application of SFRS(I) 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying SFRS(I) 18 and the amounts previously presented applying SFRS(I) 1-1.
- From a cash flow statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

The group will apply the new standard from its mandatory effective date of 1 January 2027.

Retrospective application is required, and so the comparative information for the financial year ending 30 June 2025 will be restated in accordance with SFRS(I) 18.

30. New or revised accounting standards and interpretations (continued)

SFRS(I) 19 - Subsidiaries without Public Accountability: Disclosures (effective for annual reporting periods beginning on or after 1 January 2027)

SFRS(I) 19 allows for certain eligible subsidiaries of parent entities that report under SFRS(I) Accounting Standards to apply reduced disclosure requirements. This new standard works alongside other SFRS(I). An eligible subsidiary applies the requirements in other SFRS(I) except for the disclosure requirements; and it applies instead the reduced disclosure requirements in SFRS(I) 19.

SFRS(I) 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with SFRS(I) Accounting Standards.

The Group does not expect this standard to have an impact on its operations or financial statements.

31. Events occurring after balance sheet date

- (a) On 3 February 2026, the Company's subsidiary corporation, Fassler Gourmet Pte Ltd ("FGPL"), obtained a working capital loan of \$400,000 from its shareholders. The loan bears an interest of 6% per annum payable upon maturity. The loan matures on 31 May 2026.
- (b) On 9 February 2026, FGPL entered into refinancing arrangements in relation to the existing third party loan of \$4,500,000. Pursuant to the refinancing arrangements, with effect from 15 February 2026, its shareholders assumed \$2,250,000 of the outstanding loan balance, while the remaining \$2,250,000 continues to be held by the existing third party lender. There were no changes to the principal terms of the loan, including the interest rate, repayment terms and maturity date (Note 20). In addition, as part of the refinancing arrangements, the shareholders extended a further loan of \$168,750 to fund the repayment of interest on the third party loan. This loan bears interest at 6% per annum and is repayable upon maturity on 31 May 2026.
- (c) On 13 February 2026, the Company resolved to commence the voluntary winding up of Barramundi Asia (Shanghai) Co., Ltd. as part of its ongoing efforts to streamline its group structure, finances and operations. The winding up is not expected to have any material financial impact on the Group beyond the impairment losses previously recognised.
- (d) On 27 March 2026, the FGPL's shareholders agreed to extend the convertible loan entered into on 27 March 2025 for a further six months. Under the terms of the extension, the interest accrued on the original loan tenor was rolled into the principal, resulting in a new principal amount of \$575,000. The conversion price was revised to not exceed \$0.049 per share. All other terms of the convertible loan, including the shareholders' option to convert all or part of the outstanding principal and accrued interest into ordinary shares of FGPL, remain unchanged. (Note 20)
- (e) On 6 April 2026, the Company drew down \$500,000 from the shareholders convertible agreement implemented under the Scheme of Arrangement. (Note 20)

32. Authorisation of financial statements

These financial statements were authorised for issue in accordance with a resolution of Board of Directors of Barramundi Group Ltd. on 29 May 2026.