DISA Limited
(Company Registration No. 197501110N)
(Incorporated in the Republic of Singapore)

RESPONSE TO SGX'S QUERY RECEIVED ON 29 OCTOBER 2026 IN RELATION TO THE COMPANY'S ANNOUNCEMENT ON THE RE-DESIGNATION OF NON-EXECUTIVE NON-INDEPENDENT DIRECTOR TO NON-EXECUTIVE INDEPENDENT DIRECTOR ON 27 OCTOBER 2026

*Unless otherwise defined, capitalised terms used herein shall bear the same meaning ascribed to them in the Company's announcement released on 27 October 2026 ("**Announcement**").*

The board of directors (the "**Board**") of the DISA Limited (the "**Company**", and together with its subsidiaries, the "**Group**") refers to the following queries by the Singapore Exchange Securities Trading Limited ("**SGX-ST**") on 29 October 2026 on the Company's Announcement.

The Company sets out below its responses to the SGX-ST's queries.

SGX-ST's queries:

1. **Please elaborate the circumstances leading to Mr. George Kho Wee Hong being re-designated to non-executive independent director as he previously was a non-executive non-independent director.**

   Company's response:

   Mr. Kho was previously designated as a Non-Executive Non-Independent Director due to certain historical relationships and transactions with the Group, which were considered to be relevant to the assessment of his independence at the time.

   Following a reassessment of his independence, the Nominating Committee ("**NC**") considered the nature of the historical relationships and transactions, including whether they continued to give rise to any potential conflicts of interest or affect Mr. Kho's ability to exercise independent judgement. The NC noted that these historical relationships and transactions have since ceased and there are no ongoing commercial, corporate or ownership relationships between Mr. Kho and the Group that would reasonably be expected to compromise his independence.

   In addition, the NC considered Mr. Kho's confirmation of independence, his conduct and contributions, as well as his ability to exercise objective and independent judgement in the discharge of his duties. Based on its assessment, the NC was satisfied that Mr. Kho is able to act independently and act in the best interests of the Company.

   Accordingly, having considered the above factors and being satisfied that the circumstances which had previously affected the assessment of Mr. Kho's independence no longer subsist, the NC recommended, and the Board approved, his re-designation as a Non-Executive Independent Director.

2. **Please also provide the Board and NC's assessment supporting Mr. Kho's re-designation as a non-executive director. The Company should set out the bases for its assessment, including how the Board and NC satisfied themselves that Mr. Kho is independent.**

   Company's response:

   The NC has reviewed the circumstances surrounding Mr. Kho's initial designation as a Non-Independent Director and reassessed whether such circumstances continue to affect his independence. In determining whether Mr. Kho should be re-designated as an Independent Director, the NC has considered the following matters:

(i) One-off consultancy engagement

The NC noted that the one-off consultancy engagement to DLL in 2024 has since been completed and there is no continuing consultancy arrangement, recurring fee or other ongoing commercial relationship between Mr. Kho and the Group arising from the engagement. The consultancy fee of S$2,800 was not significant and was below the S$50,000 threshold set out in the Practice Guidance to the Code of Corporate Governance 2018.

Having considered the limited scope, relatively low fee and non-recurring nature of the engagement, the NC is of the view that the consultancy engagement does not give rise to any continuing relationship or interest that would reasonably be expected to affect Mr. Kho's ability to exercise independent judgement or give rise to any ongoing conflict of interest in relation to his role as a director.

(ii) Acquisition of shares in EEPL

The NC recognises that the acquisition of 700,000 shares, representing 70% of the issued share capital of EEPL and the Company's entire shareholding in EEPL was material when it was entered into on 10 June 2020 and was therefore taken into account when assessing Mr. Kho's independence in 2024. The NC notes that Mr. Kho subsequently resigned as a director of EEPL and disposed his entire shareholding in EEPL on 3 May 2023. EEPL was subsequently struck off on 13 August 2025.

In light of Mr. Kho's resignation and disposal of his entire interest in EEPL in 2023, together with the subsequent striking off of EEPL, the NC is of the view that there is no continuing corporate, ownership or commercial relationship involving EEPL that would reasonably be expected to affect Mr. Kho's ability to exercise independent judgement in relation to the Company.

(iii) Historical directorships in private companies

Mr. Kho and the Managing Director of the Company, together with the Managing Director's sibling, were previously fellow directors in several private companies in Singapore, including Citrine System (S) Pte. Ltd. (struck off in 2021) and Citrine Solution Pte. Ltd. (struck off in April 2018) (which used to be 50% owned by the Company until they were being disposed to an unrelated party on 23 June 2017).

The NC noted that these common directorships and associated corporate relationships are historical in nature and ceased many years ago. Following the disposal of the Company's interests in 2017 and the subsequent striking off of the aforementioned companies, there is no longer any ongoing corporate or ownership relationship arising from these companies.

Having regard to the passage of time since these relationships ceased and the absence of any continuing relationship or interest from these companies, the NC is of the view that the historical common directorships do not give rise to any current relationship or interest that would reasonably be expected to affect Mr. Kho's ability to exercise independent judgement.

(iv) Performance and contributions over the past two years

Mr. Kho's conduct and contributions over the past two years demonstrate that he has consistently exercised independent judgement and discharged his duties objectively, without being unduly influenced by management or other relationships that may compromise his independence.

(v) Mr. Kho's confirmation of independence

The NC has also considered Mr. Kho's confirmation of independence, in which he confirmed, among others, that he is considered to be independent of the Company's Management, in his conduct, character and judgement.

In view of the above, the NC is satisfied that Mr. Kho is presently able to exercise independent judgement in the discharge of his duties and responsibilities as a director and in the interests of the Company and its shareholders as a whole.

The NC therefore recommended to the Board that Mr. Kho be re-designated from Non-Independent Director to Independent Director after the conclusion of 2026 Annual General Meeting which will be held on 27 October 2026.

The Board, having considered the NC's assessment and recommendation, including the basis for its determination of Mr. Kho's independence, concurred with the NC's recommendation and approved his re-designation as a Non-Executive Independent Director.

The NC will continue to assess Mr. Kho's independence on an ongoing basis and will recommend to the Board such further action as may be appropriate should any circumstances arise that may affect, or reasonably be perceived to affect, his independence.

BY ORDER OF THE BOARD

Chng Weng Wah
Managing Director and Chief Executive Officer
4 November 2026

*This announcement has been reviewed by the Company's sponsor, SAC Capital Private Limited (the "**Sponsor**"). This announcement has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this announcement including the correctness of any of the statements or opinions made or reports contained in this announcement.*

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