



23<sup>rd</sup> March 2026

## Company Announcement

The following is a Company Announcement issued by Busy Bee Finance plc (the “Company”) bearing company registration number C87631, in terms of the rules of Prospects MTF, a market regulated as a multi-lateral trading facility and operated by the Malta Stock Exchange.

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## Quote

### Results of Board of Directors’ Meeting and Annual General Meeting

The Company makes reference to the Board of Directors’ Meeting and Annual General Meeting held on the 23<sup>rd</sup> March 2026.

### Results of Board of Directors’ Meeting

The Company hereby announces that during the meeting of its Board of Directors held on the 23<sup>rd</sup> March 2026, the Board of Directors resolved to approve the (i) the Company’s Annual Report and Audited Financial Statements for the year ended 30<sup>th</sup> November 2025; and (ii) the Financial Sustainability Forecasts (‘FSFs’) for the financial year commencing 1<sup>st</sup> December 2025.

A copy of the said Annual Report and Audited Financial Statements and FSFs are being enclosed herewith and can also be found by accessing this [link](#).

### Resolutions adopted at the Annual General Meeting

The Company hereby announces that the members of the Company approved and adopted the following resolutions at its Annual General Meeting:

1. Annual Report and Audited Financial Statements

The Company’s Annual Report and Audited Financial Statements for the financial year ended 30<sup>th</sup> November 2025, as duly approved by the Board of Directors of the Company, have been approved by the members of the Company.

2. Re-Appointment of the Auditors



That the re-appointment of the auditors has been approved and that the Directors of the Company were authorised to fix their remuneration.

3. Re-Appointment of the Directors

That the current Directors have been re-appointed.

4. Dividend

That no dividend shall be distributed by the Company for the period.

**Unquote**

**Jean Carl Farrugia**  
Company Secretary

Busy Bee Finance plc

Report & Consolidated Financial  
Statements

30 November 2025

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## **Contents**

<b>Directors, officers and other information</b>	<b>2</b>
<b>Directors' report</b>	<b>3</b>
<b>Corporate governance – statement of compliance</b>	<b>6</b>
<b>Statements of comprehensive income</b>	<b>12</b>
<b>Statements of financial position</b>	<b>13</b>
<b>Statement of changes in equity – the group</b>	<b>15</b>
<b>Statement of changes in equity – the company</b>	<b>16</b>
<b>Statements of cash flows</b>	<b>17</b>
<b>Notes to the financial statements</b>	<b>19</b>
<b>Independent auditor's report</b>	<b>51</b>

## **Directors, officers and other information**

<b>Directors:</b>	Brian Friggieri Geoffrey Friggieri Robert Ancilleri Charles Scerri
<b>Secretary:</b>	Dr Jean Carl Farrugia
<b>Registered office:</b>	Busy Bee Group Zone 4, Mdina Road Mriehel Birkirkara CBD 4010 Malta
<b>Country of incorporation:</b>	Malta
<b>Company registration number:</b>	C 87631
<b>Auditors:</b>	Grant Thornton Fort Business Centre, Level 2 Triq L-Intornjatur, Zone 1 Central Business District Birkirkara CBD 1050 Malta
<b>Bankers:</b>	Bank of Valletta plc 212/215, Triq ix-Xatt Msida PTA 9041 Malta
<b>Legal advisors:</b>	InariLaw 239, Psalla Street, Birkirkara BKR 9078 Malta

## **Directors' report**

The directors present their report together with the audited financial statements of Busy Bee Finance plc (the company) and the consolidated financial statements of the group of which it is the parent, for the year ended 30 November 2025.

### **Principal activities**

The company was incorporated on 31 July 2018. The company was formed principally to act as a finance and investment company, in particular, to finance or re-finance the funding requirements of related companies within the Busy Bee Group.

### **Performance review**

During the year under review, the group registered a profit before taxation of € 1.90 million, 61% higher than the profit of € 1.18 million registered in the previous financial year.

The group registered a slight increase in revenue, reaching € 7.49 million. The group's revenue is predominantly generated through companies forming part of the Busy Bee Limited group, which act as retail outlets for the products produced by the manufacturing subsidiary of the group. The revenue growth is attributable to the first year of operations of the new food truck operated by one of the related companies.

The group generated an operating profit of € 1.38 million (2024: € 1.48 million), originating mainly from the food manufacturing activity as well as rental income and royalty fees charged to other related parties.

Earnings per share is recorded at € 29.42 (2024: € 16.61).

At 30 November 2025, total assets of the group amounted to € 23.07 million (2024: € 19.55 million) and equity of amounted to € 13.38 million (2024: € 10.52 million).

The directors consider the company and the group to be a going concern.

### **Principal risks and uncertainties**

The company is exposed to risks inherent to its operations and can be summarised as follows:

#### **Strategy risk**

Risk management falls under the responsibility of the board of directors. The board is continuously analysing its risk management strategy to ensure that risk is adequately identified and managed. The audit committee regularly reviews the risk profile adopted by the board of directors.

### **Operational risks**

The company's revenue is mainly derived from interest charges and service fees charged to related parties and hence, the company is heavily dependent on the performance of the Busy Bee Group. Management regularly reviews the financial performance of the Busy Bee Group to ensure that there is sufficient liquidity to sustain its operations.

### **Legislative risks**

The company is governed by a number of laws and regulations. Failure to comply could have financial and reputational implications and could materially affect the company's ability to operate. The company has embedded operating policies and procedures to ensure compliance with existing legislation.

### **Financial risk management and exposures**

Note 28 to the financial statements provides a detailed analysis of the financial risk to which the group and company are exposed.

### **Diversity and inclusion**

The board aims to promote and embed diversity and inclusion into the group's culture, values and practices.

### **Health and safety**

The maintenance of a safe place of work and business for the group's employees, customers and visitors is a key responsibility for all managers and members of staff. Busy Bee Group is committed to proactively manage health and safety risk through the identification, assessment and mitigation of hazards that may otherwise result in injury, fire events and operational failure.

The directors remain committed to maintaining the group's preparedness for emerging and foreseeable risks in ensuring health and safety compliance.

### **Employees**

The group is committed to an inclusive culture where people can be confident that their views matter, their workplace is an environment free from bias, discrimination and harassment, and where they can see that advancement is based on merit.

People are at the core of the group's business. The focus of our people is to ensure that the group has a workforce that is highly skilled and thus ensuring that the quality for what Busy Bee is renowned remains at its highest levels and that it translates into successful outcomes for the group's customers and the group's business. The group's aim is to build a strong employee value proposition that attracts the best talent with a diverse background which in turn enriches the group's business culture.

### **Dividends and reserves**

The directors do not recommend the payment of a dividend and propose to transfer the profit for the year to reserves.

### **Directors**

The directors of the company during the year were:

Brian Friggieri  
Geoffrey Friggieri  
Robert Ancilleri  
Charles Scerri

In accordance with the company's Articles of Association, the present directors remain in office.

### **Disclosure of information to the auditor**

At the date of making this report, the directors confirm the following:

- as far as each director is aware, there is no relevant information needed by the independent auditor in connection with preparing the audit report of which the independent auditor is unaware; and
- each director has taken all steps that they ought to have taken as a director in order to make themselves aware of any relevant information needed by the independent auditor in connection with preparing the report and to establish that the independent auditor is aware of that information.

### **Statement of directors' responsibilities**

The Companies Act, Cap. 386 requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the group and the company as at the end of the reporting period and of the profit or loss of their operations for that year. In preparing these financial statements, the directors are required to:

- adopt the going concern basis unless it is inappropriate to presume that the group and the company will continue in business;
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- account for income and charges relating to the accounting period on the accruals basis; and
- value separately the components of asset and liability items.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the group and the company, and to enable them to ensure that the financial statements have been properly prepared in accordance with the Companies Act, Cap. 386. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. They are also responsible for safeguarding the assets of the group and the company, and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Auditor**

The auditor Grant Thornton has intimated its willingness to continue in office and a resolution proposing its reappointment will be put to the Annual General Meeting.

Approved by the board of directors and signed on its behalf by:



**Charles Scerri**  
Chairman



**Brian Friggieri**  
Director

Registered address:  
Busy Bee Group  
Zone 4, Mdina Road  
Mriehel  
Birkirkara CBD 4010  
Malta

23 March 2026

## **Corporate governance – statement of compliance**

### **Introduction**

The Prospects MTF Rules issued by the Malta Stock Exchange require qualifying companies admitted to Prospects MTF to observe relevant corporate governance standards, in this case the Code of Principles of Good Corporate Governance ('the code').

The board of directors ('the board or the directors') of Busy Bee Finance plc ('the company') acknowledges that although the code does not dictate or prescribe mandatory rules, compliance with the principles of good corporate governance recommended in the code is in the best interests of the company, its shareholders and other stakeholders.

The company's decision-making structure is designed to meet the company requirements and to ascertain that decision making is subject to checks and balances where this is appropriate.

### **General**

Good corporate governance is the responsibility of the board as a whole, and has been, and remains a priority for the company. In deciding on the most appropriate manner in which to implement the code, the board took cognisance of the company's size, nature and operations, and is of the opinion that the adoption of certain mechanisms and structures which may be suitable for companies with extensive operations may not be appropriate for the company. The limitations of size and scope of operations inevitably impact on the structures required to implement the code, without however diluting the effectiveness thereof.

The board considers that, to the extent otherwise disclosed herein, the company has generally been in compliance with the code throughout the year under review.

This statement shall now set out the structures and processes in place within the company and how these effectively achieve the goals set out in the code for the year under review. For this purpose, this statement will make reference to the pertinent principles of the code and then set out the manner in which the board considers that these have been adhered to, and where it has not.

For the avoidance of doubt, reference in this statement to compliance with the principles of the code means compliance with the code's main principles.

The directors believe that for the financial year under review, the company has generally complied with the requirements for each of the code's main principles. Further information in this respect is provided hereunder.

### **Principle one: the company's board of directors**

The directors report that for the financial year under review, they have provided the necessary leadership in the overall direction of the company and have performed their responsibilities for the efficient and smooth running of the company with honesty, competence and integrity. The board is composed of members who are fit and proper to direct the business of the company with honesty, competence and integrity. All the members of the board are fully aware of, and conversant with, the statutory and regulatory requirements connected to the business of the company. The board is accountable for its performance and that of its delegates to shareholders and other relevant stakeholders.

The board has throughout the year under review adopted prudent and effective systems which ensure an open dialogue between the board and senior management.

The company has a structure that ensures a mix of executive and non-executive directors and that enables the board to have direct information about the company's performance and business activities.

### **Principle two: the company's chairman and chief executive officer**

The chairman who acts as an independent non-executive director, exercises independent judgement and is responsible to lead the board and set its agenda, whilst also ensuring that the directors receive precise, timely and objective information so that they can take sound decisions and effectively monitor the performance of the company. The chairman is also responsible for ensuring effective communication with shareholders and ensuring active engagement by all members of the board for discussion of complex or contentious issues.

The role of the Chief Executive Officer (CEO) is occupied by an individual who is an executive member of the board of directors.

The CEO is responsible to drive and deliver performance within strategic goals and business plans agreed by the board. He actively leads senior management in the day-to-day running of the company and execution of the agreed strategy. He takes decisions in all matters affecting the operations, performance, and strategy of the business, except for those matters reserved for the board or specifically delegated by the board to its committees.

The position of the chairman and that of the CEO are occupied by different individuals. Their respective positions have been defined with specific roles rendering these positions completely separate from one another. This ensures a clear division of responsibilities between the running of the board and the CEO's responsibility of management of the company's performance. The separation of roles of the chairman and the CEO avoids concentration of authority and power in one individual.

### **Principle three: composition of the board**

The board is composed of four members, with two executive and two non-executive directors. The non-executive directors are independent from the company. The board is responsible for the overall long-term strategy and general policies of the company and of monitoring the company's systems of control and financial reporting and communicating effectively with the market as and when necessary.

The board of directors consists of the following:

- Charles Scerri – Chairman/non-executive director
- Robert Ancilleri – Non-executive director
- Brian Friggieri – Executive director
- Geoffrey Friggieri – Executive director

In accordance with the provisions of the company's Articles of Association, the appointment of directors to the board is exclusively reserved to the company's shareholders, except in so far as appointment is made by the board to fill a casual vacancy, which appointment would be valid until the conclusion of the next Annual General Meeting (AGM) of the company following such an appointment. Mr Charles Scerri and Mr Robert Ancilleri are considered by the board to be independent non-executive members of the board.

None of the independent non-executive directors:

- a) is or has been employed in any capacity with the company;
- b) has or had a significant business relationship with the company;
- c) has received significant additional remuneration from the company;
- d) has close family ties with any of the company's executive directors or senior employees;
- e) has served on the board for more than twelve consecutive years; or
- f) is or has been within the last three years an engagement partner or a member of the audit team of the present or former external auditor of the company.

Each non-executive director has declared in writing to the board that he undertakes:

- a) to maintain in all circumstances his independence of analysis, decision and action;
- b) not to seek or accept any unreasonable advantages that could be considered as compromising his independence; and
- c) to clearly express his opposition in the event that he finds that a decision of the board may harm the company.

#### **Principle four: the responsibilities of the board**

The board acknowledges its statutory mandate to conduct the administration and management of the company. The board, in fulfilling this mandate and discharging its duty of stewardship of the company, assumes responsibility for the company's strategy and decisions with respect to the issue, servicing and redemption of its bonds in issue, and for monitoring that its operations are in conformity with its commitments towards bondholders, shareholders, and all relevant laws and regulations. The board is also responsible for ensuring that the company establishes and operates effective internal control and management information systems and that it communicates effectively with the market.

Directors are entitled to seek independent professional advice at any time on any aspect of their duties and responsibilities, at the company's expense.

#### *The Audit Committee*

The audit committee's primary objective is to assist the board in fulfilling its responsibilities in dealing with issues of risk, control and governance; and review the financial reporting processes, financial policies and internal control structure. During the financial year under review, the audit committee met four times.

Although the audit committee is set up at the level of the company, its main tasks are also related to the activities of the company.

The board has set formal terms of establishment and the terms of reference of the audit committee that establish its composition, role and function, the parameters of its remit as well as the basis for the processes that it is required to comply with. The audit committee is a sub-committee of the board and is directly responsible and accountable to the board.

Furthermore, the audit committee has the role and function of scrutinising and evaluating any proposed transaction to be entered into by the company and a related party, to ensure that the execution of any such transaction is at arm's length and on a commercial basis and ultimately in the best interests of the company.

As at the date hereof, the audit committee is composed of three members:

- Robert Ancilleri – Chairman
- Geoffrey Friggieri – Member
- Charles Scerri – Member

Mr Robert Ancilleri and Mr Charles Scerri are non-executive directors and qualified accountants, who the board considers as independent and competent in accounting.

### *Internal control*

The board is ultimately responsible for the company's system of internal controls and for reviewing its effectiveness. The directors are aware that internal control systems are designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and can only provide reasonable, and not absolute, assurance against normal business risks.

During the financial year under review, the company operated a system of internal controls which provided reasonable assurance of effective and efficient operations covering all controls, including financial and operational controls and compliance with laws and regulations. Processes are in place for identifying, evaluating and managing the significant risks facing the company.

Other key features of the system of internal control adopted by the company in respect of its own internal control as well as the control of its subsidiaries and affiliates are as follows:

#### (a) Control environment

The company is committed to the highest standards of business conduct and seeks to maintain these standards across all of its operations. Company policies and employee procedures are in place for the reporting and resolution of fraudulent activities. The company has an appropriate organisational structure for planning, executing, controlling and monitoring business operations in order to achieve company objectives.

#### (b) Risk identification

The board, with the assistance of the management team, is responsible for the identification and evaluation of key risks applicable to the areas of business in which the company and its subsidiaries are involved. These risks are assessed on a continual basis.

#### (c) Information and communication

Functional, operational and financial reporting standards are applicable to all entities of the company. These are supplemented by operating standards set by the board. Systems and procedures are in place to identify, control and to report on the major risks including credit risk, changes in the market prices of financial instruments, liquidity, operational error and fraud. The board receives periodic management information giving comprehensive analysis of financial and business performance including variances against budgets.

Periodic strategic reviews which include consideration of long-term financial projections and the evaluation of business alternatives are regularly convened by the board. An annual budget is prepared and performance against this plan is actively monitored and reported to the board.

### *General meetings*

The general meeting is the highest decision-making body. A general meeting is called by fourteen days' notice and it is conducted in accordance with the Articles of Association.

The AGM deals with what is termed as "ordinary business", namely, the receiving or adoption of the annual financial statements, the declaration of a dividend, if any, the appointment of the auditors, board authorisation to fix the auditor's emoluments and the election of directors. Other business which may be transacted at a general meeting (including at the AGM) will be dealt with as special business.

No business shall be transacted at a general meeting of the company, unless a quorum of members is present at the time the meeting proceeds to business. The quorum at any shareholders' meeting shall be any number of members holding not less than seventy-five percent of the issued paid up shares conferring voting rights in the company. Provided that if within half an hour from the time appointed for the meeting a quorum is not present, the meeting shall be adjourned to the same day in the next week at the same time or place or to such other day and such other time and place as all the directors may determine and if at the adjourned meeting a quorum is not present as described above, the member/s present shall constitute a quorum providing they hold not less than fifty percent of the issued paid up shares conferring voting rights in the company. Each share shall entitle the holder thereof to one vote.

A shareholder who cannot participate in the general meeting can appoint a proxy by written or electronic notification to the board.

Every shareholder represented in person or by proxy is entitled to ask questions which are pertinent and related to items on the agenda of the general meeting and to have such questions answered by the directors or by such persons as the directors may delegate for that purpose.

**Principle five: board meetings**

The directors meet regularly to dispatch the business of the board. The directors are notified of forthcoming meetings by the company secretary with the issue of an agenda and supporting board papers, which are circulated in advance of the meeting. Minutes are prepared during board meetings recording faithfully attendance, and resolutions taken at the meeting. The chairman ensures that all relevant issues are on the agenda supported by all available information, whilst encouraging the presentation of views pertinent to the subject matter and giving all directors every opportunity to contribute to relevant issues on the agenda. The agenda on the board seeks to achieve a balance between long-term strategic and short-term performance issues.

The board meets as often as frequently required in line with the nature and demands of the business of the company. Directors attend meetings on a frequent and regular basis and dedicate the necessary time and attention to their duties as directors of the company. The following directors attended board meetings as follows:

Name	Designation	Number of meetings
Charles Scerri	Chairman/ non-executive director	4 out of 4
Robert Ancilleri	Non-executive director	4 out of 4
Brian Friggieri	Executive director	4 out of 4
Geoffrey Friggieri	Executive director	4 out of 4

**Principle six: information and professional development**

As part of succession planning and employee retention, the board and CEO ensure that the company implements appropriate schemes to recruit, retain and motivate employees and senior management and keep a high morale amongst employees.

**Principle seven: evaluation of the board's performance**

Under the present circumstances, the board does not consider it necessary to appoint a committee to carry out a performance evaluation of its role, as the board's performance is always under the scrutiny of the shareholders of the company.

**Principle eight: remuneration and nomination committees**

The board of directors considers that the size and operation of the issuer does not warrant the setting up of nomination and remuneration committees. Appointments to the board of directors are determined by the shareholders of the issuer in accordance with the company's Memorandum and Articles of Association. The issuer considers that the members of the board possess the level of skill, knowledge and experience expected in terms of the code.

**Principles nine and ten: relations with shareholders and with the market**

Pursuant to the company's statutory obligations in terms of the Companies Act (Cap. 386 of the Laws of Malta), the annual report and financial statements, the election of directors and approval of directors' fees, the appointment of the auditors and the authorisation of the directors to set the auditor's fees, and other special business, are proposed and approved at the company's AGM.

With respect to the company's bondholders and the market in general, during the financial year under review, there was no need to issue any company announcements to the market. Bondholders are kept updated through the publication of the annual report and financial statements and by publishing its results on a six-monthly basis during the year, and through company announcements to the market in general.

**Principle eleven: conflicts of interest**

All of the directors of the company, except for Mr Charles Scerri and Mr Robert Ancilleri, are executive officers of the company. The executive directors, Mr Geoffrey Friggieri and Mr Brian Friggieri, have a direct beneficial interest in the share capital of the company, and as such are susceptible to conflicts arising between the potentially diverging interests of the shareholders and the company. During the financial year under review, no private interests or duties unrelated to the company were disclosed by the directors which were or could have likely placed any of them in conflict with any interests in, or duties towards the company.

The audit committee has the task to ensure that any potential conflicts of interest are resolved in the best interests of the company. Furthermore, in accordance with the provisions of Article 145 of the Companies Act (Cap. 386 of the Laws of Malta), every director who is in any way, whether directly or indirectly, interested in a contract or proposed contract with the company is under the duty to fully declare his interest in the relevant transaction to the board at the first possible opportunity. He will not be entitled to vote on matters relating to the proposed transaction and only parties who do not have any conflict in considering the matter will participate in the consideration of the proposed transaction (unless the board finds no objection to the presence of such director with conflict of interest).

**Principle twelve: corporate social responsibility**

The company seeks to adhere to sound principles of corporate social responsibility in its management practices and is committed to enhance the quality of life of all stakeholders and of the employees of the company.

The board is mindful of the environment and its responsibility within the community in which it operates.

In carrying on its business, the company is fully aware and at the forefront to preserving the environment and continuously review its policies aimed at respecting the environment and encouraging social responsibility and accountability.

In conclusion, the board considers that the company has generally been in compliance with the principles throughout the year under review as befits a company of this size and nature. Non-compliance with the principles and the reasons thereof have been identified above.

Approved by the board of directors and signed on its behalf on 23 March 2026 by:



**Charles Scerri**  
Chairman



**Brian Friggieri**  
Director

## Statements of comprehensive income

	Notes	The Group		The Company	
		2025	2024	2025	2024
		€	€	€	€
<b>Revenue</b>	5	7,486,519	7,437,627	486,000	486,000
Cost of sales		(4,555,223)	(4,394,778)	-	-
<b>Gross profit</b>		<b>2,931,296</b>	<b>3,042,849</b>	<b>486,000</b>	<b>486,000</b>
Administrative expenses		(1,555,910)	(1,562,663)	(405,672)	(381,635)
<b>Operating profit</b>		<b>1,375,386</b>	<b>1,480,186</b>	<b>80,328</b>	<b>104,365</b>
Finance income	6	22,563	24,240	292,293	294,282
Finance costs	7	(332,443)	(337,625)	(272,563)	(274,532)
Other income	8	64,170	15,690	-	2,826
Movement in fair value of investment property	16	770,000	-	-	-
<b>Profit before tax</b>	9	<b>1,899,676</b>	<b>1,182,491</b>	<b>100,058</b>	<b>126,941</b>
Tax expense	10	(428,776)	(351,960)	(35,019)	(44,430)
<b>Profit for the year</b>		<b>1,470,900</b>	<b>830,531</b>	<b>65,039</b>	<b>82,511</b>
<b>Other comprehensive income</b>					
Revaluation of property		2,052,576	-	-	-
Related tax		(718,402)	-	-	-
		<b>1,334,174</b>	-	-	-
<b>Total comprehensive income for the year</b>		<b>2,805,074</b>	<b>830,531</b>	<b>65,039</b>	<b>82,511</b>
<b>Earnings per share</b>	11	<b>29.42</b>	<b>16.61</b>		

## Statements of financial position

	Notes	The Group		The Company	
		2025 €	2024 €	2025 €	2024 €
<b>Assets</b>					
<b>Non-current</b>					
Intangible assets	12	1,511,137	1,526,263	-	-
Property, plant and equipment	13	7,322,791	5,780,126	-	-
Right-of-use asset	14	522,820	532,202	-	-
Investment in subsidiaries	15	-	-	102,400	102,400
Investment property	16	5,180,000	4,410,000	-	-
Deferred tax asset	17	1,975,660	1,926,812	6,380	8,117
Loans and receivables	18	562,853	544,351	5,921,302	5,919,646
		<b>17,075,261</b>	<b>14,719,754</b>	<b>6,030,082</b>	<b>6,030,163</b>
<b>Current</b>					
Inventories	19	843,624	791,297	-	-
Trade and other receivables	20	4,727,667	3,697,590	850,536	866,861
Cash and cash equivalents	21	423,435	345,770	128,827	139,692
Current tax receivable		-	160	2,535	2,535
		<b>5,994,726</b>	<b>4,834,817</b>	<b>981,898</b>	<b>1,009,088</b>
<b>Total assets</b>		<b>23,069,987</b>	<b>19,554,571</b>	<b>7,011,980</b>	<b>7,039,251</b>

## Statements of financial position – continued

	Notes	The Group		The Company	
		2025 €	2024 €	2025 €	2024 €
<b>Equity</b>					
Share capital	22	50,000	50,000	50,000	50,000
Share premium		50,752	50,752	50,752	50,752
Shareholder's loan	23	4,380,783	4,330,783	600,000	600,000
Retained earnings (accumulated losses)		6,702,559	5,231,659	43,955	(21,084)
Revaluation reserve		2,194,393	860,219	-	-
<b>Total equity</b>		<b>13,378,487</b>	<b>10,523,413</b>	<b>744,707</b>	<b>679,668</b>
<b>Liabilities</b>					
<b>Non-current</b>					
Debt securities in issue	24	4,936,315	4,918,543	4,936,315	4,918,543
Borrowings	25	958,197	1,109,225	634,150	704,711
Lease liability	26	610,090	601,122	-	-
Deferred tax liability	17	1,723,429	933,672	-	-
		<b>8,228,031</b>	<b>7,562,562</b>	<b>5,570,465</b>	<b>5,623,254</b>
<b>Current</b>					
Borrowings	25	151,028	143,778	70,560	67,048
Trade and other payables	27	1,312,441	1,324,818	626,248	669,281
		<b>1,463,469</b>	<b>1,468,596</b>	<b>696,808</b>	<b>736,329</b>
<b>Total liabilities</b>		<b>9,691,500</b>	<b>9,031,158</b>	<b>6,267,273</b>	<b>6,359,583</b>
<b>Total equity and liabilities</b>		<b>23,069,987</b>	<b>19,554,571</b>	<b>7,011,980</b>	<b>7,039,251</b>

The financial statements on pages 12 to 50 were approved by the board of directors, authorised for issue on 23 March 2026 and signed on its behalf by:

  
**Charles Scerri**  
 Chairman

  
**Brian Friggieri**  
 Director

## Statement of changes in equity – the group

	Share capital €	Share premium €	Shareholder' loan €	Retained earnings €	Revaluation reserve €	Total €
At 1 December 2023	50,000	50,752	4,330,783	4,381,982	879,365	9,692,882
Profit for the year	-	-	-	830,531	-	830,531
<b>Total comprehensive income</b>	-	-	-	<b>830,531</b>	-	<b>830,531</b>
Transfer of excess depreciation	-	-	-	19,146	(19,146)	-
<b>At 30 November 2024</b>	<b>50,000</b>	<b>50,752</b>	<b>4,330,783</b>	<b>5,231,659</b>	<b>860,219</b>	<b>10,523,413</b>
At 1 December 2024	50,000	50,752	4,330,783	5,231,659	860,219	10,523,413
Profit for the year	-	-	-	1,470,900	-	1,470,900
<b>Total comprehensive income</b>	-	-	-	<b>1,470,900</b>	-	<b>1,470,900</b>
Revaluation of property	-	-	-	-	1,334,174	1,334,174
Reclassification of shareholder's loan	-	-	50,000	-	-	50,000
<b>At 30 November 2025</b>	<b>50,000</b>	<b>50,752</b>	<b>4,380,783</b>	<b>6,702,559</b>	<b>2,194,393</b>	<b>13,378,487</b>

Retained earnings include current and prior period results as disclosed in the statements of comprehensive income.

## Statement of changes in equity – the company

	Share capital €	Share premium €	Shareholder's loan €	Retained earnings (accumulated losses) €	Total €
At 1 December 2023	50,000	50,752	600,000	(103,595)	597,157
Profit for the year	-	-	-	82,511	82,511
<b>Total comprehensive income</b>	-	-	-	<b>82,511</b>	<b>82,511</b>
<b>At 30 November 2024</b>	<b>50,000</b>	<b>50,752</b>	<b>600,000</b>	<b>(21,084)</b>	<b>679,668</b>
At 1 December 2024	50,000	50,752	600,000	(21,084)	679,668
Profit for the year	-	-	-	65,039	65,039
<b>Total comprehensive income</b>	-	-	-	<b>65,039</b>	<b>65,039</b>
<b>At 30 November 2025</b>	<b>50,000</b>	<b>50,752</b>	<b>600,000</b>	<b>43,955</b>	<b>744,707</b>

Retained earnings (accumulated losses) include current and prior period results as disclosed in the statements of comprehensive income.

## Statements of cash flows

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
<b>Operating activities</b>				
Profit before tax	1,899,676	1,182,491	100,058	126,941
Adjustments for:				
Depreciation	515,732	510,677	-	-
Amortisation	24,508	35,198	-	-
Bonds issue costs amortisation	17,772	17,662	17,772	17,662
Movement in fair value of investment property	(770,000)	-	-	-
Provision for expected credit loss	27,606	60,111	(4,966)	(11,357)
Finance costs	332,443	337,625	272,563	274,532
Interest income	(22,563)	(24,240)	(292,293)	(294,282)
Tax paid	(2,397)	(2,322)	-	-
<b>Operating profit before working capital movements</b>	<b>2,022,777</b>	<b>2,117,202</b>	<b>93,134</b>	<b>113,496</b>
Movement in inventories	(52,327)	(52,836)	-	-
Movement in trade and other receivables	(1,426,608)	(1,419,090)	19,635	(40,337)
Movement in trade and other payables	6,897	(560,905)	(76,315)	(151,854)
<b>Cash flows generated from (used in) operations</b>	<b>550,739</b>	<b>84,371</b>	<b>36,454</b>	<b>(78,695)</b>
Interest paid	(36,445)	(41,736)	(22,563)	(24,240)
<b>Net cash from generated from (used in) operating activities</b>	<b>514,294</b>	<b>42,635</b>	<b>13,891</b>	<b>(102,935)</b>
<b>Investing activities</b>				
Acquisition of property, plant and equipment	(5,821)	(20,995)	-	-
<b>Net cash used in investing activities</b>	<b>(5,821)</b>	<b>(20,995)</b>	<b>-</b>	<b>-</b>

## Statements of cash flows – continued

	Note	The Group		The Company	
		2025	2024	2025	2024
		€	€	€	€
<b>Financing activities</b>					
Proceeds from bank loans		-	535,852	-	535,852
Repayment of bank loans		(143,778)	(151,356)	(67,049)	(78,241)
Interest payment for debt securities		(250,000)	(249,298)	(250,000)	(249,298)
Advances from (to) related parties		-	(68,973)	292,293	(67,546)
Payments for lease liability		(37,030)	(40,477)	-	-
<b>Net cash (used in) generated from financing activities</b>		<b>(430,808)</b>	<b>25,748</b>	<b>(24,756)</b>	<b>140,767</b>
Net movement in cash and cash equivalents		77,665	47,388	(10,865)	37,832
Cash and cash equivalents, beginning of year		345,770	298,382	139,692	101,860
<b>Cash and cash equivalents, end of year</b>	21	<b>423,435</b>	<b>345,770</b>	<b>128,827</b>	<b>139,692</b>

## **Notes to the financial statements**

### **1 Nature of operations**

Busy Bee Finance plc is a public limited liability company incorporated in Malta. The company's registered address is Busy Bee Group, Zone 4, Mdina Road, Mriehel, Birkirkara CBD 4010, Malta. The company was formed principally to act as a finance and investment company, in particular to finance or re-finance the funding requirements of related companies within the Busy Bee Group. The company was incorporated on 31 July 2018.

The company is a public company whose bonds have been admitted on Prospectus MTF, a multilateral trading facility operated by the Malta Stock Exchange.

### **2 General information, statement of compliance with International Financial Reporting Standards (IFRS)**

The ultimate parent company of the group is Busy Bee Limited, with registered office and principal place of business at Busy Bee Group, Zone 4, Mdina Road, Central Business District, Mriehel, Birkirkara CBD 1040, Malta. Busy Bee Limited prepares consolidated financial statements which are available for public inspection at the Malta Business Registry.

The financial statements of the company and the consolidated financial statements of the group have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and as adopted by the European Union (EU), and in accordance with the Companies Act, Cap. 386.

The financial statements are presented in euro (€), which is also the functional currency of the company and the group.

### **3 New or revised standards or interpretations**

#### **3.1 New standards adopted**

Some accounting pronouncements which have become effective from 1 January 2024 and have therefore been adopted are:

- Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- Lease Liability in a Sales and Leaseback (Amendments to IFRS 16)
- Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7)
- Non-current Liabilities with Covenants (Amendments to IAS 1)

These amendments do not have a significant impact on these financial statements and therefore no disclosures have been made.

### **3.2 Standards, amendments and interpretations to existing Standards that are not yet effective and have not been adopted early by the group and company**

At the date of authorisation of these financial statements, several new, but not yet effective, Standards and amendments to existing Standards, and Interpretations have been published by the IASB or International Financial Reporting Interpretations Committee (IFRIC) include:

- Lack of Exchangeability (Amendments to IAS 21)
- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7)
- IFRS 18 'Presentation and Disclosure in Financial Statements'
- IFRS 19 'Subsidiaries without Public Accountability Disclosures'

None of these Standards or amendments to existing Standards have been adopted early by the group and company. Management anticipates that all relevant pronouncements will be adopted for the first period beginning on or after the effective date of the pronouncement.

With the exception of IFRS 18, these amendments are not expected to have a significant impact on the financial statements in the period of initial application and therefore no disclosures have been made. The group and company will assess the impact on disclosures from the initial adoption of IFRS 18. IFRS 18 will be effective for annual reporting periods beginning on or after 1 January 2027. The group and company are not expected to early adopt this new standard.

## **4 Material accounting policies**

An entity should disclose its material accounting policies. Accounting policies are material and must be disclosed if they can be reasonably expected to influence the decisions of users of the financial statements.

Management has concluded that the disclosure of the entity's material accounting policies below are appropriate.

### **4.1 Basis for preparation**

The financial statements have been prepared using the material accounting policies and measurement basis specified by IFRS as adopted by the EU for each type of asset, liability, income and expense. The measurement bases are more fully described in the accounting policies below and in the succeeding pages.

The material accounting policies have been consistently applied by the group and the company and are consistent with those used by the subsidiaries and those applied in previous years.

### **4.2 Presentation of financial statements**

The consolidated financial statements are presented in accordance with *IAS 1 Presentation of Financial Statements* (Revised 2007).

### **4.3 Basis of consolidation**

The group's financial statements consolidate those of the parent company and all of its subsidiaries as at 30 November 2025. Subsidiaries are all entities over which the group has the power to control the financial and operating policies. The group obtains and exercises control through more than half of the voting rights. All subsidiaries have a reporting date of 30 November.

All transactions and balances between group companies are eliminated on consolidation, including unrealised gains and losses on transactions between group companies. Where unrealised losses including depreciation expense on intra-group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from a group perspective. Amounts reported in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the accounting policies adopted by the group.

Profit or loss of subsidiaries acquired or disposed of during the year are recognised from the effective date of acquisition, or up to the effective date of disposal, as applicable.

The consolidated financial statements have been prepared from the financial statements of the companies set out in note 15.

#### **4.4 Business combinations**

The group applies the acquisition method in accounting for business combinations. The consideration transferred by the group to obtain control of a subsidiary is calculated as the sum of the acquisition-date fair values of assets transferred, liabilities incurred and the equity interests issued by the group, which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition costs are expensed as incurred.

If the group acquires a controlling interest in a business in which it previously held an equity interest, that equity interest is remeasured to fair value at the acquisition date with any resulting gain or loss recognised in profit or loss, as appropriate.

Consideration transferred as part of a business combination does not include amounts related to the settlement of pre-existing relationships. The gain or loss on the settlement of any pre-existing relationship is recognised in the statements of comprehensive income.

Assets and liabilities assumed are measured at their acquisition-date fair values.

#### **4.5 Foreign currency translation**

##### **Functional and presentation currency**

The financial statements are presented in euro (€), which is also the group and company's functional currency.

##### **Foreign currency transactions and balances**

Foreign currency transactions are translated into the functional currency of the group using the exchange rates prevailing at the dates of the transactions (spot exchange rate). Foreign exchange gains and losses resulting from the settlement of such transactions and from the remeasurement of monetary items denominated in foreign currency at year-end exchange rates are recognised in the statements of comprehensive income.

Non-monetary items are not retranslated at year-end and are measured at historical cost (translated using the exchange rates at the transaction date).

#### **4.6 Segment reporting**

The group has five operating segments: cafeteria and gelateria, outside catering and others, royalties and real estate. In identifying these operating segments, management generally follows the group's service lines representing its main products (see note 5).

Each of these operating segments is managed separately as each requires different technologies, marketing approaches and other resources. All inter-segment transfers are carried out at arm's length prices based on prices charged to unrelated customers in stand-alone sales of identical goods or services.

For management purposes, the group uses the same measurement policies as those used in its financial statements, except for certain items not included in determining the operating profit of the operating segments.

#### **4.7 Revenue**

Revenue at group level arises from restaurant operations, catering services, royalties and rental income.

Revenue is measured by reference to the fair value of consideration received or receivable by the group and company for goods supplied or services rendered, excluding Value Added Tax (VAT) and trade discounts.

To determine whether to recognise revenue, the group and company follow a 5-step process:

1. Identifying the contract with a customer
2. Identifying the performance obligation(s)
3. Determining the transaction price
4. Allocating the transaction price to the performance obligation(s)
5. Recognising revenue when/as performance obligation(s) are satisfied.

Revenue from contracts with customers is recognised when performance obligations have been satisfied and the consideration to which the company expects to be entitled to can be measured reliably.

The group and company evaluate all contractual arrangements entered into and evaluate the nature of the promised goods or services, and rights and obligations under the arrangement, in determining the nature of its performance obligations. Where such performance obligations are capable of being distinct and are distinct in the context of the contract, the consideration the group or company expect to be entitled under the arrangement is allocated to each performance obligation based on their relative stand-alone selling prices. Revenue is recognised at an amount equal to the transaction price allocated to the specific performance obligation when it is satisfied, either at a point in time or over time, as applicable, based on the pattern of transfer of control.

##### **Food and beverage income**

Revenue from the sale of food and beverages is recognised when or as the group transfers control of the assets to the customer. Control is transferred at a point in time, when the customer takes undisputed delivery of the goods.

##### **Royalty income**

Royalty income comprises income from the usage of intellectual property.

##### **Rental income**

###### *Operating leases*

A lease is an agreement whereby the lessor conveys to the lessee in return for a payment or series of payments the right to use an asset for an agreed period of time. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the underlying asset and classified as an operating lease if it does not.

Lease income from operating leases shall be recognised in income on a straight-line basis over the lease term.

##### **Services fees**

Service fees comprise income from the provision of services provided by the parent company to its subsidiaries.

#### Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial asset to the asset's net carrying amount.

#### **4.8 Expense recognition**

Expenses are recognised in the statements of comprehensive income upon utilisation of the service or at the date of their origin.

#### **4.9 Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is necessary to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed in the period in which they are incurred and reported in 'finance costs'.

#### **4.10 Employee benefits**

Contributions towards the state pension. In accordance with local legislation are recognised in the statement of comprehensive income when they are due.

#### **4.11 Intangible assets**

An intangible asset is recognised if it is probable that the expected future economic benefits that are attributable to the asset will flow to the group and the cost of the asset can be measured reliably.

Intangible assets are initially measured at cost. Expenditure on an intangible asset is recognised as an expense in the period when it is incurred, unless it forms part of the cost of the asset that meets the recognition criteria.

The useful life of intangible assets is assessed to determine whether it is finite or indefinite. Intangible assets with a finite useful life are amortised. Amortisation is charged to profit or loss so as to write off the cost of the intangible assets less any estimated residual value, over their estimated useful lives. The amortisation method applied, the residual value and the useful life are reviewed, and adjusted if appropriate, at the end of each reporting period.

The following useful life is applied:

Software	25%
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Amortisation has been included within 'administrative expenses' in the statements of comprehensive income.

Intangible assets with indefinite useful lives are not systematically amortised and are tested for impairment annually whenever there is an indication that the intangible asset may be impaired. The useful lives of these assets are reviewed annually to determine whether their indefinite life assessment continues to be supportable.

Intangible assets are derecognised on disposal or when no future economic benefits are expected from their use or disposal. Gains or losses arising from derecognition represent the difference between the net disposal proceeds, if any, and the carrying amount, and are included in profit or loss in the period of derecognition.

The brand comprises the 'Busy Bee' brand name which was acquired from the parent company of the group. The brand does not have a finite life and is measured at cost less accumulated impairment losses. The brand is regarded as having an indefinite life, since based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate cash inflows.

#### **4.12 Property, plant and equipment**

The group's property, plant and equipment are classified into long leasehold property, plant and machinery, office equipment, furniture and fittings and fixtures and motor vehicles. Property, plant and equipment are initially recorded at cost. Except for long leasehold property, they are subsequently stated at cost less accumulated depreciation and impairment losses.

Long leasehold property, consisting of land and buildings, are held for use in the production or supply of goods or services or for administrative purposes. Subsequent to initial recognition, long leasehold property is stated at fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent impairment losses. Revalued amounts are fair values based on appraisals prepared by external professional valuers once every two years or more frequently if market factors indicate a material change in fair value. Revaluations are made for the entire class of long leasehold property and with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair values at the date of the statement of financial position. Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

Any revaluation increase arising on the revaluation is credited to the revaluation reserve unless it reverses a revaluation decrease for the same asset previously recognised in profit or loss, in which case, the increase is credited to profit or loss to the extent of the decrease previously charged. A decrease in carrying amount arising on the revaluation is recognised in profit or loss to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to a previous revaluation of that asset.

Property, plant and equipment are derecognised on disposal or when no future economic benefits are expected from their use or disposal. Gains or losses arising from derecognition represent the difference between the net disposal proceeds, if any, and the carrying amount, and are included in the statements of comprehensive income in the period of derecognition.

Depreciation is provided at rates intended to write off the cost of the assets or revalued amounts over their expected useful lives. The annual rates used are as follows:

Long leasehold property	2%	Straight line on a monthly basis
Plant and machinery	7%	Straight line on a monthly basis
Office equipment	20%	Straight line on a monthly basis
Furniture and fittings	10%	Straight line on a monthly basis
Fixtures	5 - 10%	Straight line on a monthly basis
Motor vehicles	20%	Straight line on a monthly basis

#### **4.13 Impairment testing of intangible assets and property, plant and equipment**

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level.

All individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the greater of its fair value less costs to sell and its value in use. To determine the value in use, the group's management estimates expected future cash flows from each cash-generating unit and determines a suitable interest rate in order to calculate the present value of those cash flows. Discount factors are determined individually for each cash-generating unit and reflect their respective risk profiles as assessed by the group's management.

Impairment losses are recognised immediately in the statements of comprehensive income. Impairment losses for cash-generating units are charged pro rata to the assets in the cash-generating unit. All assets are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist. An impairment charge that has been recognised is reversed if the cash-generating unit's recoverable amount exceeds its carrying amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### **4.14 Leases**

##### **The group as a lessee**

For contracts entered into, the group considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, the group assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the group;
- the group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the group has the right to direct the use of the identified asset throughout the period of use. The group assesses whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

##### **Measurement and recognition of leases as a lessee**

At lease commencement date, the group recognises a right-of-use asset and a lease liability on the statements of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the group, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the commencement date (net of any incentives received).

The group depreciates the right-of-use assets on a straight-line basis from the lease 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.

At lease commencement date, the group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

On the statements of financial position, the group has opted to disclose the right-of-use assets and lease liabilities as separate financial statement line items.

### **Operating leases as a lessee**

All other leases are treated as operating leases. Payments made under operating leases are recognised in the statements of comprehensive income on a straight-line basis over the lease term, where the lessee does not bear substantially all of the risks and rewards of ownership associated with the asset. Associated costs, such as maintenance and insurance, are expensed as incurred.

### **The Group as a lessor**

As a lessor the group classifies its leases as either operating or finance leases. The group assessed whether it transfers substantially all the risks and rewards of ownership. Those assets that do not transfer substantially all the risks and rewards are classified as operating leases. The group has currently not entered into any lease that is classified as a finance lease. Rental income is accounted for on a straight-line basis over the lease term and is included in revenue due to its operating nature.

### **4.15 Investment in subsidiaries**

Investment in subsidiaries is included in the company's statement of financial position at cost less any impairment loss that may have arisen. Income from investment is recognised only to the extent of distributions received by the company from post-acquisition profits. Distributions received in excess of such profits are regarded as a recovery of the investment and are recognised as a reduction of the cost of the investment.

At each reporting date, the company reviews the carrying amount of its investment in subsidiaries to determine whether there is any indication of impairment and, if any such indication exists, the recoverable amount of the investment is estimated. An impairment loss is the amount by which the carrying amount of an investment exceeds its recoverable amount. The recoverable amount is the higher of fair value less costs to sell and value in use. An impairment loss that has been previously recognised is reversed if the carrying amount of the investment exceeds its recoverable amount. An impairment loss is reversed only to the extent that the carrying amount of the investment does not exceed the carrying amount that would have been determined if no impairment loss had been previously recognised. Impairment losses and reversals are recognised immediately in the statements of comprehensive income.

### **4.16 Investment property**

Investment property is property held to earn rentals or for capital appreciation or both. Investment property is recognised as an asset when it is probable that the future economic benefits that are associated with the investment property will flow to the enterprise and the cost can be measured reliably. Investment property is initially recognised at cost, including transaction costs.

Subsequent to initial recognition, investment property is stated at fair value unless the investment property is classified or included in a disposal group that is classified as held for sale, in which case, the investment property is measured at the lower of its carrying amount and fair value less costs to sell. Gains or losses arising from changes in fair value of investment property are recognised in profit or loss in the period in which the changes arise. The fair value movement on investment property, net of tax, is reclassified in the group's statement of changes in equity from retained earnings to the revaluation reserve.

Investment property is derecognised on disposal or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses on derecognition represent the difference between the net disposal proceeds, if any, and the carrying amount, and are recognised in the statements of comprehensive income in the period of derecognition.

## **4.17 Financial Instruments**

### **Recognition and derecognition**

Financial assets and financial liabilities are recognised when the group and company become a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

### **Classification and initial measurement of financial assets**

Except for those trade and other receivables that do not contain a significant financing component and are measured at the transaction price in accordance with IFRS 15, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

Financial assets are classified into the following categories:

- amortised cost;
- fair value through profit or loss (FVTPL); or
- fair value through other comprehensive income (FVOCI).

The group and company do not have any financial assets categorised as FVTPL and FVOCI in the periods presented.

The classification is determined by both:

- the entity's business model for managing the financial asset; and
- the contractual cash flow characteristics of the financial asset.

All income and expenses relating to financial assets that are recognised in the statements of comprehensive income are presented within 'finance costs' or 'finance income'.

### **Subsequent measurement of financial assets**

#### *Financial assets at amortised cost*

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows; and
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The group and company's cash and cash equivalents and loans and receivables fall into this category of financial instruments.

### **Impairment of financial assets**

IFRS 9's impairment requirements use forward-looking information to recognise expected credit losses – the 'expected credit loss (ECL) model'. Instruments within the scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and FVOCI, trade receivables, contract assets recognised and measured under IFRS 15 and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at fair value through profit or loss.

The group and company consider a broad range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1'); and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

#### **Classification and measurement of financial liabilities**

The group and company's financial liabilities include debt securities in issue, borrowings, lease liability and trade and other payables.

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the group and the company designate a financial liability at fair value through profit or loss.

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in the statements of comprehensive income are included within 'finance costs' or 'finance income'.

#### **Offsetting financial instruments**

Financial assets and liabilities are offset and the net amount reported in the statements of financial position when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

#### **4.18 Inventories**

Inventories are stated at the lower of cost and net realisable value. Cost includes all expenses directly attributable to acquiring the inventories and to bringing them to their existing location and condition. Financing costs are not taken into consideration. Net realisable value is the estimated selling price in the ordinary course of business less any applicable selling expenses.

#### **4.19 Cash and cash equivalents**

Cash and cash equivalents comprise demand deposits. Bank overdrafts are included in liabilities. For the purposes of the statements of cash flows, cash and cash equivalents comprise of cash at bank and bank overdrafts.

#### **4.20 Equity and reserves**

Share capital represents the nominal value of shares that have been issued.

Share premium includes any premium received on issue of the share capital. Any transaction costs associated with the issuing of shares are deducted from share premium, net of any related income tax benefits.

Shareholder's loan is unsecured, interest-free and repayable at the discretion of the group and the company. Consequently, this has been classified with equity.

Revaluation reserve represents the increase in fair value of property.

Retained earnings (accumulated losses) include all current and prior period results.

#### **4.21 Income taxes**

Tax expense recognised in the statements of comprehensive income comprises the sum of deferred tax and current tax not recognised in other comprehensive income or directly in equity.

Current income tax assets and/or liabilities comprise those obligations to, or claims from, fiscal authorities relating to the current or prior reporting periods, that are unpaid at the reporting date. Current tax is payable on taxable profit, which differs from the profit in the financial statements. Calculation of current tax is based on tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred income taxes are calculated using the liability methods on temporary differences between the carrying amounts of assets and liabilities and their tax bases. However, deferred tax is not provided on the initial recognition of an asset or liability unless the related transaction is a business combination or affects tax or accounting profit.

Deferred tax assets and liabilities are calculated, without discounting at tax rates that are expected to apply to their respective period of realisation, provided they are enacted or substantively enacted by the end of the reporting period. Deferred tax liabilities are always provided in full.

Deferred tax assets are recognised to the extent that it is probable that they will be able to be utilised against future taxable income.

Deferred tax assets are offset only when the group and company have a right and intention to set off current tax assets and liabilities from the same taxation authority.

Changes in deferred tax assets or liabilities are recognised as a component of tax income or expense in the statements of comprehensive income, except where they relate to items that are recognised in other comprehensive income or directly in equity, in which case the related deferred tax is also recognised in other comprehensive income or equity, respectively.

#### **4.22 Provisions and contingent liabilities**

Provisions are recognised when present obligations as a result of a past event will probably lead to an outflow of economic resources from the group or company and amounts can be estimated reliably. Timing or amount of the outflow may still be uncertain. A present obligation arises from the presence of a legal or constructive commitment that has resulted from past events, for example, product warranties granted, legal disputes or onerous contracts.

Restructuring provisions are recognised only if a detailed formal plan for the restructuring has been developed and implemented, or management has at least announced the plan's main features to those affected by it. Provisions are not recognised for future operating losses.

Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the reporting date, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. Provisions are discounted to their present values, where the time value of money is material.

In those cases where the possible outflow of economic resources as a result of present obligations is considered improbable or remote, no liability is recognised.

All provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

#### **4.23 Significant management judgements in applying accounting policies and estimation uncertainty**

The preparation of financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Use of available information and application of judgement are inherent in making estimates. Actual results in the future could differ from such estimates and the differences may be material to the financial statements. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

Except as disclosed below, in the opinion of the directors, the accounting estimates and judgements made in the course of preparing these financial statements are not difficult, subjective or complex to a degree which would warrant their description as critical in terms of the requirements of IAS 1 (revised).

##### **Significant management judgement**

The following is a significant management judgement in applying the accounting policies of the group and the company that has the most significant effect on the financial statements.

##### **Recognition of deferred tax asset**

The assessment of the probability of future taxable income in which deferred tax asset can be utilised is based on the group's latest approved budget forecast, which is adjusted for significant non-taxable income and expenses and specific limits to use of any unused tax loss or credit. If a positive forecast of taxable income indicates the probable use of a deferred tax asset, that deferred tax asset is usually recognised in full.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

##### **Determining whether an arrangement contains a lease**

The Group uses its judgement in determining whether an arrangement contains a lease, based on the substance of the arrangement and makes assessment of whether it is dependent in the use of a specific asset or assets, conveys a right to use the asset and transfers substantially all the risks and rewards incidental to ownership to/from the group.

In the opinion of the directors, the accounting and estimates made in the course of preparing these financial statements are not difficult, subjective or complex to a degree which would warrant their description as critical in terms of the requirements of IAS 1 (revised).

##### **Estimation uncertainty**

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

#### **Impairment of intangible assets and tangible assets**

An impairment loss is recognised for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount. To determine the recoverable amount, management estimates expected future cash flows from each cash-generating unit and determines a suitable interest rate in order to calculate the present value of those cash flows (see note 4.13). In the process of measuring expected future cash flows management makes assumptions about future operating results. These assumptions relate to future events and circumstances. The actual results may vary and may cause significant adjustments to the group's assets within the next financial year.

In most cases, determining the applicable discount rate involves estimating the appropriate adjustment to market risk and the appropriate adjustment to asset-specific risk factors.

#### **Useful lives of depreciable assets**

Management reviews its estimate of useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain property, plant and equipment.

#### **Leases - estimating the incremental borrowing rate**

The group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the entity's stand-alone credit rating).

#### **Fair value measurement of investment properties and long-leasehold property**

Management uses various valuation techniques to determine the fair value of non-financial assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. Management bases its assumptions on observable data as far as possible, but this is not always available. In that case, management uses the best information available. Estimated fair values may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date (see note 16).

#### **Inventories**

The company determines whether there are damaged, obsolete and slow-moving inventories periodically to evaluate the adequacy of the allowance for inventories written down. This requires an estimation of the expected future saleability of inventory items based on a review of the ageing of inventory items.

#### **Impairment of non-financial assets**

In assessing impairment, management estimates the recoverable amount of each asset or a cash-generating unit based on expected future cash flows and uses an interest rate to calculate the present value of those cash flows. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate. Though management believes that the assumptions used in the estimation of fair values reflected in the financial statements are appropriate and reasonable, significant changes in those assumptions may materially affect the assessment of recoverable values and any resulting impairment loss could have a material adverse effect on the results of operations.

**5 Revenue**

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Service fees	-	-	486,000	486,000
Food and beverage income	6,946,497	6,896,591	-	-
Royalty income	386,856	382,509	-	-
Rental income	153,166	158,527	-	-
	<b>7,486,519</b>	<b>7,437,627</b>	<b>486,000</b>	<b>486,000</b>

There are no direct operating costs associated with service fees.

**6 Finance income**

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Interest income from subsidiaries	-	-	269,730	270,042
Interest income from group companies	22,563	24,240	22,563	24,240
	<b>22,563</b>	<b>24,240</b>	<b>292,293</b>	<b>294,282</b>

**7 Finance costs**

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Interest on debt securities in issue	250,000	250,292	250,000	250,292
Interest on borrowings	36,445	41,736	22,563	24,240
Interest expense on lease liability	45,998	45,597	-	-
	<b>332,443</b>	<b>337,625</b>	<b>272,563</b>	<b>274,532</b>

**8 Other income**

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Other income	64,170	15,690	-	2,826
	<b>64,170</b>	<b>15,690</b>	<b>-</b>	<b>2,826</b>

## 9 Profit before tax

Profit before tax is stated after charging:

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Staff costs	1,481,227	1,624,739	130,012	119,800
Directors' remuneration	224,201	223,747	224,660	223,747
Auditor's remuneration	17,335	15,750	5,725	4,500
Depreciation and amortisation	540,240	545,875	-	-
Tax compliance fees	2,195	1,995	501	480
	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Wages and salaries	3,730,303	3,793,415	719,067	725,351
Social securities	245,923	259,506	36,253	36,149
Wages recharged to related parties	(2,270,798)	(2,204,435)	(400,648)	(417,953)
	<b>1,705,428</b>	<b>1,848,486</b>	<b>354,672</b>	<b>343,547</b>

The average number of employees (based pro-rata on a 40-hour week) during the year were:

	The Group		The Company	
	2025	2024	2025	2024
	No.	No.	No.	No.
Administration	17	17	15	15
Operations	122	135	6	4
	<b>139</b>	<b>152</b>	<b>21</b>	<b>19</b>

## 10 Tax expense

The relationship between the expected tax expense based on the effective tax rate of Busy Bee Finance plc at 35% (2024 35%) and the tax expense actually recognised in the statements of comprehensive income can be reconciled as follows:

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Profit before tax	1,899,676	1,182,491	100,058	126,941
Tax rate	35%	35%	35%	35%
<b>Expected tax expense</b>	<b>(664,887)</b>	<b>(413,872)</b>	<b>(35,020)</b>	<b>(44,430)</b>
Disallowed expenses	(22,175)	(9,239)	-	-
Fair value gains on property revaluation	198,145	-	-	-
Income subject to different rates	12,533	-	-	-
Movement in unutilised tax credits	47,608	71,151	-	-
<b>Tax expense</b>	<b>(428,776)</b>	<b>(351,960)</b>	<b>(35,020)</b>	<b>(44,430)</b>
<b>Comprising:</b>				
Current tax	(2,458)	(2,392)	-	-
Consideration paid for group losses	(403,811)	(37,873)	(33,283)	(26,860)
Deferred tax	(22,507)	(311,695)	(1,737)	(17,570)
	<b>(428,776)</b>	<b>(351,960)</b>	<b>(35,020)</b>	<b>(44,430)</b>

## 11 Earnings per share

The earnings per share has been calculated on the group profit for the year of € 1,470,900 (2024: € 830,531) divided by the number of shares in issue as at year end.

	The Group	
	2025	2024
Weighted average number of shares in issue	50,000	50,000
	€	€
Earnings per share	29.42	16.61

## 12 Intangible assets - The group

	Brand €	Software €	Total €
<b>Cost</b>			
At 1 December 2023/ at 30 November 2024	1,500,000	134,472	1,634,472
At 1 December 2024/ at 30 November 2025	1,500,000	134,472	1,634,472
<b>Amortisation</b>			
At 1 December 2023	-	82,393	82,393
Charge for the year	-	25,816	25,816
At 30 November 2024	-	108,209	108,209
At 1 December 2024	-	108,209	108,209
Charge for the year	-	15,126	15,126
At 30 November 2025	-	123,335	123,335
<b>Carrying amount</b>			
At 30 November 2024	1,500,000	26,263	1,526,263
At 30 November 2025	1,500,000	11,137	1,511,137

The group, through Busy Bee IP Limited, acquired the “Busy Bee” brand from the parent company for a consideration of € 1,500,000. This value was determined by independent valuers using the royalty relief method on the basis of the projected statements of comprehensive income of the business as at the end of 2018.

Following the above acquisition, the group entered into an agreement with related parties by virtue of which the latter acquired the right to use the “Busy Bee” brand on their products against a payment of 4% (2024: 4%) of revenue generated by them. For the year ended 30 November 2025, the group received royalty fees amounting to € 386,856 (2024: € 382,509).

The value of the brand was determined by discounting the forecast future cash flows representing royalty payments saved by the group for a six-year explicit period 2025 - 2030. The following are the key assumptions underlying the projections:

- revenue derived from use of the ‘Busy Bee’ brand is based on operational projections and is assumed to increase by 2% per annum from 2026 onwards; and
- a discount rate of 12.1% was applied to the operating projections.

The brand was tested for impairment by the directors whose work confirmed that since the preparation of the valuation on which the transaction was based in 2019, there were no material changes which require the recognition of an impairment charge as at 30 November 2025.

**13 Property, plant and equipment – The Group**

	Long leasehold property €	Plant and machinery €	Office equipment €	Furniture and fittings €	Fixtures €	Motor vehicles €	Total €
<b>Fair value/cost</b>							
At 1 December 2023	3,680,000	511,707	122,243	826,617	3,583,288	9,000	8,732,855
Additions	-	13,501	5,930	-	1,564	-	20,995
<b>At 30 November 2024</b>	<b>3,680,000</b>	<b>525,208</b>	<b>128,173</b>	<b>826,617</b>	<b>3,584,852</b>	<b>9,000</b>	<b>8,753,850</b>
At 1 December 2024	3,680,000	525,208	128,173	826,617	3,584,852	9,000	8,753,850
Additions	-	3,044	2,777	-	-	-	5,821
Revaluation	1,820,000	-	-	-	-	-	1,820,000
<b>At 30 November 2025</b>	<b>5,500,000</b>	<b>528,252</b>	<b>130,950</b>	<b>826,617</b>	<b>3,584,852</b>	<b>9,000</b>	<b>10,579,671</b>
<b>Depreciation</b>							
At 1 December 2023	116,288	171,869	86,516	397,271	1,689,903	1,200	2,463,047
Charge for the year	58,144	34,040	11,081	81,722	323,890	1,800	510,677
<b>At 30 November 2024</b>	<b>174,432</b>	<b>205,909</b>	<b>97,597</b>	<b>478,993</b>	<b>2,013,793</b>	<b>3,000</b>	<b>2,973,724</b>
At 1 December 2024	174,432	205,909	97,597	478,993	2,013,793	3,000	2,973,724
Charge for the year	58,144	35,578	11,205	84,283	324,722	1,800	515,732
Elimination of accumulated depreciation	(232,576)	-	-	-	-	-	(232,576)
<b>At 30 November 2025</b>	<b>-</b>	<b>241,487</b>	<b>108,802</b>	<b>563,276</b>	<b>2,338,515</b>	<b>4,800</b>	<b>3,256,880</b>
<b>Carrying amount</b>							
At 30 November 2024	3,505,568	319,299	30,576	347,624	1,571,059	6,000	5,780,126
<b>At 30 November 2025</b>	<b>5,500,000</b>	<b>286,765</b>	<b>22,148</b>	<b>263,341</b>	<b>1,246,337</b>	<b>4,200</b>	<b>7,322,791</b>

Had the group's long leasehold property been measured on a historical cost basis, the carrying amount would have been € 2,454,050 (2024: € 2,454,050).

The fair value of the long leasehold property of the group is based on the valuation carried out by an independent architect dated 14 November 2025. The architect is qualified and has experience in the valuation of properties of similar locations and categories. No revaluation of property was performed in 2024.

Details of the long leasehold property and the information about the fair value hierarchy as at the end of the period are as follows:

Type of property	Level 1 €	Level 2 €	Level 3 €	Total €	Date of valuation
Commercial property	-	-	5,500,000	5,500,000	14.11.2025

There were no transfers between the hierarchy levels during the period.

For long leasehold property categorised under level 3 of the fair value hierarchy, the following approach and inputs were used:

Type of property	Valuation technique	Inputs	Sensitivity
Commercial property	Income approach	Capitalisation rate at 7%, a yearly rental income of € 715,540 and a sinking fund at the rate of 3%, net of the other property, plant and equipment at the date of valuation.	The higher the capitalisation rate and the sinking fund rate, the lower the fair value. The higher the rental income, the higher the fair value.

#### **14 Right-of-use asset - The Group**

Details of the group's right-of-use asset and its carrying amount can be analysed as follows:

	Leased property €
<b>Cost</b>	
At 1 December 2023 / at 30 November 2024	<u>579,110</u>
At 1 December 2024 / at 30 November 2025	<u>579,110</u>
<b>Accumulated depreciation</b>	
At 1 December 2023	37,526
Charge for the year	9,382
At 30 November 2024	<u>46,908</u>
At 1 December 2024	46,908
Charge for the year	9,382
At 30 November 2025	<u>56,290</u>
<b>Carrying amount at 30 November 2024</b>	<u>532,202</u>
<b>Carrying amount at 30 November 2025</b>	<u>522,820</u>

The depreciation charge on the right-of-use asset was included in the statements of comprehensive income under 'administrative expenses'.

**15 Investment in subsidiaries – The Company**

<b>Cost</b>	<b>€</b>
At 30 November 2024 / at 30 November 2025	<b>102,400</b>

The below are details of the subsidiaries held directly by the company:

Subsidiary companies	Registered Office	Percentage Holding		Nature of the business
		2025	2024	
		%	%	
Busy Bee Properties Limited	Busy Bee Group, Zone 4, Mdina Road, Central Business District, Birkirkara, CBD 4010, Malta	100	100	Immovable property
Busy Bee IP Limited	Busy Bee Group, Zone 4, Mdina Road, Central Business District, Birkirkara, CBD 4010, Malta	100	100	Intellectual property
Busy Bee Manufacturing Limited	Busy Bee Group, Zone 4, Mdina Road, Central Business District, Birkirkara, CBD 4010, Malta	100	100	Manufacturing

**16 Investment property – The Group**

	<b>Freehold land and buildings</b>
	<b>€</b>
<b>Fair value</b>	
At 1 December 2023 / at 30 November 2024	<b>4,410,000</b>
At 1 December 2024	4,410,000
Movement in fair value	770,000
As at November 2025	<b>5,180,000</b>
<b>Carrying amount</b>	
At 30 November 2024	<b>4,410,000</b>
At 30 November 2025	<b>5,180,000</b>

The fair value of investment property has been determined by independent valuers not related to the group having appropriate qualifications and experience in the valuation of properties in Malta. The fair value of the investment property is based on the estimated market value of the property as per architect's valuation dated 14 November 2025.

Details of the investment property and the information about the fair value hierarchy as at 30 November 2024 and 2025 are as follows:

<b>2024</b>					
<b>Type of property</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>	<b>Date of valuation</b>
	€	€	€	€	
Commercial property	-	1,660,000	-	1,660,000	14.11.2022
Commercial property	-	-	1,220,000	1,220,000	14.11.2022
Residential	-	1,530,000	-	1,530,000	14.11.2022
<b>Total</b>	<b>-</b>	<b>3,190,000</b>	<b>1,220,000</b>	<b>4,410,000</b>	

  

<b>2025</b>					
<b>Type of property</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>	<b>Date of valuation</b>
	€	€	€	€	
Commercial property	-	1,830,000	-	1,830,000	14.11.2025
Commercial property	-	-	1,450,000	1,450,000	14.11.2025
Residential property	-	1,900,000	-	1,900,000	14.11.2025
<b>Total</b>	<b>-</b>	<b>3,730,000</b>	<b>1,450,000</b>	<b>5,180,000</b>	

For investment property categorised under level 2 of the fair value hierarchy, the following approaches on inputs were used:

<b>Type of property</b>	<b>Valuation technique</b>	<b>Inputs</b>
Commercial property amounting to € 1,830,000 (2024: € 1,660,000)	Market approach	The value of the property is based on the selling price of similar commercial property.
Residential property amounting to € 1,900,000 (2024: € 1,530,000)	Market approach	The valuation of investment property was based on market prices for comparable advertised properties taking into account the size and fit out of the subject units, location of the property and current situation of the residential property market. Valuation was based on a conservative rate of € 2,200/sq.m (2024: € 1,800/sq.m) over the entire area.

For the investment property categorised under level 3 of the fair value hierarchy, the following approach and inputs were used:

<b>Type of property</b>	<b>Valuation technique</b>	<b>Inputs</b>	<b>Sensitivity</b>
Commercial property	Income approach	Capitalisation rate at 6.5%, a yearly rental income of € 83,000 (2024: € 83,000)	The higher the capitalisation rate, the lower the fair value. The higher the rental income, the higher the fair value.

## 17 Deferred tax asset (liability)

Deferred taxes arising from temporary differences and unused tax losses and capital allowances can be summarised as follows:

The Group	1 December 2023 €	Recognised in profit or loss €	30 November 2024 €
Property, plant and equipment	(415,574)	34,374	(381,200)
Right-of-use asset	20,693	5,076	25,769
Investment property	(408,672)	-	(408,672)
Intangible asset	(525,000)	-	(525,000)
Provision for expected credit losses	9,176	21,039	30,215
Unabsorbed tax losses and capital allowances	540,286	(442,460)	97,826
Unabsorbed tax credit	2,083,926	70,276	2,154,202
<b>Total</b>	<b>1,304,835</b>	<b>(311,695)</b>	<b>993,140</b>

### Recognised as:

- Deferred tax asset	<u>1,926,812</u>
- Deferred tax liability	<u>(933,672)</u>

	1 December 2024 €	Recognised in profit or loss €	Recognised in other comprehensive income €	30 November 2025 €
Property, plant and equipment	(381,200)	36,337	(718,402)	(1,063,265)
Right-of-use asset	25,769	5,038	-	30,807
Investment property	(408,672)	(71,355)	-	(480,027)
Intangible asset	(525,000)	-	-	(525,000)
Provision for expected credit losses	30,215	8,174	-	38,389
Unabsorbed tax losses and capital allowances	97,826	(48,309)	-	49,517
Unabsorbed tax credit	2,154,202	47,608	-	2,201,810
<b>Total</b>	<b>993,140</b>	<b>(22,507)</b>	<b>(718,402)</b>	<b>252,231</b>

### Recognised as:

- Deferred tax asset	<u>1,975,660</u>
- Deferred tax liability	<u>(1,723,429)</u>

The Company	1 December 2023 €	Recognised in profit or loss €	30 November 2024 €
Provision for expected credit losses	12,092	(3,975)	8,117
Unused tax losses	13,596	(13,596)	-
<b>Total</b>	<b>25,688</b>	<b>(17,571)</b>	<b>8,117</b>

### Recognised as:

- Deferred tax asset	<u>8,117</u>
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<b>The Company</b>	<b>1 December 2024</b>	<b>Recognised in profit or loss</b>	<b>30 November 2025</b>
	€	€	€
Provision for expected credit losses	8,117	(1,737)	6,380
<b>Total</b>	<b>8,117</b>	<b>(1,737)</b>	<b>6,380</b>

**Recognised as:**

Deferred tax asset	<b>6,380</b>
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See note 10 for information on the group and company's tax expense.

**18 Loans and receivables**

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	€	€	€	€
<b>Financial assets:</b>				
Amounts due from subsidiaries	-	-	5,460,000	5,460,000
Amounts due from fellow subsidiary	476,394	476,394	476,394	476,394
Accrued income	91,112	73,636	-	-
Provision for expected credit losses	(4,653)	(5,679)	(15,092)	(16,748)
<b>Loans and receivables</b>	<b>562,853</b>	<b>544,351</b>	<b>5,921,302</b>	<b>5,919,646</b>
<b>Comprising:</b>				
Non-current	562,853	544,351	5,921,302	5,919,646
	<b>562,853</b>	<b>544,351</b>	<b>5,921,302</b>	<b>5,919,646</b>

Loans due from subsidiaries amounting to € 4,860,000 (2024: € 4,860,000) are unsecured, bear interest at 5.5% per annum and are repayable by 28 June 2029. Loan to subsidiary amounting to € 600,000 (2024: € 600,000) is unsecured, interest-free and repayable at the discretion of the subsidiary.

Loan due from fellow subsidiary amounting to € 476,394 (2024: € 476,394) is unsecured, bears interest at 3% interest per annum and repayable by monthly instalments of € 5,800. Furthermore, the loan had a moratorium period of one year from drawdown date.

**19 Inventories**

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	€	€
Goods held for re-sale	843,624	791,297

In 2025, a total of € 3,166,578 (2024: € 2,975,173) of inventories was included in the statements of comprehensive income.

## 20 Trade and other receivables

Trade and other receivables consist of the following:

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
<b>Current</b>				
Trade receivables	49,992	73,829	-	-
Amount due from ultimate parent	185,699	-	-	-
Amounts due from subsidiaries	-	-	729,284	601,406
Amounts due from related parties	4,498,303	3,637,103	-	147,512
Provision for expected credit losses	(109,281)	(80,649)	(3,134)	(6,444)
Accrued income	2,044	1,400	114,543	114,543
Other receivables	60,119	35,113	-	-
<b>Financial assets</b>	<b>4,686,876</b>	<b>3,666,796</b>	<b>840,693</b>	<b>857,017</b>
Prepayments	40,791	30,794	9,843	9,844
<b>Trade and other receivables</b>	<b>4,727,667</b>	<b>3,697,590</b>	<b>850,536</b>	<b>866,861</b>

Amounts owed from ultimate parent, subsidiaries and related parties are unsecured, interest-free and repayable on demand.

The carrying value of trade and other receivables is considered a reasonable approximation of fair value.

## 21 Cash and cash equivalents

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Bank deposits	423,435	345,770	128,827	139,692
<b>Cash and cash equivalents in the statements of financial position and cash flows</b>	<b>423,435</b>	<b>345,770</b>	<b>128,827</b>	<b>139,692</b>

The group and company did not have any restrictions on its cash at bank at year end.

## 22 Share capital

The share capital of Busy Bee Finance plc consists only of ordinary shares with a par value of € 1. All shares are equally eligible to receive dividends and repayment of capital, and represent one vote at the shareholders' meeting of the company.

	2025	2024
	€	€
<b>Shares issued and fully paid at 30 November</b>		
50,000 ordinary shares of € 1 each	50,000	50,000
<b>Shares authorised at 30 November</b>		
50,000 ordinary shares of € 1 each	50,000	50,000

## 23 Shareholder's loan

Shareholder's loan is unsecured, interest-free and is repayable at the option of the borrower. This loan has therefore been classified as equity.

**24 Debt securities in issue**

	The Group		The Company	
	2025 €	2024 €	2025 €	2024 €
5% unsecured bonds redeemable 2029	4,936,315	4,918,543	4,936,315	4,918,543
<b>Nominal value</b>				
5% unsecured bonds redeemable 2029	5,000,000	5,000,000	5,000,000	5,000,000
Issue cost	174,916	174,916	174,916	174,916
Accumulated amortisation	(111,231)	(93,459)	(111,231)	(93,459)
<b>Closing net book amount</b>	<b>63,685</b>	<b>81,457</b>	<b>63,685</b>	<b>81,457</b>
<b>Amortised cost at 30 November</b>	<b>4,936,315</b>	<b>4,918,543</b>	<b>4,936,315</b>	<b>4,918,543</b>
Falling due between two to five years	4,936,315	4,918,543	4,936,315	4,918,543
	<b>4,936,315</b>	<b>4,918,543</b>	<b>4,936,315</b>	<b>4,918,543</b>

By virtue of the company admission document dated 17 June 2019, the company has issued 50,000 5% unsecured bonds of a nominal value of € 100 per bond. The bonds are redeemable at their nominal value on 28 June 2029.

Interest on the bonds is due and payable annually on 28 June.

The bonds have been admitted on Prospects MTF, a multilateral trading facility operated by the Malta Stock Exchange. The carrying amount of the bonds is net of direct issue costs of € 63,685 (2024: € 81,457) which are being amortised over the life of the bonds.

**25 Borrowings**

	The Group		The Company	
	2025 €	2024 €	2025 €	2024 €
<i>Falling due within one year:</i>				
Bank loan	151,028	143,778	70,560	67,048
<b>Short-term borrowings</b>	<b>151,028</b>	<b>143,778</b>	<b>70,560</b>	<b>67,048</b>
<i>Falling due between two and five years:</i>				
Bank loan	803,197	954,225	634,150	704,711
Amounts owed to other related parties	155,000	155,000	-	-
<b>Long-term borrowings</b>	<b>958,197</b>	<b>1,109,225</b>	<b>634,150</b>	<b>704,711</b>
<b>Total borrowings</b>	<b>1,109,225</b>	<b>1,253,003</b>	<b>704,710</b>	<b>771,759</b>

**Bank loans**

One of the subsidiaries has a bank loan amounting to € 249,515 (2024: € 326,244). The loan is secured by a general hypothec over the subsidiary's assets, by a special hypothec over property owned by the subsidiary, by pledges taken over various insurance policies, by guarantees of the parent company, and by personal guarantees of the directors. It bears interest at 4% per annum and is repayable by monthly instalments of € 7,409 inclusive of interest. After expiry of a fixed-rate period of four years, the loan is repayable by monthly instalments of € 7,551.

The company has bank loans amounting to € 704,710 (2024: € 771,759). Both bank loans have been utilised in full during the year under review. The loans are secured by guarantees given by the parent company and a subsidiary. Both loans bear interest at 3% per annum and are repayable by monthly instalments of € 5,800 and € 1,785 inclusive of interest.

**Amounts owed to other related parties**

Amounts owed to other related parties are unsecured, interest-free and have no fixed date of repayment.

**26 Lease liability – the Group**

Lease liability is included in the statements of financial position as follows:

	2025 €	2024 €
Non-current	610,090	601,122
	<u>610,090</u>	<u>601,122</u>

The group has a lease for the Busy Bee Mriehel Factory. The lease is included as a right-of-use asset in the statements of financial position (see note 14).

Each lease generally imposes a restriction that, unless there is a contractual right for the group to sublet the asset to another party, the right-of-use asset can only be used by the group. Leases are either non-cancellable or may only be cancelled by incurring a substantive termination fee. The group is prohibited from lending or transferring the underlying leased assets. Upon termination, the right-of-use asset shall be returned to the lender in good condition as when received by the group, except for reasonable wear and tear. The group shall ensure that this asset is at all times kept in a good state of repair and return in their original condition at the end of the lease.

Right-of-use asset	No of right-of-use assets leased	Range of remaining term	Average remaining lease term	No of leases with extension options	No of leases with termination options
Mriehel Factory	1	56 years	56 years	-	-

The lease liability is secured by the related underlying asset. Future minimum lease payments at 30 November 2024 were as follows:

	Minimum lease payments			Total €
	Not later than one year €	Later than one year but not later than five years €	Later than five years €	
<b>30 November 2024</b>				
Lease payments	40,983	170,005	2,880,899	3,091,887
Finance charges	(45,998)	(187,206)	(2,257,561)	(2,490,765)
<b>Net present values</b>	<u>(5,015)</u>	<u>(17,201)</u>	<u>623,338</u>	<u>601,122</u>

Future minimum lease payments at 30 November 2025 were as follows:

	Minimum lease payments			Total €
	Not later than one year €	Later than one year but not later than five years €	Later than five years €	
<b>30 November 2025</b>				
Lease payments	45,948	170,005	2,838,840	3,054,793
Finance charges	(46,325)	(188,564)	(2,209,814)	(2,444,703)
<b>Net present values</b>	<b>(377)</b>	<b>(18,559)</b>	<b>629,026</b>	<b>610,090</b>

## 27 Trade and other payables

	The Group		The Company	
	2025 €	2024 €	2025 €	2024 €
<b>Current</b>				
Trade payables	605,796	720,136	4,574	4,640
Amounts owed to parent company	173,865	143,458	173,269	143,458
Amounts owed to subsidiary	-	-	282,545	370,826
Amounts owed to other related parties	11,995	-	11,995	-
Accruals	264,892	210,170	116,657	115,294
Other payables	47,833	53,621	-	-
<b>Financial liabilities</b>	<b>1,104,381</b>	<b>1,127,385</b>	<b>589,040</b>	<b>634,218</b>
Other creditors	71,551	72,621	15,428	14,893
Indirect taxes	136,509	124,812	21,780	20,170
<b>Trade and other payables</b>	<b>1,312,441</b>	<b>1,324,818</b>	<b>626,248</b>	<b>669,281</b>

Amounts owed to parent company, subsidiary and other related parties are unsecured, interest-free and repayable on demand.

## 28 Financial instrument risk

### Risk management objectives and policies

The group and company are exposed to various risks in relation to financial instruments. The group and company's financial assets and liabilities by category are summarised in note 28.4. The main types of risks are credit risk, liquidity risk and market risk.

The group and company's risk management is coordinated by the directors and focuses on actively securing the group and company's short to medium term cash flows by minimising the exposure to financial risk.

The group and company do not actively engage in the trading of financial assets for speculative purposes nor do they write options. The most significant financial risk to which the group and company are exposed to are described below and in the succeeding pages.

## 28.1 Credit risk

Credit risk is the risk that a counterparty fails to discharge an obligation to the group or company. The group and company's exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date, as summarised below:

	Notes	The Group		The Company	
		2025	2024	2025	2024
		€	€	€	€
<b>Classes of financial assets carrying amounts:</b>					
Loans and receivables	18	562,853	544,351	5,921,302	5,919,646
Trade and other receivables	20	4,686,876	3,666,796	840,693	857,017
Cash and cash equivalents	21	423,435	345,770	128,827	139,692
		<b>5,673,164</b>	<b>4,556,917</b>	<b>6,890,822</b>	<b>6,916,355</b>

The group and company continuously monitor defaults of customers and other counterparties, identified either individually or by group, and incorporates this information into its credit risk controls.

The group and company assess the credit quality of customers taking into account the financial position, past experience and other factors. The group and company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The group and company's policies are to deal only with creditworthy counterparties. The group has policies in place to ensure that it transacts with customers with appropriate and acceptable credit history. The ongoing credit risk is managed through regular review of ageing analysis, together with credit limits per customer. Management monitors the performance of its trade receivables on a regular basis to identify credit losses, which are inherent in group and company's debtors, taking into account historical experience in collection of receivables. Management does not expect any losses from non-performance by these customers.

### *Trade receivables*

Based on the amount of trade receivables at year end, management concluded that the expected credit loss which could result on these amounts would not be material to these financial statements.

### *Other financial assets at amortised cost*

Other financial assets at amortised cost include related party receivables and cash and cash equivalents.

With respect to other balances with related parties (as disclosed in notes 18 and 20), the group and company assess the credit quality of these related parties by taking into account financial position, performance and other factors. In measuring the expected credit losses in these balances, management determined the impairment provision independently from third party receivables as at 30 November 2025, the impairment is disclosed in notes 18 and 20. Management takes cognisance of the related party relationship with these entities and settlement arrangements in place and does not expect any losses from non-performance or default.

The group and company hold money exclusively with an institution having high quality external credit ratings. The cash and cash equivalents held with such bank at 30 November 2025 are callable on demand. The bank with whom cash and cash equivalent are held has a credit rating of BBB by Standard and Poor's. Management considers the probability of default from such bank to be close to zero and the amount calculated using the 12-month expected credit loss model to be very insignificant. Therefore, based on the above, no loss allowance has been recognised by the group and company.

## 28.2 Liquidity risk

Liquidity risk is that the group and company might be unable to meet their obligations. The group and company manage their liquidity needs through yearly cash flow forecasts by carefully monitoring expected cash inflows and outflows on a monthly basis. The group and company's liquidity risk is not deemed to be significant in view of the matching of cash inflows and outflows arising from expected maturities of financial instruments, as well as the group and company's committed borrowing facilities that it can access to meet liquidity needs.

As at 30 November 2025, the non-derivative financial liabilities have contractual maturities (including interest payments where applicable) as summarised below:

The Group	Current		Non-current	
	Within 1 year	1 to 5 years	Later than 5 years	
30 November 2025	€	€	€	
Debt securities in issue	250,000	5,643,151	-	
Borrowings	181,628	541,431	351,351	
Lease liability	45,948	170,005	2,838,840	
Trade and other payables	997,532	-	-	
<b>Total</b>	<b>1,475,108</b>	<b>6,354,587</b>	<b>3,190,191</b>	

  

The Company	Current		Non-current	
	Within 1 year	1 to 5 years	Later than 5 years	
30 November 2025	€	€	€	
Debt securities in issue	250,000	5,643,151	-	
Borrowings	91,016	364,065	351,351	
Trade and other payables	482,191	-	-	
<b>Total</b>	<b>823,207</b>	<b>6,007,216</b>	<b>351,351</b>	

This compares to the maturity of non-derivative financial liabilities in the previous reporting periods as follows:

The Group	Current		Non-current	
	Within 1 year	1 to 5 years	Later than 5 years	
30 November 2024	€	€	€	
Debt securities in issue	250,000	5,893,151	-	
Borrowings	165,961	613,579	442,368	
Lease liability	40,983	170,005	2,880,899	
Trade and other payables	1,020,536	-	-	
<b>Total</b>	<b>1,477,480</b>	<b>6,676,735</b>	<b>3,323,267</b>	

  

The Company	Current		Non-current	
	Within 1 year	1 to 5 years	Later than 5 years	
30 November 2024	€	€	€	
Debt securities in issue	250,000	5,893,151	-	
Borrowings	89,610	364,065	442,368	
Trade and other payables	527,369	-	-	
<b>Total</b>	<b>866,979</b>	<b>6,257,216</b>	<b>442,368</b>	

### **28.3 Market risk**

#### **Foreign currency risk**

The group and company transact business mainly in euro. Exposure to currency exchange rates arise from the group's purchases in foreign currency to/from suppliers. However, foreign currency denominated financial assets and liabilities at the end of the financial reporting date under review are deemed negligible.

Accordingly, the group's and company's exposure to foreign exchange risk is not significant and a sensitivity analysis for foreign exchange risk disclosing how profit or loss and equity would have been affected by changes in foreign exchange rates that were reasonably possible at the reporting date is deemed not necessary.

#### **Interest rate risk**

The group and company are exposed to changes in market interest rates through its borrowings at variable interest rates.

The following table illustrates the sensitivity of the net result for the year to a reasonably possible change in interest rates of +/- 100 basis points, with effect from the beginning of the year. These changes are considered to be reasonably possible based on observation of current market conditions.

The calculations are based on the group and company's financial instruments held at the reporting date of the reporting period under review that are sensitive to changes in interest rates. All other variables are held constant.

<b>The Group</b>	<b>Profit for the year</b>	
	<b>€</b>	<b>€</b>
	<b>100 bp</b>	<b>-100 bp</b>
30 November 2025	9,542	(9,542)
30 November 2024	10,980	(10,980)
<b>The Company</b>	<b>Profit for the year</b>	
	<b>€</b>	<b>€</b>
	<b>100 bp</b>	<b>-100 bp</b>
30 November 2025	7,047	(7,047)
30 November 2024	7,717	(7,717)

## 28.4 Summary of financial assets and liabilities by category

The carrying amounts of the group and company's financial assets and liabilities as recognised at the reporting date of the reporting period under review may also be categorised as follows. See note 4.17 for explanations about how the category of financial instruments affects their subsequent measurement.

	Notes	The Group		The Company	
		2025	2024	2025	2024
		€	€	€	€
<b>Financial assets</b>					
Financial assets measured at amortised cost:					
<b>Non-current</b>					
Loans and receivables	18	562,853	544,351	5,921,302	5,919,646
<b>Current</b>					
Trade and other receivables	20	4,686,876	3,666,796	840,693	857,017
Cash and cash equivalents	21	423,435	345,770	128,827	139,692
		<b>5,110,311</b>	<b>4,012,566</b>	<b>969,520</b>	<b>996,709</b>
<b>Financial liabilities</b>					
Financial liabilities measured at amortised cost:					
<b>Non-current</b>					
Debt securities in issue	24	4,936,315	4,918,543	4,936,315	4,918,543
Borrowings	25	958,197	1,109,225	634,150	704,711
Lease liability	26	610,090	601,122	-	-
		<b>6,504,602</b>	<b>6,628,890</b>	<b>5,570,465</b>	<b>5,623,254</b>
<b>Current</b>					
Borrowings	25	151,028	143,778	70,560	67,048
Trade and other payables	27	1,104,381	1,127,385	589,040	634,218
		<b>1,225,409</b>	<b>1,271,163</b>	<b>659,600</b>	<b>701,266</b>

## 29 Contingent liabilities

	The Group		The Company	
	2025	2024	2025	2024
	€	€	€	€
Guarantees given to secure the debt	1,099,514	1,176,243	850,000	850,000

## 30 Related parties

The parent company of Busy Bee Finance plc is Busy Bee Limited, which is incorporated in Malta. The individual financial statements of the company are incorporated in the consolidated financial statements of Busy Bee Limited. The registered address of the company is Busy Bee Group, Zone 4, Mdina Road, Mriehel, Birkirkara CBD 4010, Malta. No individual holds a controlling interest in the equity of the parent company.

Outstanding balances with related parties at year-end are disclosed in notes 18, 20, 23, 25 and 27 to these financial statements.

The company entered into transactions with related parties as follows:

	<b>2025</b>	<b>2024</b>
	<b>€</b>	<b>€</b>
<b>Transactions with related parties</b>		
Interest income	292,293	294,282
Service fees income	486,000	486,000
Wages recharged to related parties	400,648	417,953

The group entered into transactions with related parties as follows:

	<b>2025</b>	<b>2024</b>
	<b>€</b>	<b>€</b>
<b>Transactions with related parties</b>		
Rental income	126,818	126,818
Wages recharged to related parties	2,270,798	2,204,435
Revenue	6,769,976	6,709,253

### **31 Segment reporting**

The group's operations consist of the real estate, royalties, cafeterias and gelateria, outside catering and others. The group's business segments operate in the local market. An analysis by segment of the group's turnover and profitability is set out as follows:

<b>2024</b>	<b>Cafeteria &amp; gelateria</b>	<b>Outside catering</b>	<b>Royalties</b>	<b>Real estate</b>	<b>Other</b>	<b>Group</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
Revenue	5,077,266	1,631,331	382,509	158,527	187,994	7,437,627
Segment results	1,147,667	368,746	323,187	143,967	42,494	2,026,061

<b>2025</b>	<b>Cafeteria &amp; gelateria</b>	<b>Outside catering</b>	<b>Royalties</b>	<b>Real estate</b>	<b>Other</b>	<b>Group</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
Revenue	5,153,880	1,616,096	386,856	153,166	176,521	7,486,519
Segment results	1,115,151	349,677	301,979	111,289	37,530	1,915,626

	<b>2025</b>	<b>2024</b>
	<b>€</b>	<b>€</b>
Segment results	1,915,626	2,026,061
Interest income	22,563	24,240
Other income	64,170	15,690
Movement in fair value of investment property	770,000	-
Depreciation and amortisation	(540,240)	(545,875)
Finance costs	(332,443)	(337,625)
<b>Profit before tax</b>	<b>1,899,676</b>	<b>1,182,491</b>
Tax expense	(428,776)	(351,960)
<b>Profit for the year</b>	<b>1,470,900</b>	<b>830,531</b>

### **32 Capital management policies and procedures**

The group and company's capital management objectives are to ensure its ability to continue as a going concern and to provide an adequate return to shareholders by pricing commensurately with the level of risk, and maintaining an optimal capital structure to reduce the cost of capital. The group and company monitor the level of debt, which includes debt securities, trade and other payables and other financial liabilities less cash and cash equivalents, against total capital on an ongoing basis.

### **33 Ultimate controlling party**

The company's parent company, Busy Bee Limited, is ultimately controlled by the Friggieri Family. No individual controls the majority of voting rights of the company.

### **34 Comparative figures**

Certain comparative figures have been restated where necessary to conform with current year presentation.

### **35 Post-reporting date events**

No adjusting or other significant non-adjusting events have occurred between the reporting date and the date of authorisation.

## Independent auditor's report

To the shareholders of Busy Bee Finance plc

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of Busy Bee Finance plc ('the company') and the consolidated financial statements of the group of which it is the parent, set out on pages 12 to 50, which comprise the statements of financial position as at 30 November 2025, and the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, and notes to the financial statements, including material accounting policies information and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the company and the group as at 30 November 2025, and of their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union (EU), and have been properly prepared in accordance with the requirements of the Companies Act, Cap. 386 ('the Act'). Our opinion is consistent with our additional report to the audit committee.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISA). 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 company and the group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements of the Accountancy Profession (Code of Ethics for Warrant Holders) Directive issued in terms of the Accountancy Profession Act, Cap. 281 that are relevant to our audit of the financial statements in Malta. We have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In conducting our audit we have remained independent of the company and the group and have not provided any of the non-audit services prohibited by article 18A of the Accountancy Profession Act, Cap. 281. The non-audit services that we have provided to the company and the group during the year ended 30 November 2025 are disclosed in note 9 to the financial statements.

### **Key audit matters**

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

### **Revenue from sale of products in the consolidated financial statements**

The group recognises revenue from sale of products on goods supplied to related parties. We considered revenue from sale of products as a key audit matter since it is based on a significant volume of transactions and directly impacts the group's profitability. The group's disclosures on its revenue recognition policy is presented in note 4.7 to the financial statements.

### **How the key audit matter was addressed in our audit**

Our audit procedures to address the risk of material misstatement relating to revenue from sale of products included among others, testing the design and operating effectiveness of the related parties internal controls over recognition of revenues, performing substantive procedures over revenues of related parties and recalculation of revenue from sale of products pertaining to the group.

### **Impairment testing on intangible assets in the consolidated financial statements**

Intangible asset comprising the "Busy Bee" brand with a carrying amount of € 1.5 million at 30 November 2025 is included on the group's statement of financial position as at that date.

Management is required to perform an assessment at least annually to establish whether the intangible asset which has an indefinite useful life should continue to be recognised, or if any impairment is required. The impairment assessment was based on the calculations which were prepared to determine the consideration that was set at the time the group acquired the brand.

We focused on this area because of the significant value of the intangible asset with indefinite useful life owned by the group and which is recognised at balance sheet date. Moreover, the directors' assessment process is complex and judgmental and is based on assumptions which are affected by expected future market or economic conditions.

### **How the key audit matter was addressed in our audit**

We evaluated the suitability and appropriateness of the impairment methodology applied by management and engaged our internal valuation specialist resources to assess the reliability of the forecasts used and to challenge the methodology used and the underlying assumptions. We concluded that the parameters utilised were reasonable.

We communicated with management and those charged with governance and noted that they were able to provide satisfactory responses to our questions. We also assessed the adequacy of the disclosures set out in note 12 to the financial statements relating to the intangible asset. Those disclosures explain that the directors have assessed the carrying amount of the intangible asset as at 30 November 2025 and they concluded that the asset is recoverable and that there is no impairment in the value of the intangible asset.

#### **Valuation of property, plant and equipment and investment property in the consolidated financial statements**

The group measures its long leasehold property in property, plant and equipment and investment property at fair value as described and disclosed in notes 4.12, 4.16, 4.23, 13 and 16. The valuation of the group's investment property is inherently subjective due to a number of factors such as the individual nature of each property, its location and the expected future returns. Management has engaged an independent external valuer to carry out assessments for the valuations of the group's properties on 14 November 2025.

We focused on this area because of the significant value of the investment properties owned by the group and which are recognised at balance sheet date.

#### **How the key audit matter was addressed in our audit**

Management used a mix of approaches to determine the value of the properties. For property in use, the income approach or market approach was used. In the income approach management estimated the expected free cash flows to be derived from the operation of the properties using market rental rates of comparable properties and/or the contractual rental rates and an expected exit value based on a certain capitalisation rate. In the market approach the value of the asset was determined by comparing to similar assets in the market. This process is highly judgmental as it uses certain assumptions such as construction rates, future increases in fair market rental/selling rates, discount rates and capitalisation rates. We also assessed the adequacy of the disclosures made in notes 13 and 16 to the financial statements relating to these properties.

Our procedures focused on the valuation process and included the following:

- We assessed the competency and independence of the professional valuer engaged by the company.
- Discussed the key assumptions and judgemental areas with management and understood the approach taken in determining the valuation of each property;
- We reviewed the underlying basis of valuation applied by the independent external valuer to assess whether the valuation approach was consistent with IFRS and industry norms;
- We involved the internal valuation specialists to assess the appropriateness of the underlying key assumptions and factors used and applied alternative valuation techniques in order to assess whether the valuation falls within an acceptable range as at 30 November 2025.

### **Assessment of carrying amount of investments in subsidiaries and other loans due from subsidiaries in the company financial statements**

At 30 November 2025, management carried out an assessment to establish whether the carrying amount of investments in subsidiaries and loans due from subsidiaries and fellow subsidiary amounting to € 102,400 and € 5.9 million shown in notes 15 and 18 respectively of the financial statements of the company at that date should continue to be recognised, or if any impairment is required.

We focussed on this area because of the significance of the investments in subsidiaries and loans due from subsidiaries.

### **How the key audit matter was addressed in our audit**

We evaluated the suitability and appropriateness of the impairment methodology applied by management and concluded that the parameters utilised were reasonable.

Our audit procedures over the recoverability of the loans due from related parties included among others:

- inspecting the agreements, agreeing terms and conditions and assessing compliance therewith;
- confirming the outstanding balances with related companies; and
- evaluating the company's assessment of the recoverability of loans receivable by reference to the underlying financial position and projected cash flows of the subsidiaries.

We communicated with management and those charged with governance and noted that they were able to provide satisfactory responses to our questions.

### **Other information**

The directors are responsible for the other information. The other information comprises (i) the Directors' report and (ii) the corporate governance – statement of compliance which we obtained prior to the date of this auditor's report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information, including the Directors' report and we do not express any form of assurance thereon other than reporting on our legal and regulatory requirements.

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.

With respect to the Directors' report, we also considered whether the Directors' report includes the disclosures required by Article 177 of the Act.

Based on the work we have performed, in our opinion:

- The information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Directors' report has been prepared in accordance with the Act.

In addition, in light of the knowledge and understanding of the company and the group and their environment obtained in the course of the audit, we are required to report if we have identified material misstatements in the Directors' report and other information that we obtained prior to the date of this auditor's report. We have nothing to report in this regard.

#### **Responsibilities of the directors for the financial statements**

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS as adopted by the EU and are properly prepared in accordance with the provisions of the Act, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's and the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so. Those charged with governance are responsible for overseeing the company's and 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 ISA 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 the ISA, 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 company's and group's internal control.
- 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 company's and 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 company or 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.
- Obtain sufficient appropriate evidence regarding the financial information of the entities or business activities within the group and company to express an opinion on the separate and consolidated financial statements. We are responsible for the direction, supervision and performance of the group and company audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance 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.

We also provide those charged with governance with a statement that we have complied with the relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefit of such communication.

#### **Report on other legal and regulatory requirements**

##### **Report on Corporate governance statement**

The Prospects MTF Rules (the 'Rules') issued by the Malta Stock Exchange require the directors to prepare and include in their annual report a corporate governance statement providing an explanation of the extent to which they have adopted the code of principles of good corporate governance and the effective measures that they have taken to ensure compliance throughout the accounting period with those principles.

The Rules also require us, as the auditor of the company, to include a report on the statement of compliance prepared by the directors.

We read the corporate governance - statement of compliance and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements included in the annual report.

Our responsibilities do not extend to considering whether this statement is consistent with any other information included in the annual report.

We are not required to, and we do not, consider whether the board's statements on internal control included in the corporate governance - statement of compliance cover all risks and controls, or form an opinion on the effectiveness of the company's corporate governance procedures or its risk and control procedures.

In our opinion, the corporate governance - statement of compliance set out on pages 6 to 11 has been properly prepared in accordance with the requirements of the Rules.

#### **Other matters on which we are required to report by exception**

We also have responsibilities under the Companies Act, Cap. 386 to report to you if, in our opinion:

- adequate accounting records have not been kept, or that returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not received all the information and explanations we require for our audit; and
- certain disclosures of directors' remuneration specified by law are not made in the financial statements, giving the required particulars in our report.

We have nothing to report to you in respect of these responsibilities.

#### **Auditor tenure**

We were first appointed as auditors of the group and company on 12 November 2020. Our appointment has been renewed annually by a shareholders' resolution representing a total period of uninterrupted engagement appointment of six years.

The Principal on the audit resulting in this independent auditor's report is Patrizia Cassar.



Patrizia Cassar (Principal) for and on behalf of

**GRANT THORNTON**  
**Certified Public Accountants**

Business Centre  
Triq L-Intornjatur, Zone 1  
Central Business District  
Birkirkara CBD 1050  
Malta

23 March 2026



**Busy Bee**  
FINANCE PLC

**2026**  
**FINANCIAL SUSTAINABILITY**  
**REPORT**

# Summary of Significant Assumptions and Accounting Policies

## A. Introduction

The forecast statement of financial position, the forecast statement of profit or loss, and the forecast statement of cash flows (hereafter "the Forecasts") of the Issuer for the period ending 30 November 2026 have been prepared to provide financial information for the purposes of the announcement of Financial Sustainability Forecasts. The assumptions set out below are the sole responsibility of the Directors of the Company.

The Forecasts are intended to show a possible outcome based on assumptions relating to anticipated future events which the Directors expect to take place, and on actions which the Directors expect to take. Events and circumstances frequently do not occur as expected, and therefore, actual results may differ materially from those included in the forecast and projected financial information. We draw your attention to the risk factors set out in the Admission Document, which describe the primary risks associated with the business to which the Forecasts relates.

The Forecasts are not intended to and do not provide all the disclosures necessary to give a true and fair view of the financial results, financial position, and cash flows of the Group, in accordance with International Financial Reporting Standards as adopted by the EU, however the Directors have exercised due care and diligence in adopting the assumptions set out below.

These Forecasts were formally approved on 23 March 2026 by the Directors, and the stated assumptions reflect the judgements made by the Directors at that date. The assumptions that the Directors believe are significant to the Forecasts are described in Section B below.

## B. Basis of preparation and significant assumptions

### Basis of Preparation

The Forecast Financial information shows the projected financial performance and position of Busy Bee Finance plc (the "Company") in accordance with International Financial Reporting Standards as adopted by the European Union ("EU-IFRS") except that, due to the nature of Forecast Financial Information, the Forecasts do not include all the disclosure requirements under EU-IFRS and other laws or securities regulations, including but not limited to the Companies Act (Chapter 386, Laws of Malta).

### Significant macro-economic assumptions

The macroeconomic assumptions underpinning the Company's forecasts, which pertain to the broader operating environment and remain entirely beyond the Directors' influence, are as follows:

- The estimated inflation rate for 2026 is 2.5%, in line with NSO's Retail Price Index (RPI) published on 27<sup>th</sup> February 2026.

- There will be no material adverse fluctuations originating from the market and economic conditions affecting the production and sales of food items in Malta, consumer spending trends and job market, amongst others,
- The basis and rates of taxation, direct and indirect, will not change materially throughout the period covered by the Forecast Financial Information,

### Other significant assumptions

Other principal assumptions relating to the environment in which the Company operates, factors which the Directors can influence, and which underlie the forecast financial information, are following:

#### 1. Revenue

The Group's revenue for the twelve-month period ending 30 November 2026 is projected to reach €7.9 million, reflecting a 6% growth compared to the previous year.

This forecast includes a full year of anticipated revenue contribution from the previously launched food truck, which commenced operations in March 2025. Additionally, the Group intends to explore new cafeteria locations and other business line opportunities.

#### 2. Cost of Sales

The cost of sales is projected to increase by 6%, aligning with the anticipated revenue growth. This reflects the company's commitment to maintaining operational efficiency and sustaining cost-effective production processes while meeting increasing demand.

#### 3. Gross profit

The gross profit margin reflects the effectiveness of the strategic initiatives implemented at both the revenue and cost of sales levels. These initiatives will also be applied to the new business ventures that are in the pipeline for 2026.

#### 4. Administration expenses

Administration expenses include mainly administration salaries, utilities, bond costs, marketing, professional fees and other general or corporate overheads. These costs are based on historical trends, agreements, new costs anticipated to be incurred with respect to new ventures, and adjustments for inflation, which, for the purposes of these Forecasts is assumed to stand at 2.5%.

#### 5. Other income

Other income comprises of rental income derived by renting of two properties to third parties by Busy Bee Properties Limited and the inclusion of recharged utility bills.

#### 6. Finance costs

Finance charges include bond interest payable at an interest rate of 5%, finance costs on lease agreements in accordance with IFRS 16 and interest payable on bank facilities.

### *7. Depreciation/Amortisation*

Depreciation is provided on a straight-line basis and at rates intended to write down the cost of the assets or revalued amounts over their expected useful lives. The annual rates used are as follows:

Long Leasehold buildings	1-2%
Office equipment	20%
Plant and machinery	7%
Furniture and fittings	10%
Fixtures and fittings	5-10%

Amortisation costs relate to the amortisation of the right of use asset on lease agreements over the term of the lease.

### *8. Income tax*

Income tax is composed of current and deferred tax. Current taxation is provided at 35% of chargeable income for the period.

Deferred tax is accounted for using the balance sheet liability method in respect of temporary differences arising from differences between the carrying amount of assets and liabilities in the forecasts and the corresponding projected tax bases in the computation of taxable profit.

### *9. Working Capital*

The Company's working capital mainly comprises the net impact of trade receivables, inventory and trade payables and is based on historical trends.

### *10. Intangibles/Right-of-use asset*

Intangibles include Intellectual Property Rights (Busy Bee brand) acquired in the year ended 30 November 2019. The right-of-use asset pertains to land under emphyteutic lease in accordance with IFRS 16.

### *11. Borrowings*

The projected debt is mainly comprised of:

- €5m bond issue, net of deferred bond issue costs,
- €1m worth of bank financing outstanding as at end 2025.

### *12. Capital expenditure*

Capital expenditure mainly includes the improvements in the existing shops and additions of other fixed assets related to new projects.

### *13. Dividends*

No dividends are projected to be distributed during the Forecasts period.

## C. Conclusion

The Directors believe that the assumptions on which the Forecasts are based are reasonable. The Directors further believe that, in the absence of unforeseen circumstances outside their control, the working capital available to the Company will be sufficient for the carrying on of its business.

## Financial Sustainability Forecasts

### Consolidated Statement of Comprehensive Income for the years ending 30 November:

	Audited 2024 EUR 000s	Audited 2025 EUR 000s	Forecasted 2026 EUR 000s
Revenue	7,438	7,487	7,936
Cost of sales	(4,395)	(4,565)	(4,839)
<b>Gross profit</b>	<b>3,043</b>	<b>2,922</b>	<b>3,097</b>
Administrative expenses	(1,001)	(1,006)	(1,046)
Other operating income	24	87	87
<b>EBITDA</b>	<b>2,066</b>	<b>2,002</b>	<b>2,137</b>
Movement in fair value of investment property	-	770	-
Finance costs	(338)	(332)	(332)
Depreciation	(546)	(540)	(540)
<b>Net profit/(loss) before taxation</b>	<b>1,182</b>	<b>1,900</b>	<b>1,265</b>
Taxation	(352)	(429)	(480)
<b>Profit/(loss) for the year</b>	<b>831</b>	<b>1,471</b>	<b>785</b>

**Consolidated Statement of Financial Position as at the years ending 30 November:**

	<b>Audited 2024 EUR 000s</b>	<b>Audited 2025 EUR 000s</b>	<b>Forecasted 2026 EUR 000s</b>
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	5,780	7,323	6,807
Intangibles	1,526	1,511	1,496
Right-of-use asset	532	523	513
Investment property	4,410	5,180	5,180
Deferred taxation	1,927	1,976	1,951
Loans and receivables	544	563	582
<b>Total non-current assets</b>	<b>14,720</b>	<b>17,075</b>	<b>16,530</b>
<b>Current assets</b>			
Inventories	791	844	899
Loans and receivables	-	-	-
Trade and other receivables	61	229	145
Amount due from related parties	3,637	4,498	5,563
Cash and cash equivalents	346	423	481
<b>Total current assets</b>	<b>4,835</b>	<b>5,995</b>	<b>7,088</b>
<b>Total assets</b>	<b>19,555</b>	<b>23,070</b>	<b>23,618</b>
<b>Equity</b>			
Called up issued share capital	50	50	50
Share premium	51	51	51
Revaluation reserve	860	2,194	2,194
Retained earnings	5,232	6,703	7,487
Shareholders' capital contribution	4,331	4,381	4,381
<b>Total equity</b>	<b>10,523</b>	<b>13,379</b>	<b>14,163</b>
<b>Liabilities</b>			
<b>Non-current</b>			
Long-term borrowings and other liabilities	7,545	8,210	7,968
<b>Total non-current liabilities</b>	<b>7,545</b>	<b>8,210</b>	<b>7,968</b>
<b>Current</b>			
Trade and other payables	1,181	1,139	1,160
Amounts due to related parties	143	174	159
Short-term borrowings	161	169	169
<b>Total current liabilities</b>	<b>1,486</b>	<b>1,481</b>	<b>1,487</b>
<b>Total liabilities</b>	<b>9,031</b>	<b>9,692</b>	<b>9,455</b>
<b>Total equity and liabilities</b>	<b>19,555</b>	<b>23,070</b>	<b>23,618</b>

**Consolidated Statement of Cash Flows as at the years ending 30 November:**

	<b>Audited 2024 EUR 000s</b>	<b>Audited 2025 EUR 000s</b>	<b>Forecasted 2026 EUR 000s</b>
<b>Operating activities</b>			
Profit (loss) before tax	1,182	1,900	1,265
Adjustments for:			
Depreciation	511	516	525
Amortisation	35	25	15
Movement in fair value in investment property	-	(770)	-
Bonds issue costs amortisation	18	18	19
Provision for expected credit loss	60	28	44
Finance costs	338	332	292
Interest income	(24)	(23)	(23)
Tax paid	(2)	(2)	-
<b>Operating profit (loss) before working capital movements</b>	<b>2,117</b>	<b>2,023</b>	<b>2,137</b>
Movement in inventories	(53)	(52)	(56)
Movement in trade and other receivables	(1,419)	(1,427)	(1,002)
Movement in trade and other payables	(561)	7	(394)
<b>Cash flows generated from operations</b>	<b>84</b>	<b>551</b>	<b>685</b>
Interest paid	(42)	(36)	(36)
<b>Net cash generated from operating activities</b>	<b>43</b>	<b>514</b>	<b>648</b>
<b>Cash generated from investing activities</b>			
Acquisition of property, plant and equipment	(21)	(6)	(20)
Acquisition of intangible assets	-	-	-
<b>Net cash generated from investing activities</b>	<b>(21)</b>	<b>(6)</b>	<b>(20)</b>
<b>Cash generated from financing activities</b>			
Movement in long-term borrowings and other liabilities	384	(144)	(261)
Bond interest payment	(249)	(250)	(250)
Increase in shareholders' contribution	-	-	-
Movement in other related party loans	(69)	-	(19)
Payments under operating lease obligations	(40)	(37)	(40)
<b>Net cash generated from financing activities</b>	<b>26</b>	<b>(431)</b>	<b>(571)</b>
<b>Net movement in cash and cash equivalents</b>	<b>47</b>	<b>78</b>	<b>57</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>298</b>	<b>346</b>	<b>423</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>346</b>	<b>423</b>	<b>481</b>