

We are kin.

Corporate Presentation

April 2026



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Key Takeaways

1. Government-backed growth in Singapore's tourism sector

Singapore continues to position itself as a premier destination for international sporting and entertainment events

2. Kin's leading track record in Sports Events Management

As the largest Sports Events Management company in Singapore, Kin is well-positioned to capture favourable macro tailwinds

3. Experienced management with 75+ years of collective industry expertise

Kin has grown into a market leader under their leadership. Going forward, Kin intends to expand to capture high growth opportunities in the wider events tourism industry

CONTENT

1. **Key Investment Merits** ----- p5 – p37
What differentiates us
2. **Business Strategies
& Future Plans** ----- p38 – p50
What's next for us?
3. **IPO Structure** ----- P51 – p56
Investment Structure



KEY INVESTMENT MERITS

What differentiates us

kin.

Key Investment Merits

What differentiates us

kin.

- 1 Singapore's largest sports events management company
- 2 Trustable & reliable end-to-end events delivery partner
- 3 Agile execution capabilities transferable across segments
- 4 Strong financial growth backed by asset-light model
- 5 Strong management with 75+ years of collective experience



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kin.

Who are we?
at a glance

Founded in 2017, Kin is the largest sports events management company¹ in Singapore and is strategically transforming into a key player in the events tourism industry, encompassing MICE, entertainment, sports, lifestyle and experiential and arts and culture events in Singapore and beyond.

Business Segments



Events Delivery & Management
("EDM") Services

*End-to-end events
delivery partner for major
sports events*



Design &
Build Services

*Design & build services for
sports infrastructure,
galleries, museums and
attractions*

(1) Euromonitor International estimates based on trade interviews, publicly available sources, and any other relevant sources related to the sports events management industry in Singapore; based on 2024 market share.



8+

years since
incorporation in 2017



29

full time specialists²



500+

successful projects

(2) As at 30 September 2025

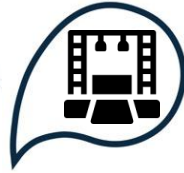
kin. *Core Disciplines*



Major Games & Championships



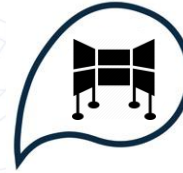
Museum & Galleries Build Up



Sports & Lifestyle Event



Live Streaming Production



Exhibitions & Experiences



Brand Activations



Structural Build & Installation

Key Services of kin.



Event Planning & Management



Creative Conceptualization & Development



Audio-Visual Systems & Show Presentation



Venue Sourcing & Management



Design, Production & Build



Logistics, Operations & Installation

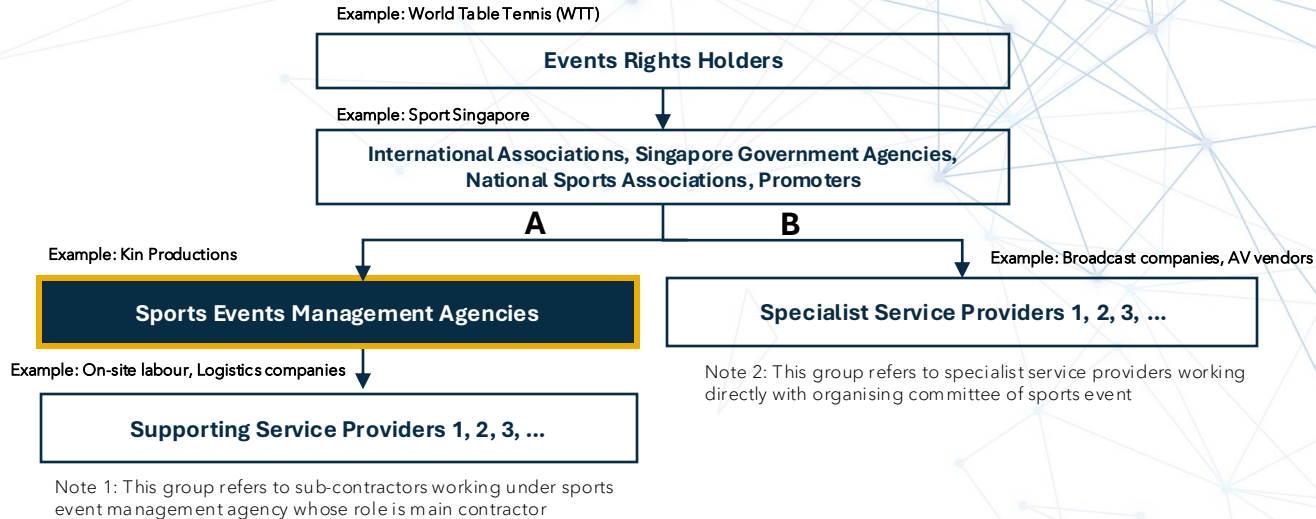


Online Website & Registration Solutions



Sponsorship / Partnership Management

kin. *Our role in the sports events value chain*

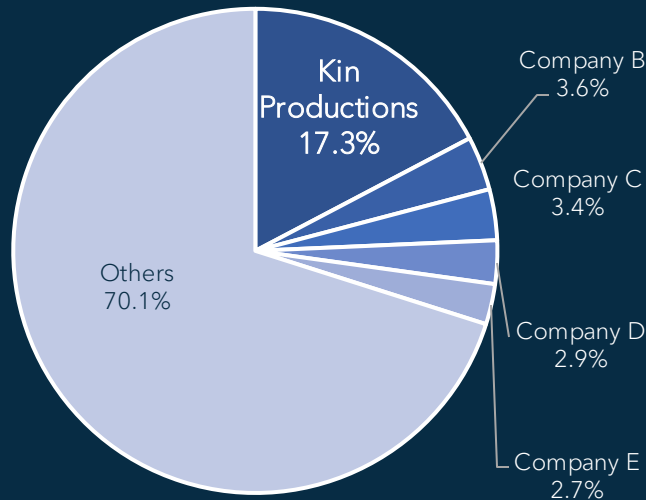


- As a **sports events management agency**, Kin operates as principal commercial actors for sports events, **contracting directly with rights holders or local organising committees** to deliver full-scale events management services

Source: Euromonitor International

Market Leader

Total industry size is based on revenue of the total sports events management industry while brand share assessment only includes sports events management agencies



Source: Euromonitor International estimates based on trade interviews, publicly available sources, and any other relevant sources related to the sports events management industry in Singapore; based on 2024 market share.

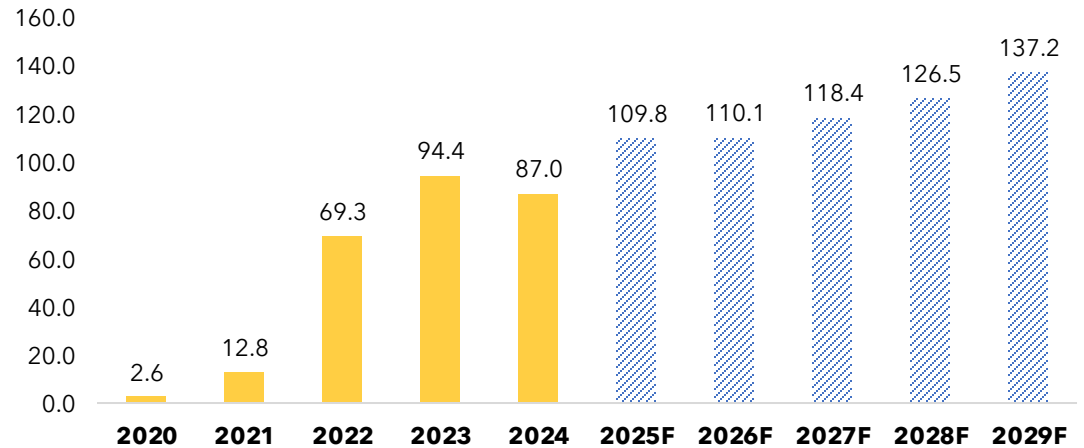


Sports Events Management Industry Size

The market size of the sports events management Industry includes revenues of the sports events management service providers (i.e., main contractors - including sports events management Agencies and Specialist Service Providers) and excludes the revenues of the sub-contractors.

USD million

**CAGR of 5.7%
(2025 to 2029)**



Source: Euromonitor International estimates based on trade interviews, publicly available sources, and any other relevant sources related to the sports events management industry in Singapore; based on 2024 market share.



OUR SUCCESS STORIES

Major Sport Events

kin.

Arena, World Aquatics Championships Singapore 2025

Official Venue Overlay Planning Service Partner

Awarded the design and build for the main World Aquatic Championship Singapore Arena. Tasked to transform a public car park into a new arena in less than 6 months.

Project Duration: within 6 months



30,400m²

Gross Floor Area

2

Olympic-Sized Pools

4,800

Seated Grandstand

kin.

High-dive Tower, World Aquatics Championships Singapore 2025

Main Contractor for Design & Build services

Kin successfully constructed Southeast Asia's first-ever high diving tower at Palawan Green, Sentosa, for the World Aquatics Championships Singapore 2025, underscoring our capability to deliver world-class facilities swiftly and safely.

Project Duration: within 3 months

Source: CNA, The Straits Times



37m
Height

6m
Pool Depth

5
Precision Engineered
Diving Platform

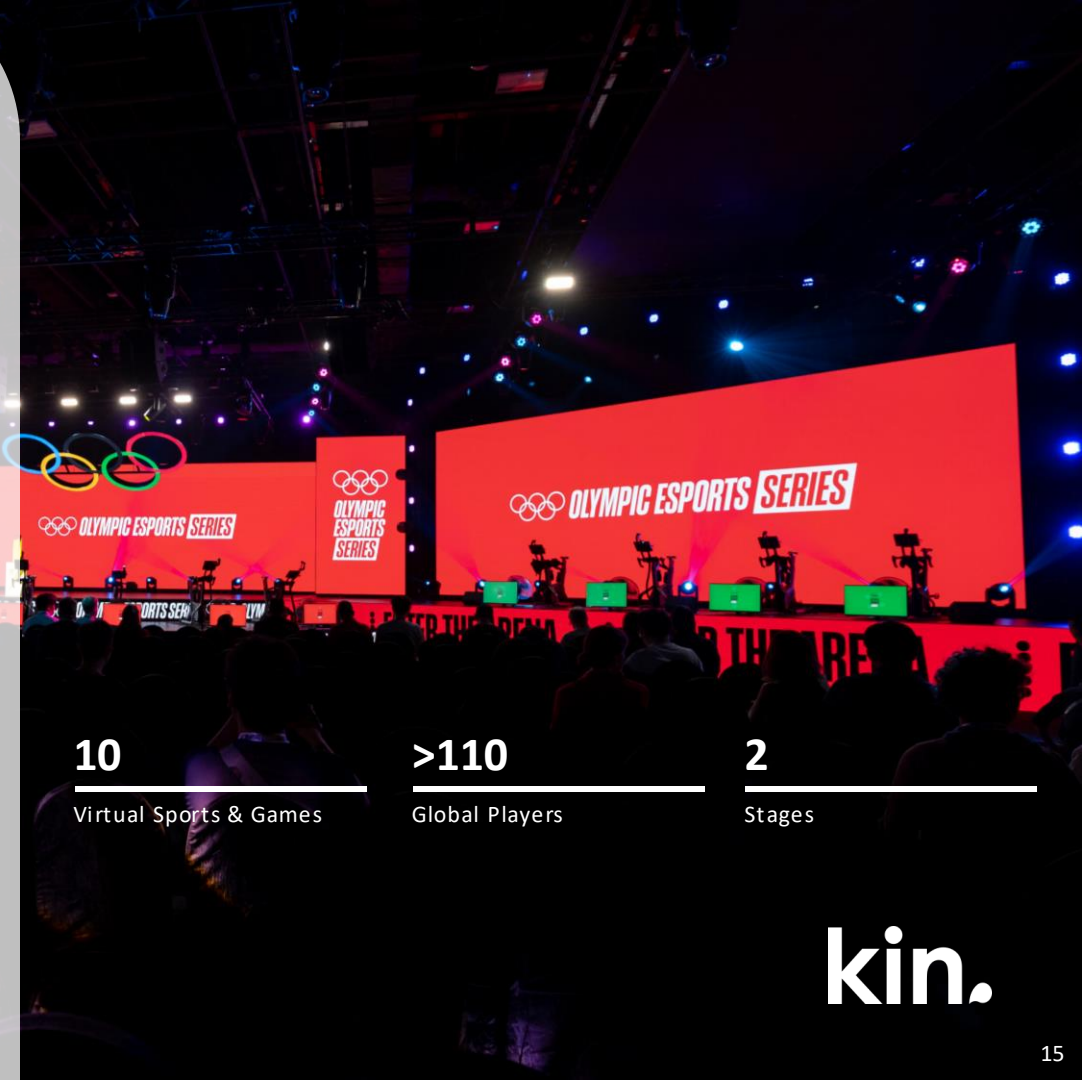
kin.

Olympic eSports Week Singapore 2023

Event Delivery Partner

Kin partnered and worked closely with the International Olympic Committee and the Singapore National Olympic Council and SportsSG to conceptualise and deliver the inaugural Olympic Esports Week Singapore 2023, a festival of virtual sports and gaming, held as a live and in-person finals.

Source: ActiveSG Circle



10

Virtual Sports & Games

>110

Global Players

2

Stages

kin.

Tour de France Prudential Singapore Criterium 2024

Co-Promoter

An event Kin is proud to co-promote. From the athletes to the thousands of fans, it was a world-class experience for everyone involved.

Source: *The Straits Times*



25

Laps

2.3km

Circuit

kin.

Singapore World Taekwondo Virtual Championships 2024

Event Delivery Partner

As the Event Delivery Partner, together with the organiser Singapore Taekwondo Federation. Virtual Taekwondo was co-developed by Refract Technologies and World Taekwondo. Creating an event physically and virtually.

Source: Virtual Taekwondo, Singapore Taekwondo Federation



14th Women's World Floorball Championships 2023

Promoter

Kin was the promoter for Women's World Floorball Championship 2023.

Source: International Floorball Federation, ActiveSG Circle



16

International
Competition Teams

3

Competition
Field-of-play

kin.

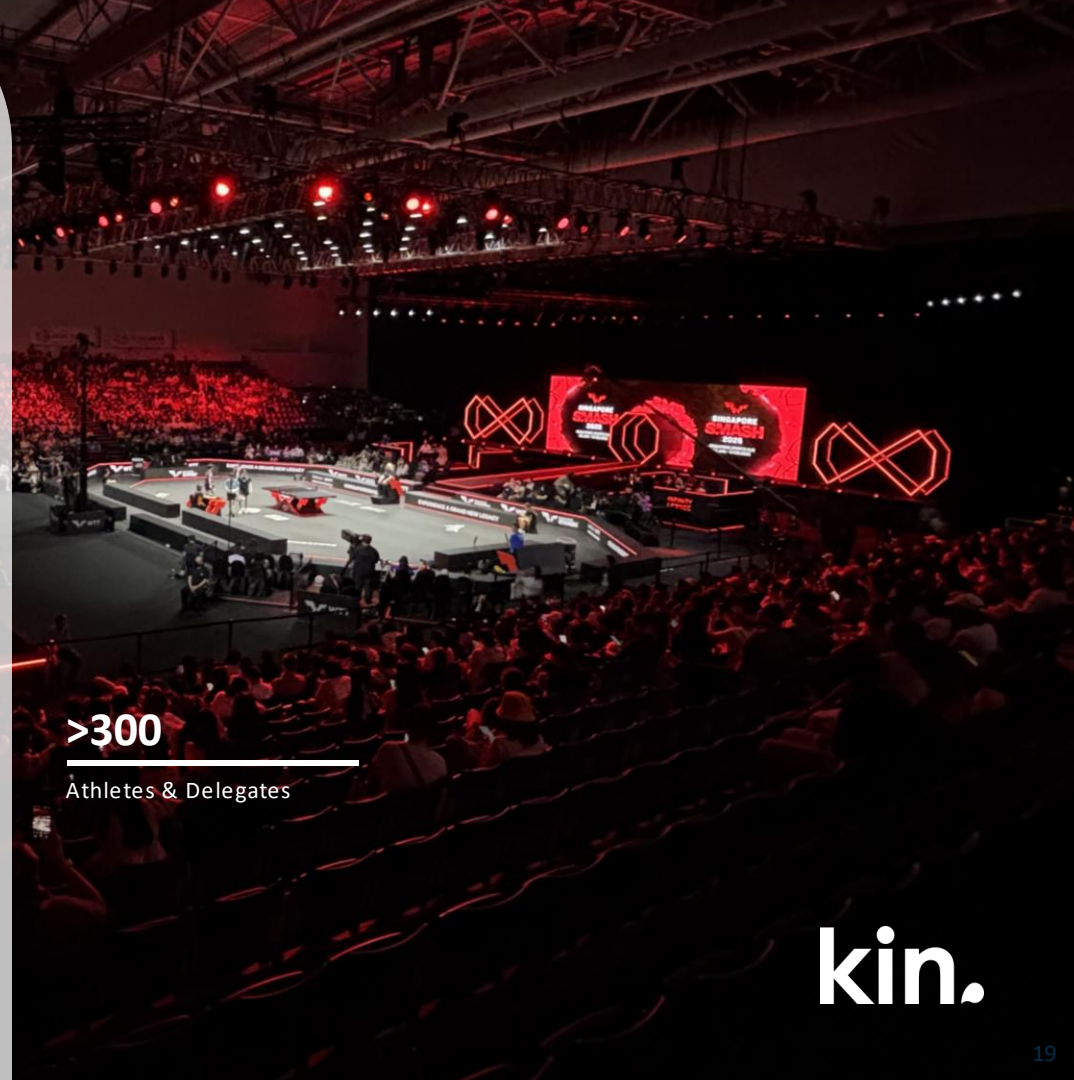
World Table Tennis Singapore Smash

(Since 2022)

Event Delivery Partner

Kin has been the appointed event delivery partner for World Table Tennis Singapore Smash since 2022.

Source: The Straits Times



>300

Athletes & Delegates

kin.

HSBC Singapore Rugby Sevens

Rebranded to HSBC SVNS
(2019)

*Event Delivery Partner (2019, 2023-2025)
and Official Event Partner (2026)*

KIN's involvement with the event in 2019 and from 2023 to 2026 highlights our expertise and establishes ourselves as a trusted partner in successfully delivering high-profile international sporting events.

Source: HSBC SVNS



24

International Teams

kin.

FIBA Intercontinental Cup Singapore (2023, 2024)

Event Management Company

The 2023 FIBA Intercontinental Cup, the 33rd edition of the prestigious basketball tournament which was hosted in Singapore, marked a significant milestone in its history, being its first-ever venue in Asia.

Source: FIBA





Past Involvement of our Key Management Team

Notable Projects

kin.

Nanjing 2014 Youth Olympic Games

3,798

Athletes & Delegates

20,000

Grandstand Seatings

Source: Singapore Business Review, Ctiyneon Holdings Limited, IOC

kin.

Singapore 2015 28th SEA Games | 8th ASEAN Para Games

>7,000

Athletes

36

Sports

55,000

Grandstand Seatings

kin.



Beyond Sports

kin.

Beyond Sports

Incorporation of Kin D+B to establish a dedicated vertical to provide design and build services for sports infrastructures and galleries, museums, attractions and other permanent experiences.

Delivery of an exhibition held at a museum in Singapore in 2024



kin.

Key Investment Merits

What differentiates us

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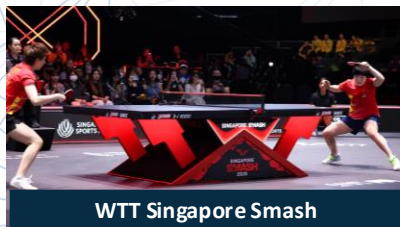
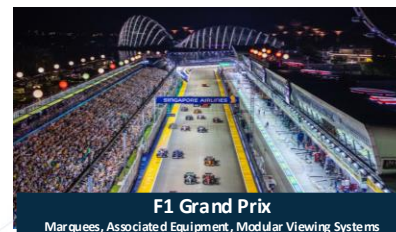


2

Trustable & reliable end-to-end events delivery partner

- Leveraging on its vast experience in delivering sporting experiences and events, Kin provides **end-to-end strategic support** from conceptualisation to execution, positioning it as a **trusted strategic collaborator** rather than a transactional executor, which drives **greater customer loyalty** and **repeat business**
- Repeated customers and/or events¹ contributed **72.5%, 87.7%, 87.7% and 79.6%** of the EDM segment's revenue for FY22, FY23, FY24 and 9M25, respectively

Repeated Events (including but not exhaustive)



(1) Revenue contribution from repeat customers being revenue attributable to customers who engaged Kin's services for at least three (3) financial years and/or financial periods during FY22-9M25 and revenue attributable to events awarded to Kin for at least three (3) financial years and/or financial periods, including all related revenue and any variation orders attributable to such events

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3

Agile execution capabilities transferable across segments

- Proven execution track record in delivering complex, international-standard projects requirements under tight timelines
- Leveraging its **execution capabilities beyond sports events**, Kin has demonstrated the ability to scale across adjacent segments in the broader event tourism sector, including providing **design and build services** for sports infrastructures and galleries, museums, attractions

2025 World Aquatics Championship - Official Venue Overlay Planning Services Partner



30,400m²

Gross Floor Area

4,800

Seater Grandstand



- Appointed as the main contractor for the design and build of the main World Aquatic Championship Singapore Arena and the Sentosa High-Dive Tower
- Delivered an international-standard aquatic venue from scratch in **under six (6) months**, with the custom-built circular diving pool and diving structure completed **within three (3) months**

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Financial Highlights

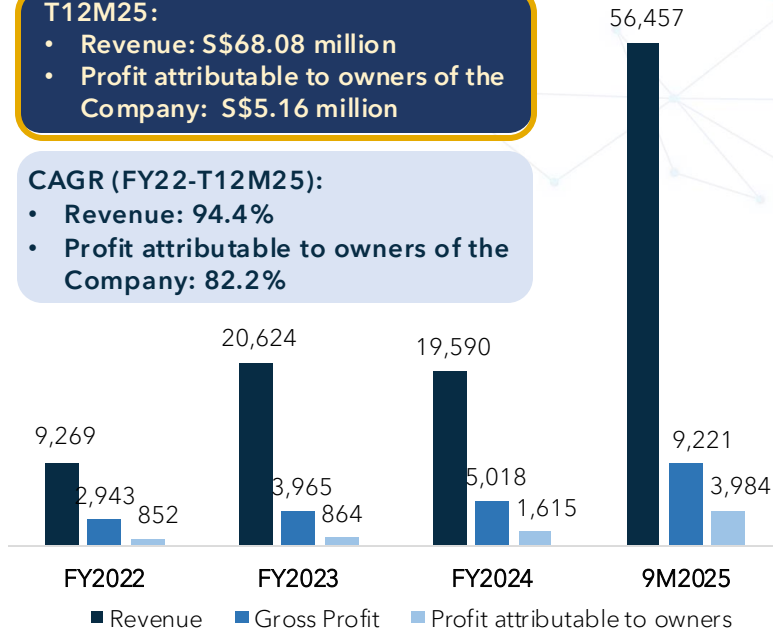
SGD'000

T12M25:

- Revenue: S\$68.08 million
- Profit attributable to owners of the Company: S\$5.16 million

CAGR (FY22-T12M25):

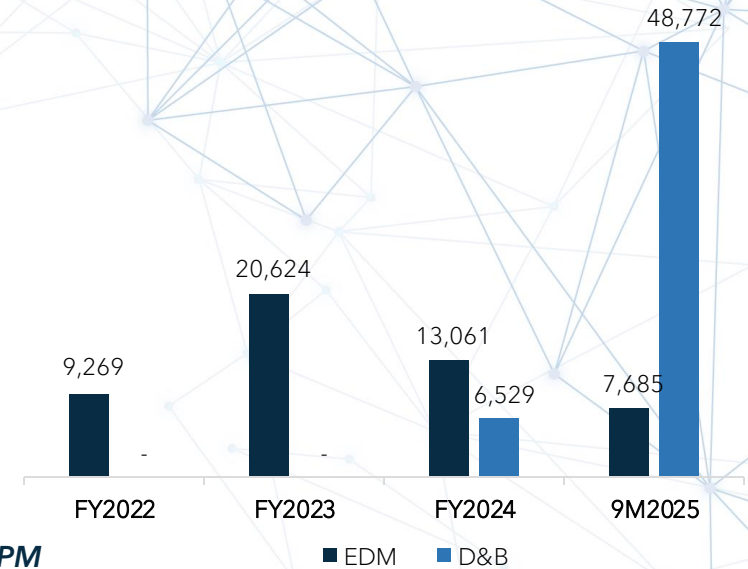
- Revenue: 94.4%
- Profit attributable to owners of the Company: 82.2%



GPM	FY2022	FY2023	FY2024	9M2025
	31.8%	19.2%	25.6%	16.3%

Segments Info

Revenue Breakdown
SGD'000



GPM	FY2022	FY2023	FY2024	9M2025
EDM	31.8%	19.2%	31.8%	28.4%
D&B	-	-	13.2%	14.4%

Profit and Loss Highlights

(S\$'000)	Audited			Unaudited	Audited
	FY2022	FY2023	FY2024	9M2024	9M2025
Revenue	9,269	20,624	19,590	7,970	56,457
Gross Profit	2,943	3,965	5,018	2,704	9,221
Profit before Income Tax	1,088	1,100	1,752	487	5,208
Profit/(loss) attributable to owners of the Company	852	864	1,615	442	3,984
Cost of Sales	(6,326)	(16,659)	(14,572)	(5,266)	(47,236)
Administrative and distribution expenses	(2,146)	(2,809)	(3,343)	(2,261)	(3,885)
Gross profit margin	31.8%	19.2%	25.6%	33.9%	16.3%

CAGR (FY22-9M25):
- Revenue: 82.6%

CAGR (FY22-9M25):
- Profit attributable to owners of the Company: 67.2%

FY2022 vs. FY2023

- Revenue increased by 122.5%, driven by execution of **higher-value projects under EDM segment**, including the Olympic E-Sports Week and 14th Women's World Floorball Championship.
- Gross profit increased by 34.7% to S\$3.97m in FY2023. Gross profit margin declined by 12.6% due to **projects executed at lower-margins** amid a **more competitive post-COVID-19 environment**.

FY2023 vs. FY2024

- Revenue decreased by 5.0% due to **lower volume and scale of projects in EDM segment**, partially offset by revenue contribution from D&B services, reflecting **strategic pivot towards D&B project**.
- Gross profit increased by 26.6% (+S\$1.05m) with margin expansion driven by **higher-margin projects in EDM segment**, partially offset by **lower margins from D&B services**.

9M2024 vs. 9M2025

- Revenue increased by 608.4%, due to **the strong momentum in D&B services via delivery of larger-scale contracts with higher project values**, including global sports championship and exhibition held at a museum in Singapore.
- Gross profit margin increased by S\$6.52m, but overall gross profit margin decreased by 6.1% due to **recalibration of resources towards D&B projects**.

Balance Sheet Highlights

	Audited			
(\$'000)	FY2022	FY2023	FY2024	9M2025
Total current assets	3,180	6,571	11,333	18,794
Cash and bank balances	2,056	1,445	1,624	3,849
Total non-current assets	3,766	3,469	2,954	1,300
Total assets	6,946	10,040	14,287	20,094
Total current liabilities	1,993	4,908	8,567	12,082
Borrowings	169	168	1,680⁽¹⁾	-
Lease liabilities	198	196	207	102
Total non-current liabilities	611	238	108	50
Borrowings	240	72	-	-
Lease liabilities	329	133	65	7
Total liabilities	2,604	5,146	8,675	12,132
Equity attributable to owners of the Company	4,303	4,883	5,598	7,581
Net debt/(cash)⁽²⁾	(1,120)	(876)	328	(3,740)
T12M25 ROE: 68.0%				

FY2024
<ul style="list-style-type: none"> Under current assets, contract assets increased from nil to S\$5.78m, driven by the commencement of D&B projects where work had been completed, but billing milestones had not been reached. Borrowings increased due to trade financing and working capital credit facilities

9M2025
<ul style="list-style-type: none"> Under current assets, contract assets increased from S\$5.78m to S\$9.16m, due to more work being performed under the D&B projects in 9M25, where work had been completed but billing milestones had not been reached. Increase in cash and cash equivalents from S\$1.62m to S\$3.85m, improved net cash position of S\$3.7m. Bank borrowings fully paid off as at 9M25, remaining borrowings arising from lease liabilities.

Kin has shown strong improvements in financial position over the Period Under Review, driven by its asset-light business model. As a result, Kin is able to maintain a healthy cash position and a debt-free balance sheet which translates to strong ROE.

(1) Arising from trade financing and working capital credit facilities, which has been fully paid off as at September 2025.

(2) Net debt is calculated as borrowings plus lease liabilities less cash and cash equivalents.

Summary of Cash Flows

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

FY2023

- **Net decrease of approximately S\$0.61m in cash and cash equivalents**, comprising of:
 - S\$0.04m net cash used in operating activities due to operating cash inflow before working capital changes.
 - S\$0.02m net cash generated from investing activities, mainly due to **dividends received**.
 - S\$0.59m net cash used in financing activities mainly due to **repayment of lease liabilities and bank borrowings** as well as **dividends paid to owners**.

FY2024

- **Net increase of approximately S\$0.07m in cash and cash equivalents**, comprising of:
 - S\$1.13m net cash used in operating activities due to operating cash inflow before working capital changes **adjusted for net cash used in working capital**.
 - S\$0.50m net cash generated from investing activities, mainly due to **proceeds from disposal of investment in financial assets**.
 - S\$0.70m net cash generated from financing activities mainly due to **proceeds from bank borrowings**.

9M2025

- **Net increase of approximately S\$2.33m in cash and cash equivalents**, comprising of:
 - S\$5.04m net cash used in operating activities due to operating cash inflow before working capital changes **adjusted for net cash used in working capital**.
 - S\$1.52m net cash generated from investing activities, mainly due **proceeds from disposal of investment in financial assets**.
 - S\$4.23m net cash used in financing activities mainly due to **repayment of lease liabilities and bank borrowings** as well as **dividends paid to owners**.

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5 Strong management with 75+ years of collective experience



Ko Chee Wah
Chairman
*(Proposed Executive
Chairman)*

Mr Ko has more than 30 years of experience in the Meetings, Incentives, Conventions and Exhibitions (MICE) industry and therefore, has in-depth industry knowledge of, and an extensive network of contacts and alliances in the MICE field of work.

To provide mentorship and guidance on Kin's business strategic direction and business development.



Vincent Chai
Director
*(Proposed Chief
Executive Officer)*

Vincent is the Co-founder of Kin and is responsible for its overall strategic planning and growth trajectory.

He has over 20 years of experience and has proven his leadership skills in experience creation and special projects management.



Adrian Tan
Executive Officer
*(Proposed Chief
Commercial Officer)*

Adrian is the Co-founder of Kin with a stellar track record in experience-creation services.

With experience over the last 15 years, he is a pioneer in bringing new techniques to executing projects and is responsible for formulating internal best practices that enhance the Group's operational effectiveness.



Clement Tan
Executive Officer
*(Proposed Chief
Operating Officer)*

Clement is a Co-founder of Kin and has more than 15 years of sports planning experience.

He has accumulated valuable local and international experience in the industry since 2010 and is a seasoned multi-disciplinary professional.



Business Strategies & Future Plans

What's next for us?

kin.

Industry Outlook



Singapore as the Premier Events Destination with Vibrant Sporting Calendar

Home to large-scale international sporting & entertainment events including F1 Grand Prix, World Aquatics Championships, HSBC SVNS, WTT Singapore Smash, Olympic Esports Week, PTO Asian Open, FIBA 3x3 Asia Cup and host to major artists (Taylor Swift, Lady Gaga, etc.)



Strong support from Singapore Government towards Sports Events and Sports Infrastructure

- 30% growth in sports, entertainment and lifestyle events in 2023 (compared to 2019) since the takeover of Singapore Sports Hub by the SG Government
- S\$165m injection in Major Sports Events Fund by MCCY
 - Sports Facilities Master Plan of S\$400m/year
 - Strong CAGR growth of 5.7% in the sports events management industry from 2025 to US\$137.2m in 2029



Singapore's Multi-pillar Events Tourism Boost

- Tourism 2040: Targets S\$47-50bn of tourism receipts by 2040
- Strong boost in events tourism across sports, MICE, entertainment, lifestyle & experiential, cultural & arts tourism

Singapore Tourism Performance (2025)

- International Visitor Arrivals:
16.9 million visitors
- Tourism Receipts (Jan – Sept 2025):
SGD23.9 billion



Industry Outlook

Southeast Asian Games in Kuala Lumpur (SEA Games) (2027)

Expected Event Date:
18 to 29 September 2027



Malaysia
Welcomes You To
SEA Games Malaysia 2027

kin.

Industry Outlook

Southeast Asian Games (SEA Games) (2029)

Returning to Singapore after 14 years

Preparatory Period:
2027-2029

Source: Euromonitor International, The Straits Times



kin.

Industry Outlook

Changi Airport Terminal 5

Projected Investment:
*Approximately **USD10 billion***

Expected Completion Date:
Mid-2030s

Source: Euromonitor International, Airport Technology

kin.

Marina Bay Sands (MBS) Expansion

Projected Investment:
*Approximately USD8 billion
(SGD10.6 billion)*

Expected Completion Date:
2030-2031

Industry Outlook

RWS 2.0 Development

Projected Investment:
*Approximately **USD5 billion***
*(**SGD6.8 billion**)*

Expected Completion Date:
2030

Source: Euromonitor International, The Business Times



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Industry Outlook

Founder's Memorial (Bay East Garden's Development)

Projected Investment:
*Approximately **SGD335 million***

Expected Completion Date:
End-2028

Source: Euromonitor International, Channel News Asia



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Industry Outlook

Mandai Precinct Wildlife Reserves Singapore

Projected Investment:
*Approximately **SGD1 billion** for Phase 1*

Expected Completion Date:
Completed in phases from 2020 onwards





SPORTS



MICE

EVENTS TOURISM



ARTS & CULTURAL



LIFESTYLE &
EXPERIENTIAL



ENTERTAINMENT

1

Continue to expand core capabilities in sports, including owning sports-related intellectual property rights



SPORTS



MICE

3

Expansion via M&A, investments, JVs, strategic alliances and/or partnerships



EVENTS TOURISM



ARTS & CULTURAL

2

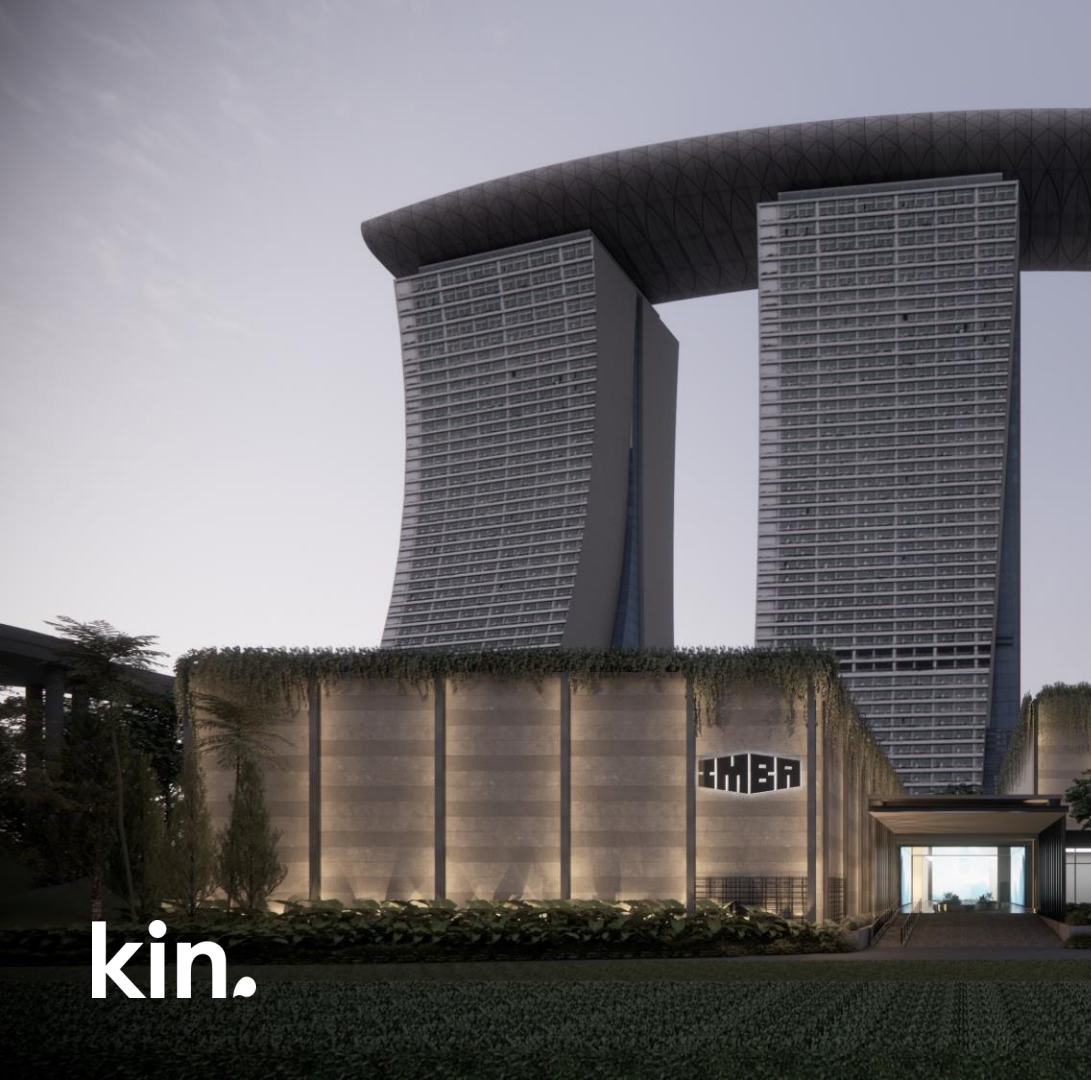
Capture high-growth opportunities in other pillars across the events tourism industry



LIFESTYLE & EXPERIENTIAL



ENTERTAINMENT



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IMBA Global Pte. Ltd.

***7.5% shareholding interest** in Immersive Media Based Arts Theatres (“IMBA”) located within Gardens by the Bay*

IMBA is an operator of an attraction dedicated to large-scale, immersive experiences in Singapore. IMBA Theatre features a state-of-the-art black box theatre of more than 20,000 square feet, a gallery and space and a café and merchandise space located at Gardens by the Bay.

Kin’s investment into IMBA, although at a minority stake, is the first step towards broadening its ecosystem into the arts and cultural space of the wider event tourism industry



IPO Structure

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Overview of Invitation Statistics

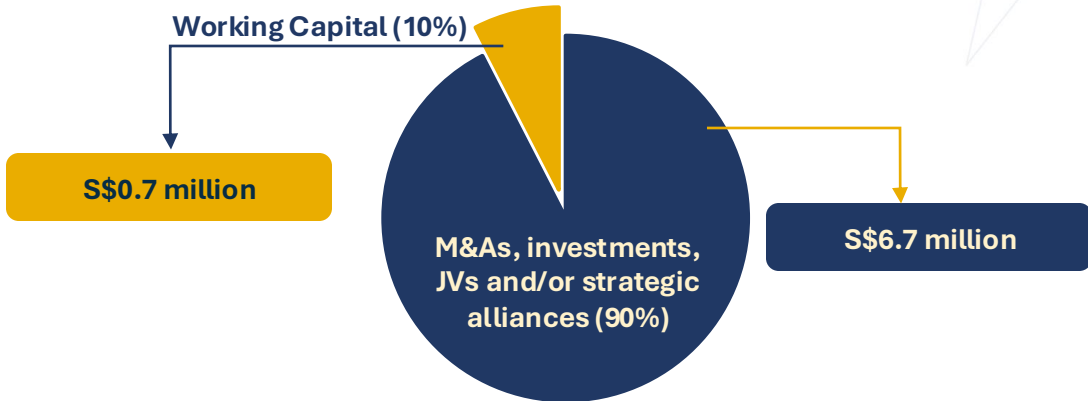
Invitation Price	S\$0.23 per share
Cornerstone Shares	S\$4.4 million
Invitation Shares	S\$5.7 million
Total Offering	S\$10.1 million
New Shares	S\$9.2 million
Vendor Shares	S\$0.9 million

IPO Market Capitalisation
approx. S\$45 million

Implied T12M25 PER
approx. 8.71x

Gross Proceeds (to Company)
S\$9.2 million

Net Proceeds (to Company)
S\$7.4 million



Shareholding Structure

	Existing Shares	Prior to Invitation and Cornerstone Tranche	After Invitation and Cornerstone Tranche
	%	%	%
Mr. Ko Chee Wah	51.0%	44.2%	33.6%
Mr. Vincent Chai	23.0%	22.5%	17.4%
Mr. Adrian Tan	13.0%	12.5%	10.0%
Mr. Clement Tan	13.0%	12.5%	10.0%
Pre-IPO Investors (Pre-IPO)	-	8.3%	6.4%
Cornerstone Investors	-	-	9.8%
Public Shareholders from the Invitation	-	-	12.8%
Total	100.0%	100.0%	100.0%

Cornerstone Investors



Note: Shareholding Structure presented based on the IPO market capitalisation of approximately S\$45 million

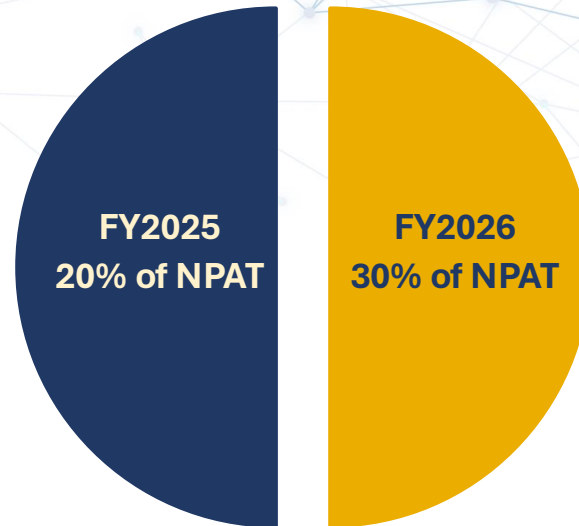
Shareholding Structure - Moratorium

	Shares under Moratorium at IPO	Shares not under Moratorium at IPO
	%	%
Mr. Ko Chee Wah	33.6%	-
Mr. Vincent Chai	17.4%	-
Mr. Adrian Tan	10.0%	-
Mr. Clement Tan	10.0%	-
Pre-IPO Investors (Pre-IPO)	6.4%	-
Cornerstone Investors	-	9.8%
Public Shareholders from the Invitation	-	12.8%
Total	77.4%	22.6%

- **Promoters**, being Mr. Ko Chee Wah and Mr. Vincent Chai, are subject to a moratorium of 100% of their shares for 6 months after IPO, and at least 50% for 6 months thereafter
- **Mr. Adrian Tan and Mr. Clement Tan** have given voluntary moratorium of 100% of their shares for 6 months after IPO, and at least 50% for 6 months thereafter
- **Pre-IPO Shareholders** are subject to a moratorium of 100% of their Pre-IPO lock-up shares for 12 months after IPO, and have given voluntary moratorium of 100% of the remaining shares for 3 months after IPO, and at least 50% for 3 months thereafter

Note: Shareholding Structure presented based on the IPO market capitalisation of approximately S\$45 million

Dividends Policy



- Proposed dividends of **20% and 30% of NPAT** in each of FY2025 (excluding the interim dividend declared by Kin Productions of S\$2.00 million and by Kin D+B of S\$0.31 million in respect of FY2025) and FY2026, respectively

Indicative IPO Timeline

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Registration of Offer Document and
Open of Offer Period

14 April 2026

Close of Offer Period

21 April 2026

Listing on Catalyst

23 April 2026

Thank You

Contact us
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