



kingsmen

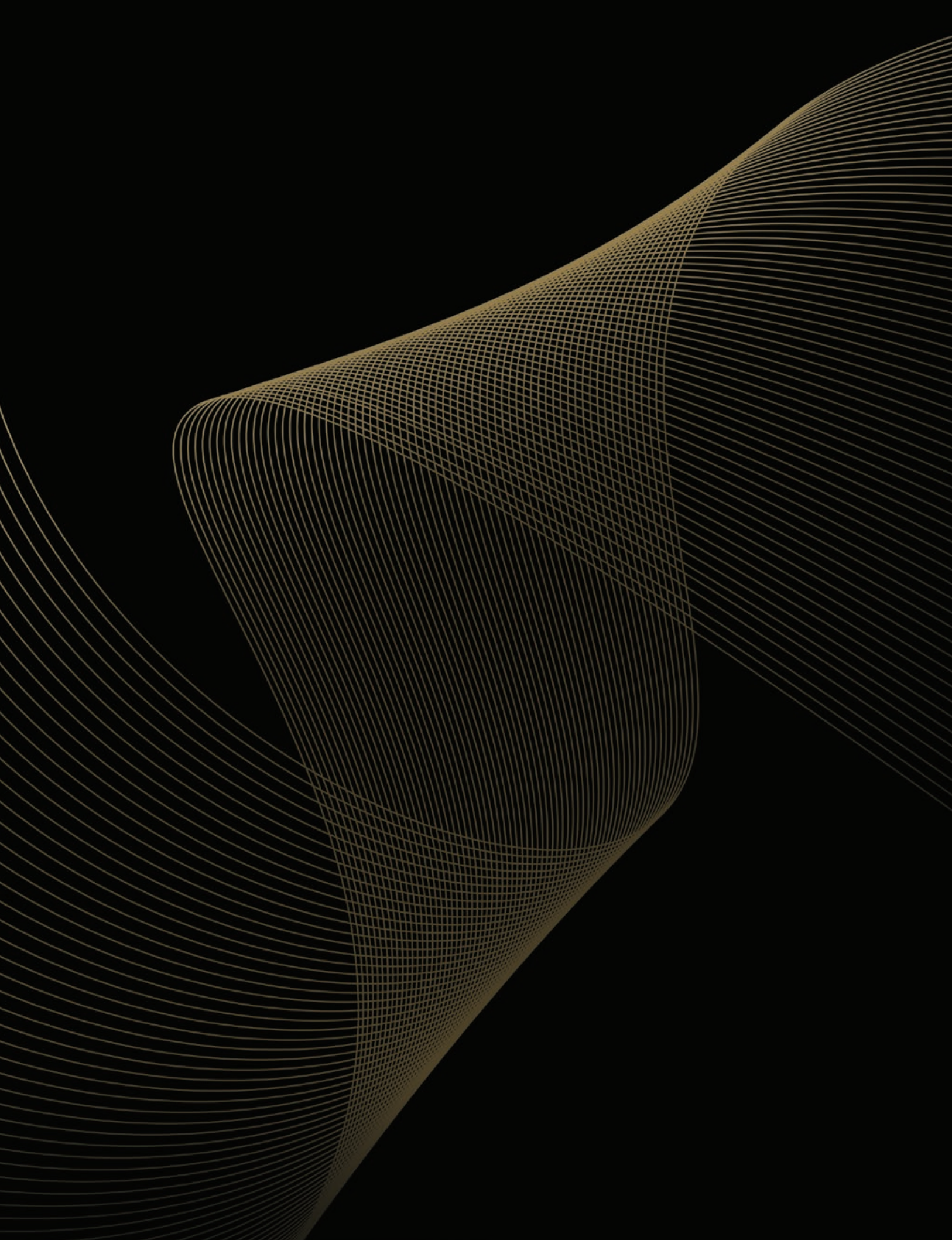
1976 - 2026

Defining  
Moments

Inspiring  
Our Future

KINGSMEN CREATIVES LTD

ANNUAL REPORT 2025



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# Defining Moments

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## Inspiring Our Future

At Kingsmen, every milestone is a defining moment that shapes how we think, create, and grow. These experiences form the foundation of our journey, driving us to continuously push boundaries and transform ideas into impactful experiences. Guided by what we have achieved, we move forward with clarity and purpose, inspired to build what comes next.

### Vision

Design-led, quality and service-driven

### Mission

To be the global leader in creating transformative brand experiences that inspire sustainable growth and profitability

To provide exciting and fulfilling career opportunities for all members through innovation, continual expansion, and continuous learning



Defining Moments,  
Inspiring Our Future  
1976 – 2026

Encapsulating our 50<sup>th</sup> anniversary theme, “Defining Moments, Inspiring Our Future”, our commemorative logo embodies the spirit of Kingsmen’s journey. Anchored on the number ‘50’, its curved forms and warm glow convey continuity and optimism. Clean typography grounds the design, reflecting our sharp focus and clarity of purpose. The logo celebrates what we have built and energises us to explore new possibilities together.

# Chairman's Message



## Dear Shareholders,

After several challenging years following the COVID-19 pandemic, we are beginning to see renewed momentum across our markets. During the year, we successfully completed a number of significant projects, reflecting the growing demand for meaningful and engaging experiences. Today, audiences are increasingly seeking authenticity, relevance, and deeper connections. Across our sectors, we continue to see demand for experiences that integrate design, storytelling, and technology in more intentional ways. This shift reinforces the strength of our integrated capabilities and our ability to translate strategy into environments and engagements that resonate.

Over the year, we strengthened our core competencies while refining collaboration across divisions. By aligning research, design, production, and delivery more closely, we have enhanced our agility and embedded innovation more deeply throughout the value chain. We remain committed to investing in talent, nurturing leadership, and fostering a culture grounded in curiosity, craftsmanship, and continuous improvement.

Sustainability remains central to our long-term strategy. As expectations rise among clients and communities, we are taking concrete steps to reduce environmental impact, strengthen governance practices, and create positive social outcomes through our work. During the year, we were awarded the silver rating by EcoVadis, reflecting progress in our environmental, social, and governance practices. We believe responsible growth and commercial success must go hand in hand.

As we celebrate Kingsmen's 50<sup>th</sup> anniversary in 2026, this milestone invites reflection on how far we have come and, more importantly, how we must continue to evolve. The foundations built over the decades position us well for the next chapter. By staying attuned to market shifts, embracing technological advancement, and deepening client partnerships, we are confident in our ability to remain relevant and resilient.

In line with the Group's policy of rewarding shareholders, the Board of Directors has proposed a final dividend of 3 Singapore cents per ordinary share.

On behalf of the Board of Directors, I would like to express my sincere gratitude to our management team and employees for their commitment, as well as to our clients, partners, and shareholders for their steadfast support. Together, we will continue building enduring value for the years ahead.

**BENEDICT SOH**  
Chairman

# Group CE's Message



## Dear Shareholders,

I am pleased to report that the Group has delivered a strong and robust performance in 2025. We recorded a net profit of S\$13.7 million for the year, compared to S\$13.1 million in 2024, which included one-off gain of S\$5.3 million from the disposal of freehold properties. Group revenue stood at S\$372.5 million in 2025, a decline from S\$388.4 million registered in the previous year.

During the year, we marked several significant achievements. We brought Squid Game: The Experience to Asia Pacific with its debut in Seoul, South Korea in 2025, and it has since expanded to Tokyo, Japan, reflecting the strong regional appetite for immersive, story-driven entertainment. On the global stage, we successfully designed, built and managed the operations of the Singapore Pavilion for World Expo Osaka 2025, in partnership with the Singapore Tourism Board and local partners. The Pavilion welcomed more than two million visitors and garnered multiple industry accolades, underscoring our ability to deliver projects of scale and significance with excellence.

Our Exhibitions, Thematic & Attractions division achieved revenue of S\$172.4 million in 2025. While revenue declined by 7.9% year-on-year due to the conclusion of several key projects in 2024 and the phasing of new projects in the pipeline, the division continued to secure opportunities driven by clients' focus on audience engagement through new shows, branded environments, and experiential activations. Demand for immersive, experience-led platforms remains healthy and we are seeing encouraging activities in the region.

Our Retail & Corporate Interiors division recorded revenue of S\$170.2 million in 2025, largely in line with 2024. Performance was supported by regional and global brands refreshing their environments, repositioning their concepts, and expanding into new markets. Overall, brands continue to invest in differentiated retail experiences to strengthen connections and relevance with consumers.

Revenue of our Research & Design division grew to S\$20.0 million, reflecting a 5.0% increase from 2024. The division's strength in integrating storytelling, sensory engagement, and technology into innovative design solutions continued to drive new opportunities. As clients place greater emphasis on purposeful and distinctive experiences, our creative capability increasingly plays a strategic role in the Group's developments.

Although our Experiential Marketing division recorded a 9% decline in revenue to S\$9.9 million compared to 2024, its initiatives to create interactive, memorable experiences have enabled it to build a pipeline of activations and engagements for execution and delivery during the year.

As at 31 January 2026, we have secured contracts of S\$151 million, of which S\$127 million is expected to be recognised in 2026. This provides a solid foundation as we move forward.

Looking ahead, we remain optimistic about the opportunities across all sectors of our business. The continued shift towards experience-led engagement presents meaningful growth potential. Clients are seeking innovative partners who can translate brand strategy into immersive, scalable solutions that connect with audiences in deeper ways. We will continue to strengthen our end-to-end capabilities, investing in technology, and enhancing operational discipline to support sustainable growth.

As we celebrate our 50<sup>th</sup> anniversary in 2026, I am confident in our ability to build on our foundations and enter the next chapter with clarity and ambition.

I would like to thank our teams for their commitment and drive, and our clients, partners, and shareholders for their continued trust and support.

**ANTHONY CHONG**  
Group CE

# Board of Directors



From left to right: Derek Loh, Alex Wee, Anthony Chong, Benedict Soh, Simon Ong, Cynthia Tan, Richard Tan and Sebastian Tan

## **BENEDICT SOH**

*Chairman*

Benedict Soh is dedicated to honing the Group's leadership capabilities and human capital, in addition to his role in charting the Group's strategic direction and exploring new business opportunities. One of two founders of the Group, he has contributed significantly to its growth and has over 50 years of experience in the design & production of interiors, exhibits and marketing communications. Benedict has contributed his services to relevant Government agencies for various initiatives to improve Singapore's international standing in Tourism & Exhibition Services.

A strong proponent of education, Benedict is the Chairman of the MDIS School of Tourism & Hospitality Industry Advisory Board and a member of its Academic Board. In 2014, US-based Exhibit Designers & Producers Association (EDPA) conferred the prestigious Hazel Hays Award in recognition of Benedict's outstanding contributions to the

trade show industry, in addition to the Lifetime Achievement for Outstanding Contribution to Tourism accorded by the Singapore Tourism Board in 2012. Benedict holds a Master of Business Administration from the University of Hull, UK.

## **SIMON ONG**

*Deputy Chairman*

Simon Ong oversees the strategic planning and development of the Group as well as its creative and brand standards. He is one of the Group's two founders and has contributed significantly to its growth. He is actively serving the creative industry and is currently a honorary advisor to the Society of Interior Designers Singapore, a member of Singapore Interior Design Accreditation Council and an ambassador of the Red Dot Design Award. Simon served as Chairman of the design cluster in the Manpower, Skills & Training Council of WDA, President of the Interior Designers Association, an IDP member of the Design Singapore Council, and an

advisory board member to the Design Business Chamber of Singapore and Singapore Furniture Industries Council (Design). In 2024, he was awarded The Lifetime Achievement by the Society of Interior Designers Singapore for his countless contributions to the design industry. On the international front, he served as a board member of SHOP!, a global trade association dedicated to enhancing retail environments and experiences. In 2019, he was inducted into the SHOP! Hall of Fame in recognition of his significant contributions to the industry.

An ardent advocate of education, Simon currently serves as a board director of Nanyang Academy of Fine Arts (NAFA). He served as a member of the Advisory Board to the School of Design & Environment at the National University of Singapore (NUS) and Temasek Polytechnic School of Design, and a member of Design Education Review Committee, Singapore (DERC). He was the former Chairman of the School Advisory Board of Cedar Girls Secondary School, and Vice-Chairman of the Potong Pasir CC Management

Committee. He was awarded a Master in Design from the University of New South Wales, Australia, and a Master of Business Administration from the University of South Australia.

### **ANTHONY CHONG**

*Group Chief Executive*

Anthony Chong is responsible for the strategic leadership, corporate governance, and operational management of the Group's diverse portfolio, encompassing Retail, Theme Parks, Museums, Exhibitions, Events, and Attractions. With over 40 years of expertise in marketing and multi-disciplinary project execution, Anthony has successfully delivered world-class attractions, tradeshow, retail interiors, and large-scale sporting and corporate events. He holds a Master of Business Administration from Victoria University of Technology, Australia, and brings a wealth of experience to drive sustainable growth and innovation across the Group.

### **ALEX WEE**

*Group Managing Director*

Alex Wee assumed the role of Group Managing Director on 1 January 2026. Previously, he served as Group Managing Director, Retail & Corporate Interiors. In his current capacity, Alex works closely with the Group Chief Executive in the strategic management of the Group, with a focus on the Group's Retail & Corporate Interiors business and the Greater China offices.

Alex has more than 30 years of experience in the fulfilment of retail & corporate interior fit-outs, custom fixture manufacturing, and general contracting. He has a Bachelor of Construction Management (Honours) from University of Newcastle, Australia, and a Master of Science in Marketing & Consumer Insight from Nanyang Technological University, Singapore.

### **SEBASTIAN TAN**

*Non-Executive Director*

Sebastian Tan was appointed Independent Director of the Company in April 2013 and re-designated to Non-Executive Director of the Company in April 2024. In May 2000, he co-founded Boardroom

Limited, a company listed on the Singapore Exchange (SGX-ST) and was delisted in August 2019. He was the Managing/Finance Director of Boardroom Limited from May 2000 to March 2013. Having retired from Boardroom Limited, he continues to be an Advisor. Prior to May 2000, he was with Ernst & Young Singapore and its affiliates since September 1973.

Sebastian is currently a Non-Executive Chairman of Vibrant Group Ltd, an Independent Non-Executive Chairman of Hiap Seng Industries Limited, and an Independent Director of Food Empire Holdings Limited and IPC Corporation Ltd. He is also a trustee of Kwan Im Thong Hood Cho Temple and a director of D S Lee Foundation. He is a qualified financial professional from the Association of Chartered Certified Accountants (UK). He was awarded the Public Service Medal in 1996.

### **CYNTHIA TAN**

*Independent Director*

Cynthia Tan was appointed Independent Director of the Company in November 2016. Prior to joining the board, she spent 16 years as the Executive Vice President, Head of Group Human Resources for OCBC Bank. In her earlier career, she headed the HR functions in LVMH/Duty-Free Group and Apple Computer Singapore. She was a former lecturer at Ngee Ann Polytechnic's School of Business & Accountancy before joining the private sector.

Cynthia is currently an Independent Director of Valuemax Group Limited. She also serves as a Board member of the YMCA Singapore and DAS International Services Ltd. She is a Senior Fellow of The Conference Board.

Cynthia is a trained Executive Coach from Columbia University, US and certified Diversity Practitioner from Cornell University, US. She obtained her Doctorate in Business Administration from the Hong Kong Polytechnic University, Master in Gerontology from the University of Southampton, UK, Master of Business Administration from the University of Hull, UK, and Diploma in Personnel Management from the University of Cardiff, UK.

### **DEREK LOH**

*Independent Director*

Derek Loh was appointed Independent Director of the Company in May 2021. He holds a Master of Arts (M.A.), Law (Honours) from the University of Cambridge, England and practises law in Singapore as an Executive Director of TSMP Law Corporation, specialising in construction and engineering law. He is an Advocate and Solicitor of the Supreme Court.

Derek currently serves as a Board member of the National Healthcare Group and the National Arts Council. He is a member of the Board of Governors of Saint Joseph's Institution International ("SJI") and also a trustee of the SJI Philanthropic Fund for the Lasallian Mission Ltd, a registered charity in Singapore.

### **RICHARD TAN**

*Independent Director*

Richard Tan was appointed Independent Director of the Company in May 2024. He was an Adjunct Associate Professor with the NUS Business School from 2016 to 2024. He retired as a Risk Consulting Partner with KPMG Singapore in 2015, having spent over 15 years across different periods where he was involved in a combination of external audit and risk advisory services. Richard also spent over 20 years in various international banks where he held senior positions in the areas of internal audit and operational risk management.

Richard is currently an Independent Director of First REIT Management Limited, Heeton Holdings Limited and QAF Limited. He also serves as a Board member of the Berjaya Sampo Insurance Berhad, Sampo Insurance Singapore Pte Ltd, Meranti Power Pte Ltd, Science Centre Board and Synapxe Pte Ltd. He is the Chairman of the Board of Trustees of The Brash Trust and a member of the Asia Advisory Board of EFG Bank AG.

Richard holds a Master of Business Administration from Henley Business School (Brunel University London), UK and is a member of The Association of Chartered Certified Accountants, Institute of Singapore Chartered Accountants, and Singapore Institute of Directors.

# Senior Management



**ROY ONG**  
*Creative Director*



**MA MING FAI**  
*Managing Director*



**MILL LUK**  
*Executive Director*



**DANIEL ANG**  
*Managing Director*



**KEVIN CHEON**  
*General Director*



**KOKO WIJAYA**  
*Managing Director*

**ROY ONG***Creative Director*

Roy Ong is the Creative Director of KR+D Pte Ltd, the creative arm of the Group. He is responsible for charting its creative direction and developing its design capabilities, ensuring that all designs meet the aesthetic, functional and budgetary requirements of its clients. Roy is a member of the Interior Design Confederation (Singapore). He received a Master of Design from the University of New South Wales, Australia.

**MA MING FAI***Managing Director*

Ma Ming Fai is the Managing Director of Kingsmen Hong Kong Limited. An experienced professional with over 40 years of experience in the industry, he is responsible for charting its direction, business development and finance control, as well as managing its day-to-day operations. He is a member of the Hong Kong Institute of Construction Managers, and holds a Bachelor of Engineering (Hons) in Civil Engineering from the Hong Kong Polytechnic University.

**MILL LUK***Executive Director*

Mill Luk is the Executive Director of Kingsmen Hong Kong Limited, and has over 30 years of industry experience. Her responsibilities include managing the company's daily operations and steering it by creating business plans and setting up goals to improve its performance. Mill has a Bachelor of Arts (Hons) in Business Studies, Major in Marketing, from the Hong Kong Polytechnic University.

**DANIEL ANG***Managing Director*

Daniel Ang is the Managing Director of Kingsmen Shanghai Co., Limited. He is responsible for the day-to-day business management, sales, operations, marketing, finance and human resource of the Shanghai office, as well as the overall strategic development of the different businesses for the China market. He has more than 40 years of experience managing business units in creative design, trade exhibitions, industry conferences, corporate events, retail interiors, corporate showrooms and interactive museums. He holds a Diploma in Marketing from the Institute of Marketing, United Kingdom, and a Diploma in Sales & Marketing from the Marketing Institute of Singapore.

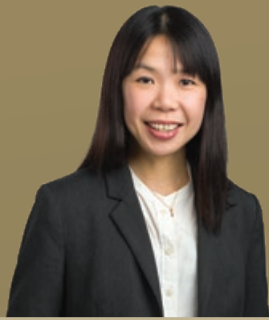
**KEVIN CHEON***General Director*

Kevin Cheon is the General Director of Kingsmen Vietnam Co., Ltd. He is responsible for the day-to-day operations, sales, marketing and management of our Vietnam offices. With more than 20 years of experience in operations and project management of exhibitions, events and retail interiors, Kevin oversees the strategic development of the business. He holds a Diploma in Management Studies from the Singapore Institute of Management.

**KOKO WIJAYA***Managing Director*

Koko Wijaya is the Managing Director of PT Kingsmen Indonesia. With over 15 years of industry experience, Koko has overall responsibility for the day-to-day operations, business development and strategic planning functions of the Indonesia office. He has a Bachelor of Design from the University of Tarumanagara, Indonesia.

# Senior Management



**CRYSTAL CHU**  
*Managing Director*



**LUKE NG**  
*Executive Director*



**CHRISTINA TEO**  
*Managing Director*



**SARAH CHEW**  
*Executive Director*



**EDMUND TAN**  
*Chief Financial Officer*

**CRYSTAL CHU***Managing Director*

Crystal Chu is the Managing Director of KR+D Pte Ltd, the creative arm of the Group, and has over 25 years of industry experience. She is responsible for charting its creative direction and is involved in its creative conceptualisation, design development and overall management. Crystal is an active advocate for design education and innovation. She is the Chairperson of the Design and Media Academic Advisory Committee at the Institute of Technical Education; and a member of the Design Education Advisory Committee by the DesignSingapore Council, Ministry of Trade & Industry; the Media, Arts & Design School Advisory Committee at Singapore Polytechnic. Crystal holds a Bachelor of Arts (Hons) in Museum and Exhibition Design from the University of Lincolnshire & Humberside, United Kingdom.

**LUKE NG***Executive Director*

Luke Ng is the Executive Director of KR+D Pte Ltd, the creative arm of the Group. With over 30 years of industry experience, he is responsible for charting its creative direction and developing its design capabilities. Focusing on the Group's design-led vision, he is constantly looking to push the boundaries of experiential retail. Beyond just designing spaces, he is passionate about creating new experiences that make a difference. Luke holds a Diploma in Interior Architecture and Design from Temasek Polytechnic.

**CHRISTINA TEO***Managing Director*

Christina Teo is the Managing Director of Kingsmen Projects Pte Ltd. An industry veteran with 30 years of experience, her responsibilities include overseeing the general management, daily operations and successful completion of retail and corporate interior fit-out projects. She holds a Master of Business Administration from University of Hull, United Kingdom.

**SARAH CHEW***Executive Director*

Sarah Chew is the Executive Director of Kingsmen Creatives Ltd. She oversees the sales & marketing, marketing communications, human resource, information technology and sustainability departments. She is a member of the International Federation of Exhibition and Event Services (IFES) Sustainability Committee. Sarah has more than 30 years of industry experience, and holds a Bachelor of Arts in Mass Communications (Best Distinction) from RMIT University, Australia.

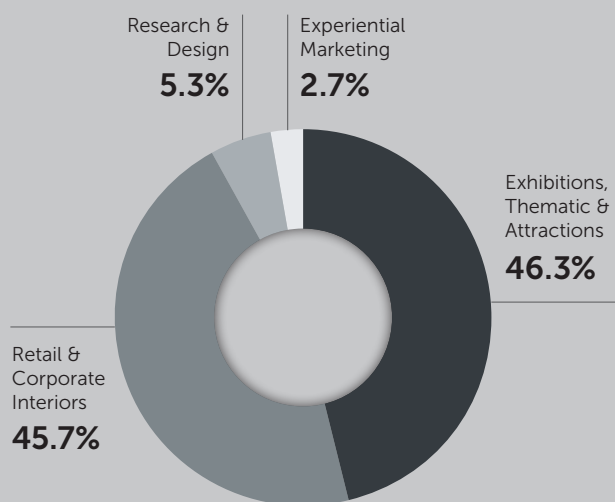
**EDMUND TAN***Chief Financial Officer*

Edmund Tan is our Chief Financial Officer. He is responsible for overseeing the accounting and finance functions of the Group. Edmund has more than 30 years of experience in the areas of accounting, finance and auditing. He holds a Diploma in Business with Merit (majoring in Accounting and Finance) from Temasek Polytechnic. He is a member of The Association of Chartered Certified Accountants and Institute of Singapore Chartered Accountants.

# Financial Highlights

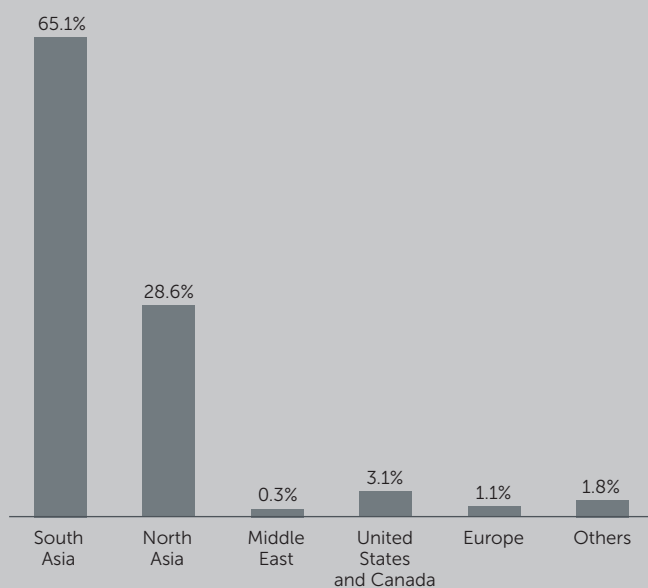
	FY2021	FY2022	FY2023	FY2024	FY2025
<b>FOR THE YEAR (S\$'000)</b>					
Revenue	273,177	328,358	361,485	388,433	<b>372,544</b>
Gross profit	58,894	70,337	78,227	90,446	<b>92,204</b>
Profit before tax	1,049	5,718	3,093	16,026	<b>16,767</b>
Profit net of tax attributable to equity holders of the Company	1,004	4,637	2,857	13,139	<b>13,695</b>
<b>AT YEAR-END (S\$'000)</b>					
Total assets	250,410	266,939	264,031	277,074	<b>284,754</b>
Total liabilities	141,373	158,191	157,649	160,436	<b>160,486</b>
Shareholders' funds	109,512	109,800	109,514	120,196	<b>128,112</b>
Cash and cash equivalents	80,389	75,139	67,019	78,058	<b>91,076</b>
Borrowings	28,801	25,818	23,230	16,786	<b>11,745</b>
<b>PER SHARE (CENTS)</b>					
Earnings – basic and diluted	0.50	2.30	1.41	6.51	<b>6.78</b>
Dividends	–	1.00	1.00	2.00	<b>3.00</b>
Net assets	54.23	54.37	54.23	59.52	<b>63.46</b>
<b>KEY RATIOS (%)</b>					
Revenue growth	(4.8)	20.2	10.1	7.5	<b>(4.1)</b>
Gross profit margin	21.6	21.4	21.6	23.3	<b>24.7</b>
Net profit margin	0.4	1.4	0.8	3.4	<b>3.7</b>
Return on shareholders' funds	0.9	4.2	2.6	11.4	<b>11.0</b>
Debt equity	26.3	23.5	21.2	14.0	<b>9.2</b>

## REVENUE BY ACTIVITIES



ACTIVITIES	Year Ended 31 Dec 25		Year Ended 31 Dec 24	
	S\$'000	%	S\$'000	%
Exhibitions, Thematic & Attractions	172,410	46.3	187,262	48.2
Retail & Corporate Interiors	170,200	45.7	171,204	44.1
Research & Design	19,969	5.3	19,019	4.9
Experiential Marketing	9,965	2.7	10,948	2.8
<b>Total Revenue</b>	<b>372,544</b>	<b>100.0</b>	<b>388,433</b>	<b>100.0</b>

## REVENUE BY GEOGRAPHY



GEOGRAPHY	Year Ended 31 Dec 25		Year Ended 31 Dec 24	
	S\$'000	%	S\$'000	%
South Asia	242,686	65.1	271,462	69.9
North Asia	106,445	28.6	99,801	25.7
Middle East	1,003	0.3	642	0.1
United States and Canada	11,490	3.1	6,937	1.8
Europe	4,061	1.1	5,822	1.5
Others	6,859	1.8	3,769	1.0
<b>Total Revenue</b>	<b>372,544</b>	<b>100.0</b>	<b>388,433</b>	<b>100.0</b>

# Financial Highlights

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS

	Year Ended 31 Dec 25	Year Ended 31 Dec 24	+ / (-)
	S\$'000	S\$'000	%
<b>Revenue</b>			
Exhibitions, Thematic & Attractions	172,410	187,262	(7.9)
Retail & Corporate Interiors	170,200	171,204	(0.6)
Research & Design	19,969	19,019	5.0
Experiential Marketing	9,965	10,948	(9.0)
Total revenue	372,544	388,433	(4.1)
Cost of sales	(280,340)	(297,987)	(5.9)
<b>Gross profit</b>	<b>92,204</b>	90,446	1.9
<b>Other items of income</b>			
Interest income	963	1,013	(4.9)
Other income	3,858	9,848	(60.8)
<b>Other items of expense</b>			
Depreciation of property, plant and equipment	(2,390)	(2,562)	(6.7)
Employee benefits expense	(62,714)	(66,062)	(5.1)
Other expenses	(15,239)	(15,485)	(1.6)
Interest expense	(643)	(1,108)	(42.0)
Share of results of associates	728	(64)	n/m
<b>Profit before tax</b>	<b>16,767</b>	16,026	4.6
Income tax expense	(3,118)	(2,264)	37.7
<b>Profit net of tax</b>	<b>13,649</b>	13,762	(0.8)
<b>Profit/(loss) net of tax attributable to:</b>			
Equity holders of the Company	13,695	13,139	4.2
Non-controlling interests	(46)	623	n/m
<b>Profit net of tax</b>	<b>13,649</b>	13,762	(0.8)

Note:  
n/m = not meaningful

## REVIEW OF FINANCIAL PERFORMANCE

### Revenue

For the financial year ended 31 December 2025 ("FY2025"), the Group recorded a revenue of S\$372.5 million, a decrease of S\$15.9 million or 4.1% compared to S\$388.4 million for the previous corresponding financial year ended 31 December 2024 ("FY2024").

The Exhibitions, Thematic & Attractions division registered a revenue of S\$172.4 million in FY2025, a decrease of S\$14.9 million or 7.9% from S\$187.3 million in FY2024. The division pursued and benefitted from clients' initiatives to promote audience engagement through new shows, branded pop-ups, and experiential activations. However, the completion of several key projects in FY2024, alongside the scheduling of new projects in the pipeline, saw a decline in the division's revenue in FY2025.

The Retail & Corporate Interiors division recorded a revenue of S\$170.2 million in FY2025, a decrease of S\$1.0 million or 0.6% compared to S\$171.2 million in FY2024. The division's revenue was primarily driven by demand from regional and global brands looking to revitalise their retail environments, reposition themselves, and roll out new concepts to connect with their audiences.

The Research & Design division achieved a revenue of S\$20.0 million in FY2025, an increase of S\$1.0 million or 5.0% from S\$19.0 million in FY2024. This momentum was underpinned by the division's capability to deliver innovative and experiential design solutions for clients, integrating sensory experiences, storytelling, and technologies.

The Experiential Marketing division registered a revenue of S\$9.9 million in FY2025, a decrease of S\$1.0 million or 9.0% compared to S\$10.9 million in FY2024. The division's efforts to create interactive, memorable experiences enabled clients to engage meaningfully with their audiences, generating a pipeline of projects for execution and delivery.

### Gross Profit

Gross profit was S\$92.2 million in FY2025, an increase of S\$1.8 million or 1.9% from S\$90.4 million in FY2024. The increase was a result of lower revenue registered at a higher gross profit margin. Gross profit margin was higher at 24.7% in FY2025 compared to 23.3% in FY2024, contributed by higher margin achieved for certain events and projects.

### Other Items of Income

Interest income was relatively unchanged at S\$1.0 million in FY2025 and FY2024. This was mainly due to lower interest income from fixed deposits, and partially offset by higher interest income from miscellaneous receivables.

Other income decreased by S\$6.0 million or 60.8% from S\$9.9 million in FY2024 to S\$3.9 million in FY2025. The decrease was mainly due to an absence of gain on disposal of assets classified as held for sale, net foreign exchange gain and write-back of impairment loss on doubtful non-trade receivables, which amounted to S\$6.9 million in FY2024, and partially offset by higher write-back of impairment loss on doubtful trade receivables of S\$1.1 million in FY2025 compared to FY2024.

### Other Items of Expense

Depreciation of property, plant and equipment was relatively unchanged at S\$2.4 million in FY2025 compared to S\$2.6 million in FY2024.

Employee benefits expense decreased by S\$3.4 million or 5.1% from S\$66.1 million in FY2024 to S\$62.7 million in FY2025. The decrease was mainly due to reduced headcount and lower bonuses and incentives recorded, and partially offset by salary adjustments effected in line with market conditions.

Other expenses stood at S\$15.2 million in FY2025, a decrease of S\$0.3 million or 1.6% compared to S\$15.5 million in FY2024. The decrease was mainly due to lower impairment losses on doubtful trade receivables of S\$0.9 million in FY2025 compared to FY2024, and an absence of impairment loss on doubtful non-trade receivables and inventories written off, which amounted to S\$0.9 million in FY2024. The decrease was partially offset by the recognition of net foreign exchange loss of S\$1.5 million in FY2025. The net foreign exchange loss arose mainly from the appreciation of the Singapore Dollar against the various currencies that the Group conducted its operations in.

Interest expense fell by S\$0.5 million or 42.0% from S\$1.1 million in FY2024 to S\$0.6 million in FY2025. The fall in interest expense was mainly due to a lower amount of loans and borrowings outstanding and lower interest rates charged on the loans and borrowings.

### Share of Results of Associates

Share of results of associates changed by S\$0.8 million from a loss of S\$0.1 million in FY2024 to a profit of S\$0.7 million in FY2025. The change was mainly due to higher profit contribution from certain associates.

# Financial Highlights

## Income Tax Expense

Income tax expense increased by S\$0.8 million or 37.7% from S\$2.3 million in FY2024 to S\$3.1 million in FY2025. The income tax expense was mainly due to the provision of income tax by profitable entities of the Group and the net movement in deferred tax arising largely from the recognition and utilisation of tax losses of entities of the Group, and partially offset by the over-provision of income tax in respect of prior year.

## Profit Net of Tax Attributable to Equity Holders of the Company

Based on the above, profit net of tax attributable to equity holders of the Company increased by S\$0.6 million or 4.2% from S\$13.1 million in FY2024 to S\$13.7 million in FY2025.

## REVIEW OF FINANCIAL POSITION

### Non-current Assets

Non-current assets amounted to S\$54.2 million as at 31 December 2025, representing an increase of S\$0.9 million from S\$53.3 million as at 31 December 2024. The increase was mainly due to higher property, plant and equipment and investments in associates of S\$3.2 million and S\$0.6 million respectively, and partially offset by lower land use rights, intangible assets, right-of-use assets and deferred tax assets of S\$0.3 million, S\$0.4 million, S\$1.9 million and S\$0.3 million respectively.

The increase in property, plant and equipment was mainly due to addition of assets for the year, and partially offset by the depreciation charge and assets written off for the year.

The increase in investments in associates was mainly due to the equity accounting of the share of profits for the year.

The decrease in land use rights was mainly due to the amortisation charge for the year.

The decrease in intangible assets was mainly due to the translation adjustments recognised in translating the intangible assets denominated in other currencies to the presentation currency i.e. the Singapore Dollar, which appreciated against those currencies during the year.

The decrease in right-of-use assets was mainly due to the depreciation charge for the year, and partially offset by addition of assets for the year.

The decrease in deferred tax assets was mainly attributable to the utilisation of deferred tax assets, arising largely from tax losses of entities of the Group, during the year.

### Current Assets

Current assets amounted to S\$230.5 million as at 31 December 2025, representing an increase of S\$6.7 million from S\$223.8 million as at 31 December 2024. The increase was mainly due to higher trade and other receivables, other assets and cash and cash equivalents of S\$13.1 million, S\$1.1 million and S\$13.9 million respectively, and partially offset by lower contract assets of S\$21.3 million.

Trade and other receivables comprise trade receivables and other receivables of S\$84.1 million (2024: S\$73.3 million) and S\$10.8 million (2024: S\$8.5 million) respectively. The increase in

trade receivables of S\$10.8 million was mainly due to the completion of work and subsequent approval by, and invoicing to, clients, and partially offset by the impairment loss recognised.

The increase in other receivables of S\$2.3 million was mainly due to higher miscellaneous receivables of S\$2.9 million, and partially offset by lower deposits of S\$0.5 million.

The increase in other assets was mainly due to prepayments made to support ongoing business activities.

The increase in cash and cash equivalents was mainly attributable to the cash inflows from operating activities, and partially offset by the cash outflows from investing and financing activities.

The decrease in contract assets was mainly due to the completion of work and the subsequent approval by, and invoicing to, clients.

### Non-current Liabilities

Non-current liabilities amounted to S\$13.3 million as at 31 December 2025, representing a decrease of S\$3.1 million from S\$16.4 million as at 31 December 2024. The decrease was mainly due to lower other financial liabilities of S\$3.1 million.

Other financial liabilities comprise loans and borrowings and lease liabilities of S\$9.6 million (2024: S\$11.1 million) and S\$2.0 million (2024: S\$3.6 million) respectively. The decrease in loans and borrowings of S\$1.5 million was due to amounts reclassified from non-current to current as they become due and repayable within the next 12 months from 31 December 2025. The decrease in lease liabilities of S\$1.6

million was mainly due to amounts reclassified from non-current to current as they become due and repayable within the next 12 months from 31 December 2025, and partially offset by new lease liabilities taken out.

#### **Current Liabilities**

Current liabilities amounted to S\$147.2 million as at 31 December 2025, representing an increase of S\$3.1 million from S\$144.1 million as at 31 December 2024. The increase was due to higher trade and other payables, other liabilities and income tax payable of S\$8.9 million, S\$3.3 million and S\$0.6 million respectively, and partially offset by lower contract liabilities and other financial liabilities of S\$5.8 million and S\$3.9 million respectively.

Trade and other payables comprise trade payables and other payables of S\$101.3 million (2024: S\$92.9 million) and S\$28.6 million (2024: S\$28.1 million) respectively. The increase in trade payables of S\$8.4 million was mainly due to accrual of project costs related to ongoing business activities. The increase in other payables of S\$0.5 million was mainly due to higher miscellaneous payables of S\$1.5 million, and partially offset by lower accrued operating expenses of S\$1.0 million.

Other liabilities comprise deferred income of S\$5.3 million (2024: S\$2.0 million) and the increase was due to advance payments received from newly secured projects.

The increase in income tax payable was mainly due to the provision of income tax for the year by profitable entities of the Group, and partially offset by payments made during the year and reversals of over-provision in respect of prior year.

The decrease in contract liabilities was mainly due to the derecognition of amounts as project works were performed.

Other financial liabilities comprise loans and borrowings and lease liabilities of S\$2.1 million (2024: S\$5.7 million) and S\$1.7 million (2024: S\$2.0 million) respectively. The decrease in loans and borrowings of S\$3.6 million and lease liabilities of S\$0.3 million was due to repayments of matured amounts, and partially offset by new amounts taken out and amounts reclassified from non-current to current as they become due and repayable within the next 12 months from 31 December 2025.

#### **REVIEW OF CASH FLOW POSITION**

Net cash from operating activities of S\$33.5 million in FY2025 arose mainly from profit before tax of S\$16.8 million and adjusted for a net increase in non-cash flow items of S\$6.7 million (largely from depreciation of property, plant and equipment, depreciation of right-of-use assets and net impairment loss on doubtful trade receivables) and cash inflow from a net decrease in working capital requirements of S\$11.9 million (largely from movements in contract assets, trade and other receivables, contract liabilities, trade and other payables and other liabilities), and partially offset by income taxes paid of S\$2.3 million.

Net cash used in investing activities of S\$5.8 million in FY2025 arose mainly from purchase of property, plant and equipment of S\$5.9 million.

Net cash used in financing activities of S\$12.4 million in FY2025 arose mainly

from dividends paid on ordinary shares of S\$4.0 million, net repayment of loans and borrowings of S\$4.6 million, repayment of lease liabilities of S\$2.5 million and higher deposits pledged for bank facilities of S\$0.9 million.

Based on the above, the Group had a net increase in cash and cash equivalents of S\$15.3 million in FY2025 and the cash and cash equivalents stood at S\$91.1 million as at 31 December 2025.

# Exhibitions, Thematic & Attractions



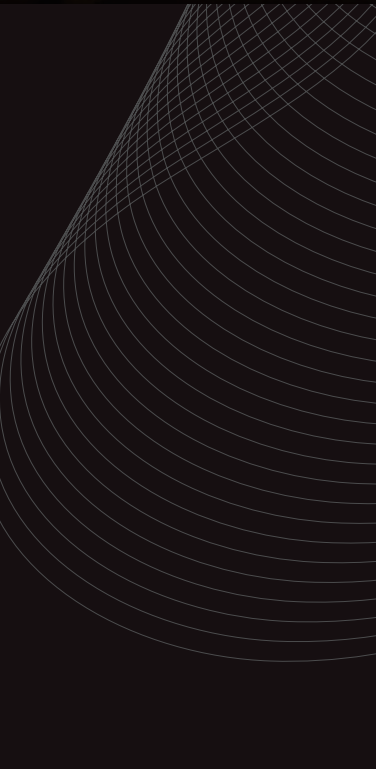
Squid Game: The Experience, South Korea



Singapore Pavilion at Expo 2025 Osaka, Japan



The Cavern at Rainforest Wild Asia, Singapore



Singapore Oceanarium, Singapore



Blue Bottle at Shenzhen MixC, China



# Retail & Corporate Interiors



ON Running Flagship at Jewel Changi, Singapore



Starbucks Reserve, Vietnam



BOSS at Plaza Senayan, Indonesia

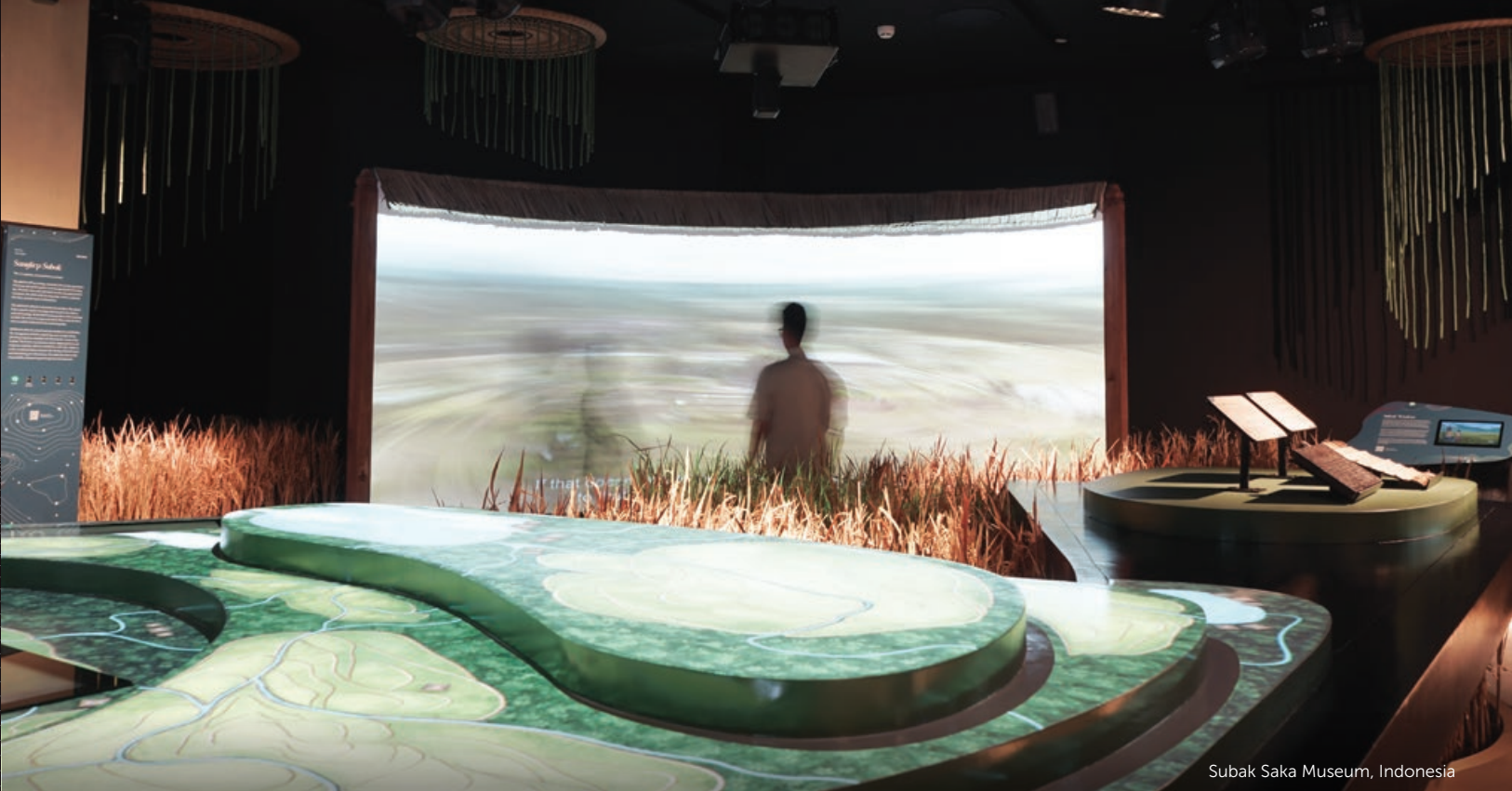


Rimba Jungle Playground at AYANA Bali, Indonesia

# Research & Design



Mandai Curiosity Cove, Singapore  
(Image credit to Mandai Wildlife Group)



Subak Saka Museum, Indonesia



DHL Europe Innovation Centre, Germany



Bvlgari Aeterna Gala Dinner, Cambodia

# Experiential Marketing



BMW Vision Neue Klasse, Thailand



Yuewen Wonderland, Singapore



COACH Tabby at ASHTA District 8, Indonesia

# Corporate Information

## BOARD OF DIRECTORS

Benedict Soh Siak Poh  
*Executive Chairman*

Simon Ong Chin Sim  
*Deputy Executive Chairman*

Anthony Chong Siew Ling  
*Group Chief Executive and Executive Director*

Alex Wee Huat Seng  
*Group Managing Director and Executive Director*

Sebastian Tan Cher Liang  
*Non-Executive Director*

Cynthia Tan Guan Hiang  
*Independent Director*

Derek Loh Eu Tse  
*Independent Director*

Richard Tan Chuan Lye  
*Independent Director*

## AUDIT COMMITTEE

Richard Tan Chuan Lye  
*Chairman*

Sebastian Tan Cher Liang

Cynthia Tan Guan Hiang

Derek Loh Eu Tse

## NOMINATING COMMITTEE

Derek Loh Eu Tse  
*Chairman*

Cynthia Tan Guan Hiang

Richard Tan Chuan Lye

Benedict Soh Siak Poh

Simon Ong Chin Sim

## REMUNERATION COMMITTEE

Cynthia Tan Guan Hiang  
*Chairwoman*

Derek Loh Eu Tse

Richard Tan Chuan Lye

## REGISTERED OFFICE

22 Changi Business Park Central 2  
The Kingsmen Experience  
Singapore 486032  
Telephone: (65) 6880 0088  
Website: [www.kingsmen-int.com](http://www.kingsmen-int.com)

## COMPANY REGISTRATION NUMBER

200210790Z

## JOINT COMPANY SECRETARIES

Chee Yuen Li, Andrea

Tan Yong Kwang

## SHARE REGISTRAR

**Boardroom Corporate & Advisory Services Pte Ltd**  
1 Harbourfront Avenue #14-03/07  
Keppel Bay Tower  
Singapore 098632

## AUDITORS

**RSM SG Assurance LLP**  
8 Wilkie Road #03-08  
Wilkie Edge  
Singapore 228095

Partner-in-charge: Eu Chee Wei David  
Appointed since financial year ended 31 December 2024

## PRINCIPAL BANKERS

DBS Bank Ltd

The Hongkong and Shanghai Banking Corporation Limited

United Overseas Bank Limited

# Corporate Governance Report

Kingsmen Creatives Ltd. (the “**Company**”) and its subsidiaries (collectively, the “**Group**”) are committed to achieving a high standard of corporate governance, and to complying with the Code of Corporate Governance 2018 (last amended on 11 January 2023) (the “**Code**”). The Company believes that good corporate governance provides the framework for an ethical and accountable corporate environment, which will safeguard the interests of shareholders. This report describes the Group’s main corporate governance practices with specific references to the principles of the Code.

The Company is pleased to confirm that throughout the financial year ended 31 December 2025 (“**FY2025**”), the Group has complied substantially with the principles and provisions of the Code. Where there are deviations from the recommendations of the Code, we have provided the reasons and explanations in relation to the Group’s practices, where appropriate.

## 1. BOARD MATTERS

### The Board’s Conduct of Affairs

**Principle 1: The company is headed by an effective board which is collectively responsible and works with management for the long-term success of the company.**

The directors are fiduciaries who act objectively in the best interests of the Group and hold management accountable for performance. The Board of Directors (the “**Board**”) puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Group. Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict.

The principal roles of the Board are to:

- set and direct the long-term vision and strategic direction of the Group, which include appropriate focus on value creation, innovation and sustainability;
- constructively challenge management and review the performance of management;
- establish a proper risk management system to ensure that key potential risks faced by the Group are properly identified and managed;
- conduct periodic reviews of the Group’s internal controls, financial performance, compliance practices and resource allocation;
- approve annual budgets and proposals for acquisitions, disposals, investments and divestments;
- ensure the Group’s compliance with good corporate governance practices; and
- set the Group’s values and standards, and ensure that obligations to shareholders and other stakeholders are understood and met.

### Delegation by the Board

Board committees, namely the Nominating Committee (the “**NC**”), Remuneration Committee (the “**RC**”) and Audit Committee (the “**AC**”), have been constituted to assist the Board in the discharge of specific responsibilities. The compositions, duties, authorities and accountabilities of each committee are set out in their respective written terms of reference. Further information on the roles and responsibilities of the NC, RC and AC are described separately under the various sections relating to each committee below.

# Corporate Governance Report

## Board Approval

Matters which specifically require the Board's approval are:

- corporate strategy and significant business plans;
- material acquisition, disposal, investment and divestment proposals;
- major funding decisions including the Group's commitment in terms of capital and other resources;
- the appointment and remuneration packages of the directors and key management;
- the Group's interim and full-year financial statements announcements and annual report for each financial year;
- share issuances, interim dividends and other returns to shareholders; and
- matters involving a conflict of interest for a substantial shareholder or a director.

While matters relating to the Group's strategies and policies require the Board's direction and approval, management is responsible for the day-to-day operations and administration of the Group.

## Board and Board Committees Meetings

The schedule of all Board and Board committees meetings and the Annual General Meeting ("AGM") for each financial year is planned well in advance, in consultation with the directors. The Board meets at least four (4) times a year at regular intervals and on an ad-hoc basis, as and when circumstances require. Tele-conferencing at Board meetings is allowed under the Company's Constitution.

The number of Board and Board committees meetings held in FY2025 and the attendance of our directors at these meetings are as follows:

Name of Director	Board Meeting		Audit Committee Meeting		Nominating Committee Meeting		Remuneration Committee Meeting	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Soh Siak Poh Benedict	4	4	4	4 *	1	1	1	1 *
Simon Ong Chin Sim	4	4	4	4 *	1	1	1	1 *
Chong Siew Ling	4	4	4	4 *	1	1 *	1	1 *
Alex Wee Huat Seng	4	4	4	4 *	1	1 *	1	1 *
Tan Cher Liang	4	4	4	4	1	1 *	1	1 *
Tan Guan Hiang	4	4	4	4	1	1	1	1
Loh Eu Tse Derek	4	4	4	4	1	1	1	1
Tan Chuan Lye	4	4	4	4	1	1	1	1

\* Attendance by invitation

# Corporate Governance Report

## Board Orientation and Training

A formal letter of appointment is provided to every new director, setting out his/her duties and obligations. A new director will also receive an orientation package which includes materials to familiarise new directors with the Group's business, operations, structure and governance practices relating to, *inter alia*, disclosure of interests in the Company's securities, prohibition on dealings in the Company's securities and restrictions on the disclosure of price-sensitive information. For new directors who do not have prior experience as a director of a public listed company in Singapore, they will attend training courses organised by the Singapore Institute of Directors or other training institutions in areas such as corporate governance, accounting, legal and industry-specific knowledge, where appropriate, in connection with their duties.

All directors are also provided with briefings, trainings and updates in areas such as corporate governance, sustainability, changes to laws and regulations pertaining to the Group's business and operations, and changes in financial reporting standards, so as to enable them to properly discharge their duties as Board or Board committee members.

Further, in order to provide the directors with a better understanding of the Group's business and operations, the Company conducts visits to the Group's operational facilities. Directors can also request further briefings or information on any aspect of the Group's business or operations from management.

## Access to Information

The Company makes available to all directors its management accounts and other financial statements, budgets and forecasts, together with all other relevant information. The directors can seek detailed information from management regarding the management accounts and other financial statements, budgets and forecasts, where necessary. In addition, management will inform and/or update the directors of any significant issues and/or matters on a timely basis. Detailed board papers are provided to the directors before the scheduled meetings so as to enable them to make informed decisions. In respect of forecasts, any material variance between the projections and the actual results is reviewed by the directors and disclosed and explained by management, where required by the directors.

At each Board meeting, management briefs the directors on the state of the Group's business, operations, finances and risks. The directors are also briefed on key developments in the Group's industry both locally and overseas, where appropriate.

The directors have also been provided with the contact details of the Company's management and company secretaries to facilitate separate and independent access. At least one (1) company secretary is in attendance at all Board and Board committees meetings. Together with management, the company secretaries are responsible for ensuring that appropriate board procedures are followed and that the requirements of the Companies Act 1967 (Singapore) and the provisions in the Listing Manual of the Singapore Exchange Securities Trading Limited (the "SGX-ST") (the "Listing Manual") are complied with. The appointment and removal of each company secretary is subject to the Board's approval.

The directors may, in furtherance of their duties, take independent professional advice, if necessary, at the Company's expense.

# Corporate Governance Report

## Board Composition and Guidance

**Principle 2: The board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.**

### The Board

Currently, the Board comprises eight (8) directors, three (3) of whom are independent. The Board is constituted as follows:

Mr Soh Siak Poh Benedict	(Executive Chairman)
Mr Simon Ong Chin Sim	(Deputy Executive Chairman)
Mr Chong Siew Ling	(Group Chief Executive and Executive Director)
Mr Alex Wee Huat Seng	(Group Managing Director and Executive Director)
Mr Tan Cher Liang	(Non-Executive Director)
Ms Tan Guan Hiang	(Independent Director)
Mr Loh Eu Tse Derek	(Independent Director)
Mr Tan Chuan Lye	(Independent Director)

### Board Independence

The Executive Chairman is part of the management team and the three (3) independent directors, on their own, and collectively with the non-executive director, do not make up a majority of the Board. Accordingly, the Company does not comply with Provision 2.2 of the Code, which requires independent directors to make up a majority of the Board where the Chairman of the Board is not independent, and Provision 2.3 of the Code, which requires non-executive directors to make up a majority of the Board. The Board is of the opinion that based on the Group's current size and operations, it is not necessary to have independent directors and non-executive directors respectively make up a majority of the Board at present. The Board, with the three (3) independent directors making up at least one-third of the Board, has an independent element that sufficiently enables it to exercise objective judgement. As the independent directors and the non-executive director make up half of the Board, no individual or group of individuals can dominate the Board's decision-making process. Currently, each Board committee is chaired by an independent director and comprises either only, or a majority of, independent directors. The independent directors and the non-executive director meet regularly on their own without the presence of the executive directors and management, and outside such meetings they also provide feedback to, and engage in robust discussions on salient issues with, the executive directors and management. The directors have demonstrated objectivity in their deliberations.

The independence of each director is reviewed by the NC on an annual basis. In determining whether a director is independent, the NC has adopted the definitions in the Code and the Listing Manual of what constitutes an independent director. The NC noted that Ms. Tan Guan Hiang has served as an independent director of the Company for more than nine (9) years from her date of first appointment to the Board on 15 November 2016, and pursuant to Rule 210(5)(d)(iv) of the Listing Manual, a director will not be independent if he/she has been a director of the issuer for an aggregate period of more than nine (9) years (whether before or after listing); however, such director may continue to be considered independent until the conclusion of the next annual general meeting of the issuer. Following a considered review, the NC and the Board are of the view that Ms Tan Guan Hiang will be considered independent until the conclusion of the upcoming AGM, and Mr Loh Eu Tse Derek and Mr Tan Chuan Lye are independent.

The independent directors and the non-executive director contribute accounting and finance knowledge, legal, risk management and human resource expertise and business and management experience to the Group, and provide the executive directors and management with diverse and objective perspectives of issues that are brought before the Board. The independent directors and the non-executive director also aid in developing the Group's strategic process, reviewing the performance of management in meeting agreed goals and objectives, monitoring the reporting of performance and operating as an appropriate check and balance.

# Corporate Governance Report

## Board Composition and Diversity

Each year, the Board reviews its composition and size, taking into account, *inter alia*, the scope and nature of the Group's business and operations and the benefits of all aspects of diversity, including but not limited to gender, age, cultural and educational background and professional experience in order to maintain an appropriate balance and mix of skills, independence, experience and background of the Board.

The Board has established a written board diversity policy, in recognition of the importance of diversity among its members. The primary target of the policy is to achieve an appropriate degree of diversity of thought, including diversity in skills, experience, and gender, at the Board level so that the Group has the requisite range of perspectives, insights and experience from its leaders for effective stewardship and management of the Group's business. Under the policy, the NC will regularly review the diversity of the Board and the effectiveness of the policy, and will take into consideration, *inter alia*, the current composition of the Board and the benefits of all aspects of diversity in identifying and recommending suitable candidates for appointment to the Board. In particular, the Board is committed to pursuing gender diversity in relation to the composition of the Board. In this connection, the NC will ensure that female candidates are included for consideration whenever it seeks to identify a new director to the Board. Having said that, gender is but one aspect of diversity, and a new director will continue to be selected on the basis of his/her skills, experience, knowledge, insight and relevance to the Board. At present, the Board has one (1) female independent director, namely Ms Tan Guan Hiang. The Board comprises directors who come from diverse industry and professional backgrounds with varied expertise and experience including in accounting, finance, legal, human resource, business and management.

Overall, the Board is of the view that the Board's current composition and size on a holistic basis provide an appropriate balance and mix of skills, independence, experience and knowledge of the Board, and other aspects of diversity such as gender and age, which avoid groupthink, foster constructive debate and facilitate effective decision-making in the best interests of the Group, and which are consistent with the board diversity policy and the intent of the Code. The directors provide core competencies such as accounting, finance, legal, risk management and human resource expertise, business and management experience, industry knowledge, strategic planning experience and customer-based experience and knowledge. The Board is constantly on the lookout for suitable candidates to join the Board as independent directors as part of its renewal process.

## **Chairman and Chief Executive Officer**

**Principle 3: There is a clear division of responsibilities between the leadership of the board and management, and no one individual has unfettered powers of decision-making.**

Mr Soh Siak Poh Benedict is the Executive Chairman, Mr Simon Ong Chin Sim is the Deputy Executive Chairman, and Mr Chong Siew Ling is the Group Chief Executive of the Group. This ensures that there is an appropriate balance of power, better accountability and greater capacity of the Board for independent decision-making. Mr Soh Siak Poh Benedict, Mr Simon Ong Chin Sim and Mr Chong Siew Ling are not related to each other.

At the operational level, the Group Chief Executive is responsible for the overall management and development of the Group's local and overseas operations, as well as executing the strategic plans set out by the Board. The Deputy Executive Chairman is responsible for spearheading the strategic planning and development of the Group. He is also responsible for the overall strategy and policies of the Group's creative directions and standards. The Executive Chairman oversees the Group's strategic development and sets the overall strategy and policies. He is also responsible for exploring strategic business opportunities.

The Executive Chairman and the Deputy Executive Chairman promote high standards of corporate governance and lead the Board to ensure its effectiveness on all aspects of its role. As part of their administrative duties, the Executive Chairman and the Deputy Executive Chairman set the Board meeting agenda in consultation with the senior management and company secretaries of the Company, and ensure that adequate time is available for the discussion of all agenda items and that the directors receive complete, adequate and timely information. They also encourage constructive relations within the Board and between the Board and management and facilitate effective contribution of the independent directors and the non-executive director. In addition, the Executive Chairman and the Deputy Executive Chairman are responsible for ensuring effective communication with shareholders.

# Corporate Governance Report

Although the Executive Chairman and the Deputy Executive Chairman are part of the management team, the roles of the Executive Chairman, the Deputy Executive Chairman and the Group Chief Executive are separated and each of the Board committees is chaired by an independent director. Accordingly, the Board is of the view that such separation of roles provides an appropriate balance of power and accountability that enhances the Board's capacity for independent decision-making, and sufficient channels of communication between the shareholders and the Board, and at present, it would not be necessary to appoint a lead independent director.

## Board Membership

**Principle 4: The board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the board.**

### Nominating Committee

The NC is chaired by Mr Loh Eu Tse Derek and comprises Ms Tan Guan Hiang, Mr Tan Chuan Lye, Mr Soh Siak Poh Benedict and Mr Simon Ong Chin Sim. The majority of the NC members, including the Chairman, are independent directors.

The NC holds at least one (1) meeting in each financial year. The principal functions of the NC in accordance with its written terms of reference are as follows:

- to make recommendations on matters relating to the appointment and re-election of directors, succession plans for directors and key management, in particular, the Executive Chairman, the Deputy Executive Chairman and the Group Chief Executive, evaluation of the performance of the Board, the Board committees and directors, and training programmes for the Board;
- to determine on an annual basis, and as and when circumstances require, whether or not a director is independent;
- to decide whether a director is able to and has been adequately carrying out his/her duties as a director of the Company;
- to ensure that all directors submit themselves for re-nomination and re-election at regular intervals and at least once every three (3) years; and
- to assess the effectiveness of the Board as a whole, its Board committees, and the contribution by each director to the effectiveness of the Board.

The date of first appointment and the date of last re-election of each director are set out below. For the profile of the directors, please refer to the section entitled "Board of Directors" of this Annual Report. In addition, information on each director's shareholding in the Company, if any, is set out in the section entitled "Directors' Statement" of this Annual Report.

<u>Name of Director</u>	<u>Date of First Appointment</u>	<u>Date of Last Re-election</u>
Soh Siak Poh Benedict	16 December 2002	30 April 2025
Simon Ong Chin Sim	16 December 2002	30 April 2024
Chong Siew Ling	12 August 2003	30 April 2024
Alex Wee Huat Seng	1 July 2016	30 April 2025
Tan Cher Liang	30 April 2013	30 April 2024
Tan Guan Hiang	15 November 2016	27 April 2023
Loh Eu Tse Derek	12 May 2021	30 April 2025
Tan Chuan Lye	13 May 2024	30 April 2025

# Corporate Governance Report

## Directors' Commitments

The NC considers whether a director is able to and has been adequately carrying out his/her duties as a director of the Company, taking into consideration, *inter alia*, the director's number of listed company board representations and other principal commitments<sup>1</sup> as set out in the section entitled "Board of Directors" of this Annual Report. In addition, the NC will take into consideration, *inter alia*, a qualitative assessment of each director's contributions and participation as well as any other relevant time commitments. The Board is of the view that at present, it would not be meaningful to prescribe a maximum number of listed company board representations and other principal commitments which any director may hold. Each director has confirmed that notwithstanding other listed company board representations and other principal commitments (if any), he/she is able to devote sufficient time and attention to the affairs of the Group.

## Alternate Directors

There are currently no alternate directors on the Board.

## Process for Nomination and Selection of New Directors

The Company adopts a comprehensive and detailed process in the selection of new directors. Candidates are first sourced through an extensive network of contacts and identified based on, *inter alia*, the needs of the Group and the relevant expertise required. When necessary, the NC may seek the help of external consultant(s) in the search process. In selecting suitable candidates to be interviewed, the NC, in consultation with the Board, would also consider the Board's composition, size and diversity, and the Group's strategic goals, business direction and medium-term needs. The NC then conducts interviews with the candidates, and nominates the candidate deemed most suitable for appointment to the Board and, where required, to the Board committees.

## Process for Re-nomination and Re-election of Directors

In recommending a director for re-election to the Board, the NC considers, *inter alia*, his/her performance and contributions to the Board (including attendance and participation in meetings, and time and effort accorded to the Group's business and affairs). All directors submit themselves for re-nomination and re-election at regular intervals and at least once every three (3) years. Pursuant to Regulation 89 of the Company's Constitution, one-third of the Board are to retire from office by rotation and be subject to re-election at the AGM. In addition, Regulation 88 of the Company's Constitution provides that a newly appointed director must retire and submit himself/herself for re-election at the next AGM following his/her appointment. Thereafter, he/she is subject to be re-elected at least once every three (3) years.

## **Board Performance**

**Principle 5: The board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.**

## Board Evaluation Process

The NC will assess and discuss the performance of the Board as a whole and its Board committees on an annual basis. This process includes a questionnaire completed individually by each director, the results of which are presented to the NC for review. Following its review, the NC identifies key areas for improvement and requisite follow-up actions, and provides feedback to the Board. The Board acts on the feedback and in consultation with the NC, proposes, where appropriate, new directors to be appointed or seeks the resignation of directors.

1 The term "principal commitments" includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.

# Corporate Governance Report

Each director will evaluate the performance of the Board taking into account a set of performance criteria which includes, *inter alia*, the Board's composition and size, processes, communication, effectiveness and standards of conduct, and financial performance indicators. The Board is of the view that this set of performance criteria recommended by the NC allows for appropriate evaluation and addresses how the directors have enhanced long-term shareholders' value. The Board has met its performance objectives in respect of FY2025.

## Individual Director Evaluation

The NC will assess and discuss each director's contribution to the effectiveness of the Board on an annual basis. This process includes a separate questionnaire completed individually by each director, the results of which are presented to the NC for review. In evaluating the contribution by each director, numerous factors are taken into consideration, including attendance records, contributions during Board and Board committees meetings, as well as individual performance of principal functions and fiduciary duties. The NC also considers other contributions by a director such as providing objective perspectives on issues, facilitating business opportunities and strategic relationships, and accessibility to management outside of formal Board and/or Board committees meetings. The performance of each director is taken into account in re-election. Each NC member does not participate in discussions, and abstains from the decision-making process, relating to him/her during the evaluation process.

There was no external facilitator engaged for the Board and individual director evaluation process in FY2025.

## 2. REMUNERATION MATTERS

### Procedures for Developing Remuneration Policies

**Principle 6: The board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his/her own remuneration.**

### Level and Mix of Remuneration

**Principle 7: The level and structure of remuneration of the board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.**

### Disclosure on Remuneration

**Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.**

## Remuneration Committee

The RC is chaired by Ms Tan Guan Hiang and comprises Mr Loh Eu Tse Derek and Mr Tan Chuan Lye. All the RC members, including the Chairwoman, are independent directors. The RC holds at least one (1) meeting in each financial year. The principal function of the RC, in accordance with its written terms of reference, is to set the remuneration guidelines and policies of the Group. The RC also administers the Kingsmen Performance Share Scheme (the "**Scheme**"). Details of the Scheme are contained in the section entitled "Directors' Statement" of this Annual Report.

The Board considers that the members of the RC, who each have years of experience in senior management positions and/or on the boards of various listed companies, collectively have strong management experience and expertise on remuneration issues. If necessary, the RC members may seek professional advice inside and/or outside the Company on the remuneration of all directors and key management. During FY2025, the RC members did not require the service of an external remuneration consultant.

# Corporate Governance Report

## Procedures for Setting Remuneration

The Company has implemented a formal and transparent procedure for developing policy on director and executive remuneration and for awarding the remuneration packages of individual directors and key management that are appropriate and proportionate to the sustained performance and value creation of the Group, taking into account the strategic objectives of the Group. The RC reviews and recommends to the Board a general framework of remuneration and specific remuneration packages for the Board and key management, covering all aspects of remuneration including directors' fees, salaries, allowances, bonuses, share-based incentives and awards, and benefits-in-kind. The RC's recommendations are submitted for endorsement by the entire Board. Each RC member does not participate in discussions, and abstains from decision-making, relating to any remuneration, compensation or any form of benefits to be granted to him/her.

The RC also reviews the Company's compensation obligations, if any, arising in the event of termination of the executive directors' and key management's contracts of service, to ensure that the termination clauses of such contracts of service are fair and reasonable.

## Remuneration Policies

In order to maximise shareholders' value and promote the long-term growth of the Group, the Company seeks to attract, retain and motivate management and employees by offering competitive remuneration packages. The remuneration of our management and employees is set based on, *inter alia*, the relevant scope and extent of responsibilities, prevailing market conditions, comparable industry benchmarks, risk policies of the Group, need for compensation to be symmetric with risk outcomes and time horizon of risks. The Company rewards management and employees based on achievement of individual performance objectives using indicators such as competencies, key result areas, performance ratings and potential of the individual and the Group's financial performance. The Board is of the view that this will motivate our management and employees to achieve superior performance and promote the long-term growth of the Group. The Company does not use contractual provisions to allow it to reclaim incentive components of remuneration from the executive directors and key management in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. The executive directors and key management owe fiduciary duties to the Company and the Company should be able to avail itself to remedies against the executive directors and key management in the event of a breach of those fiduciary duties.

## Executive Directors' and Key Management's Remuneration

Each of our executive directors and key management is entitled to, *inter alia*, a base salary and performance-related incentives linked to the individual's performance, which is assessed based on their respective performance indicators such as competencies, key result areas, performance ratings and potential of the individual and the Group's financial performance. The terms of our executive directors' and key management's service agreements and their remuneration packages are subject to review by the RC. There are no excessive or onerous removal clauses in these service agreements.

## Independent Directors' and Non-Executive Director's Remuneration

The independent directors and the non-executive director have not entered into service agreements with the Company. The RC and the Board are of the view that independent directors and non-executive directors should not be over-compensated to the extent that their independence may be compromised. Each independent director and the non-executive director receive a basic fee and additional fees for serving on any of the Board committees, which is determined taking into account the effort, time spent and responsibilities of the director. Such fees are subject to approval of the shareholders at each AGM of the Company.

# Corporate Governance Report

## Level and Mix of Remuneration

The remuneration of the Company's directors and the Group's key executives for FY2025 is set out below. Overall, the Company's executive directors and the Group's key executives have met the key performance objectives required of them. No termination, retirement or post-employment benefits have been granted to the Company's directors and the Group's key executives.

### (a) Directors

Name of Director	Fees	Salary	Bonus/ Incentives	Benefits	Share Award	Total Remuneration	
	%	%	%	%	%	%	S\$'000
<b>Executive Directors</b>							
Soh Siak Poh Benedict	8	31	59	2	–	100	809
Simon Ong Chin Sim	7	31	60	2	–	100	804
Chong Siew Ling	7	38	54	1	–	100	1,134
Alex Wee Huat Seng	8	53	37	2	–	100	660
<b>Non-Executive Director</b>							
Tan Cher Liang	100	–	–	–	–	100	35
<b>Independent Directors</b>							
Tan Guan Hiang	100	–	–	–	–	100	43
Loh Eu Tse Derek	100	–	–	–	–	100	43
Tan Chuan Lye	100	–	–	–	–	100	50

### (b) Key Executives

#### Remuneration of the top five (5) key executives in bands of S\$250,000 (who are not directors or the chief executive officer of the Company)

Name of Key Executive	Fees	Salary	Bonus/ Incentives	Benefits	Share Award	Total Remuneration	
	%	%	%	%	%	%	%
<b>S\$500,000 to S\$749,999</b>							
Ma Ming Fai	2	50	44	4	–		100
<b>S\$250,000 to S\$499,999</b>							
Crystal Chu Shwu Pyng	3	58	36	3	–		100
Daniel Ang Sin Eng	–	89	–	11	–		100
Kevin Cheon Kwan Hoe	5	71	17	7	–		100
Sarah Chew Sau Har	–	53	44	3	–		100

The aggregate amount of the total remuneration paid to the Group's top five (5) key executives (who are not directors or the chief executive officer of the Company) is S\$2,462,000.

Ms Soh E-Ling Marianne is the daughter and thus an immediate family member of Mr Soh Siak Poh Benedict, our Executive Chairman and a substantial shareholder of the Company. Ms Soh E-Ling Marianne's remuneration for FY2025 falls in the band of S\$100,000 to S\$200,000. Mr Roy Ong Chin Kwan is the brother and thus an immediate family member of Mr Simon Ong Chin Sim, our Deputy Executive Chairman and a substantial shareholder of the Company. Mr Roy Ong Chin Kwan's remuneration for FY2025 falls in the band of S\$200,000 to S\$300,000. Save as disclosed above, there are no employees who are substantial shareholders of the Company, or are immediate family members of a director, the chief executive officer or a substantial shareholder of the Company, whose annual remuneration exceeds S\$100,000.

# Corporate Governance Report

## Employee Share Scheme

There were no shares awarded and issued pursuant to the Scheme in FY2025. Since the commencement of the Scheme, an aggregate of 9,853,980 fully-paid shares, constituting approximately 4.9% of the total number of issued shares of the Company (excluding treasury shares and subsidiary holdings), have been awarded and issued.

Further details of the Scheme are set out in the section entitled "Directors' Statement" of this Annual Report.

### 3. ACCOUNTABILITY AND AUDIT

#### Risk Management and Internal Controls

**Principle 9: The board is responsible for the governance of risk and ensures that management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.**

The AC and management are responsible for overseeing the Group's risk management framework and policies, including reviewing the Group's business and operational activities to identify areas of significant business risks, and recommending to the Board the appropriate strategy and resources required for managing risks that are consistent with the Group's risk appetite.

Material transactions are subject to risk analysis by the AC and management, and safeguard measures against significant risks are established prior to undertaking new projects. The AC, together with management, will continue to enhance and improve the existing risk management and internal control systems.

The internal and external auditors also assist in the risk management process by identifying certain areas of concern that are uncovered through financial/audit checks. The key risks facing the Group have been identified and appropriate measures are in place to mitigate such risks.

The AC has reviewed and is satisfied with the assurance received by the Board from the executive directors (including the Group Chief Executive who is an executive director) and the Chief Financial Officer that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances, and regarding the adequacy and effectiveness of the Group's risk management and internal control systems.

Based on the internal controls (including financial, operational, compliance and information technology controls) established and maintained by the Group, work performed by the internal and external auditors, a board risk and assurance framework developed with the assistance of an external consultant, information provided to the AC and the Board and reviews performed by the AC and the Board at least annually, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls, addressing financial, operational, compliance and information technology risks, and risk management systems, are adequate and effective as at the date of this Annual Report.

The system of internal controls and risk management established by the Group provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that can be reasonably foreseen as it strives to achieve its business objectives. The Board also notes that no system of internal controls and risk management can provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, losses, fraud or other irregularities.

In accordance with Rule 705(5) of the Listing Manual, the Board provides a negative assurance confirmation to shareholders in its interim financial statements announcements, confirming to the best of its knowledge that nothing had come to the attention of the Board which might render the financial statements false or misleading in any material aspect.

In addition, the Company has, pursuant to Rule 720(1) of the Listing Manual, received undertakings from all its directors and executive officers in the format set out in Appendix 7.7 of the Listing Manual.

# Corporate Governance Report

## Audit Committee

**Principle 10: The board has an audit committee which discharges its duties objectively.**

### Audit Committee

The AC is chaired by Mr Tan Chuan Lye and comprises Mr Tan Cher Liang, Ms Tan Guan Hiang and Mr Loh Eu Tse Derek. The majority of the AC members, including the Chairman, are independent directors. No former partner or director of the Company's existing auditing firm is a member of the AC. The Board considers that Mr Tan Chuan Lye, who has extensive and practical accounting and financial management knowledge and experience, is well qualified to chair the AC. The members of the AC have recent and relevant knowledge and experience in accounting and/or related financial management and are appropriately qualified to discharge the AC's responsibilities.

The AC holds at least four (4) meetings in each financial year. The principal functions of the AC in accordance with its written terms of reference are as follows:

- reviewing the Group's financial statements, and significant financial reporting issues and judgements so as to ensure the integrity of the financial statements and any formal announcements relating to the Group's financial performance before their submission to the Board;
- reviewing the audit plans and reports of the internal and external auditors and to consider the effectiveness of the actions taken by management on the auditors' recommendations;
- ensuring that management provides assistance and co-operation to the internal and external auditors;
- evaluating the adequacy and effectiveness of the Group's internal controls and risk management systems by, *inter alia*, reviewing the reports of the internal and external auditors, and management's responses and actions to correct any deficiencies and reporting the same to the Board at least annually;
- reviewing the independence, adequacy and effectiveness of the Group's internal audit function;
- reviewing the assurance from the executive directors (including the Group Chief Executive who is an executive director) and the Chief Financial Officer on the financial records and financial statements;
- making recommendations to the Board on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditors;
- making recommendations to the Board on the remuneration and terms of engagement of the external auditors;
- reviewing the independence and objectivity of the external auditors at least annually; and
- reviewing interested person transactions (as defined in the Listing Manual).

In addition, the AC is tasked to commission independent investigations of any suspected fraud or irregularity, which has or is likely to have a material impact on the Group's operating results or financial position, and to review the findings of such investigations. The AC has reasonable resources to enable it to discharge its responsibilities properly. It has full access to, and the co-operation of, management and full discretion to invite any director or key executive to attend its meetings.

The AC also meets with the internal and external auditors without management, at least annually and whenever necessary to review the adequacy and effectiveness of audit arrangements, with emphasis on the scope and quality of audit and the independence and objectivity of the auditors, and the results of the audit functions.

# Corporate Governance Report

The external auditors provide regular updates and briefings to the AC on changes to accounting standards and other financial issues to enable the AC to keep abreast of such changes and their corresponding impact on the financial statements.

## Internal Audit

The Board recognises that it is responsible for maintaining a sound system of internal controls to safeguard shareholders' investments and the Group's business and assets. The AC approves the hiring, removal, evaluation and compensation of the internal auditors. The Company has engaged CLA Global TS Risk Advisory Pte. Ltd. ("**CLA Global TS**") as its internal auditors. CLA Global TS is a certified public accounting firm and a member of the Institute of Internal Auditors Singapore ("**IIA**"). In performing the internal audit, CLA Global TS applies the Standards for the Professional Practice of Internal Auditing set by IIA. CLA Global TS reports primarily to the Chairman of the AC and has full access to the documents, records, properties and personnel (including the AC) of the Group. The audit plan is submitted to the AC for approval prior to commencement of the internal audit.

The AC reviews the independence, adequacy and effectiveness of the internal audit function at least annually and is satisfied that (i) the internal audit function is independent, effective and adequately resourced, and has appropriate standing within the Group; and (ii) the recommendations of the internal auditors are properly implemented.

## External Auditors

In the review of the financial statements for FY2025, the AC has discussed with management and the external auditors, RSM SG Assurance LLP ("**RSM SG Assurance**"), on significant matters and assumptions that impact the financial statements. Following the review and discussion, the AC is satisfied that those significant matters impacting the financial statements, including the key audit matters that have been included in the Independent Auditor's Report dated 20 March 2026 to the shareholders of the Company, have been properly dealt with and recommended the Board to approve the financial statements. The Board has, on 20 March 2026, approved the financial statements.

The AC reviews the independence of RSM SG Assurance annually. No non-audit services were rendered by RSM SG Assurance during FY2025. The audit fees paid/payable to RSM SG Assurance for FY2025 amount to S\$233,500. The partner in charge of auditing the Group, Mr Eu Chee Wei David, was appointed from FY2024. The AC is satisfied with the independence and objectivity of RSM SG Assurance.

The Company has complied with Rules 712 and 715 of the Listing Manual in the appointment of its external auditors.

## Whistleblowing Policy

The Company has implemented a whistleblowing policy, which provides the Group's employees and external stakeholders with well-defined procedures and accessible channels through which they may, in confidence, raise concerns about possible issues in matters of financial reporting or other matters. Whistleblowing concerns may be reported using a prescribed form, in person or via letter or electronic mail. The AC reviews such policy to ensure that arrangements are in place for the safe raising and independent investigation of such matters and for appropriate follow-up action. The Chairman of the AC is responsible for handling the investigation of all whistleblowing concerns and ensuring that the issues raised are properly resolved. In the event a whistleblowing concern involves the Chairman of the AC, such concern shall be directed to the Executive Chairman, Deputy Executive Chairman and Group Chief Executive to ensure investigations remain independent and objective. The AC is responsible for the overall oversight and monitoring of all whistleblowing concerns.

The Company will protect the identity and interest of all whistleblowers, and treat all information received with strict confidentiality, except as necessary to conduct the investigation and/or where the Company is under a legal obligation to disclose such information. Anonymous reports will also be accepted. The Company is committed to promoting responsible good faith whistleblowing without fear of reprisal or victimisation (which includes but is not limited to demotion, discrimination, dismissal and other types of detrimental or unfair treatment), and will take all possible action to protect and prohibit retaliations against whistleblowers who raise concerns in good faith.

# Corporate Governance Report

## 4. SHAREHOLDER RIGHTS AND ENGAGEMENT

### Shareholder Rights and Conduct of General Meetings

**Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.**

#### Engagement with Shareholders

**Principle 12: The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.**

#### Engagement with Stakeholders

**Principle 13: The board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.**

The Board welcomes the views of shareholders on matters affecting the Group, whether at shareholders' meetings or on an ad-hoc basis. Shareholders are informed of shareholders' meetings through notices mailed to them, published in the newspapers and/or via SGXNET and the Company's corporate website at <https://www.kingsmen-int.com>, and if applicable, through reports or circulars provided to all shareholders, in which relevant rules and procedures governing the meetings are clearly communicated. Each item of special business included in the notices of shareholders' meetings is accompanied, where appropriate, by an explanation for the proposed resolution. Separate resolutions are proposed for substantially separate issues at shareholders' meetings for approval. "Bundling" of resolutions is kept to a minimum and is done only where the resolutions are interdependent and linked so as to form one significant proposal and the reasons and material implications involved are explained in the notices of shareholders' meetings. All resolutions are to be voted by poll, following which the detailed results showing, *inter alia*, the number of votes cast for and against each resolution and the respective percentages will be announced. Electronic poll voting has not been employed due to the costs involved. Except in cases of exigencies, all directors will attend shareholders' meetings and the Executive Chairman, the Deputy Executive Chairman and the chairpersons of the AC, NC and RC will be available to answer queries. The external auditors will also be present at the AGM to assist the directors in addressing any relevant queries by shareholders regarding the conduct of audit and the preparation and content of the auditors' report. The AGM is the principal forum for dialogue with shareholders. The directors had attended the AGM that was held in FY2025 (the "2025 AGM"). Apart from the 2025 AGM, there was no other shareholders' meeting that was held during FY2025.

The Constitution of the Company allows a member of the Company to appoint not more than two (2) proxies to attend and vote at shareholders' meetings on behalf of the member. Voting in absentia and via electronic mail may only be possible following careful study to ensure the integrity of the information and authentication of the identity of the member through the web is not compromised.

Subject to prevailing laws, regulations and guidelines, shareholders will be given at least seven (7) calendar days after the publication of the notice of a shareholders' meeting to submit questions relating to the resolutions to be tabled for approval at the shareholders' meeting. Shareholders will also be given the opportunity to ask questions relating to the resolutions to be tabled for approval at the shareholders' meeting, in person during the shareholders' meeting. The Company will address relevant and substantial questions relating to the resolutions to be tabled for approval at the shareholders' meeting received before and during the shareholders' meeting, at the shareholders' meeting. The Company will publish the minutes of the shareholders' meeting via SGXNET and the Company's corporate website within one (1) month from the date of such meeting. The minutes of the shareholders' meeting will include the Company's responses to relevant and substantial questions relating to the resolutions to be tabled for approval at the shareholders' meeting that were addressed at the shareholders' meeting.

# Corporate Governance Report

The Company aspires to a dividend payment of between 30% to 50% of the Group's net annual profit. The form, manner, frequency and amount of actual dividends declared each year will take into consideration the Group's profitability, cash position, capital requirements, the economic environment as a whole, and other business and/or commercial factors as the Board may deem relevant or appropriate.

The Board is mindful of the obligation to provide regular, effective and fair communication with shareholders. Information is communicated to the shareholders on a timely basis. The Company does not practise selective disclosure. Where there is inadvertent disclosure made to a select group, the Company makes the same disclosure publicly to all others as promptly as possible. Price sensitive information is first publicly released via SGXNET and the Company's corporate website before the Company meets with any group of investors, analysts, media or other stakeholders. The Group's financial results and annual reports are announced or issued via SGXNET within the period specified under the Listing Manual, and are also made available to the public via the Company's corporate website. The Company's comprehensive corporate website, which is updated regularly, allows the Company to communicate and engage with its stakeholders.

The Company also holds briefings to present full-year financial results for analysts and the media. Outside of the financial announcement periods, when necessary and appropriate, management will meet investors, analysts, media and other stakeholders who would like to seek a better understanding of the Group's business and operations. This also enables the Company to solicit feedback from the community on a range of strategic and topical issues which provide valuable insights to the Company on their views. When opportunities arise, the Company conducts media interviews to give its shareholders and the public a better perspective of the Group's business, operations and prospects.

The Company has an investor relations team who identifies and facilitates communication with investors, analysts, media and other stakeholders on a regular basis, attends to their queries or concerns, and keeps them apprised of the Group's developments. To enable these stakeholders to contact the Company easily, the contact details are set out on the Company's corporate website. The investor relations team has procedures in place for responding to queries on a timely basis.

## 5. DEALINGS IN SECURITIES

The Company has adopted an internal policy on dealings in the Company's securities, which is in line with the requirements of the Listing Manual and notified to all directors, officers and employees of the Group. The Company and all directors, officers and employees of the Group are prohibited from dealing in the Company's securities during the period commencing two (2) weeks before the announcement of the Group's quarterly financial results and one (1) month before the announcement of the Group's full-year financial results (if the Group announces quarterly financial results, whether required by the SGX-ST or otherwise), or one (1) month before the announcement of the Group's half-year and full-year financial results (if the Group does not announce quarterly financial results).

All directors, officers and employees are expected to observe insider trading laws at all times. In particular, they are aware that dealing in the Company's securities, when they are in possession of unpublished material price-sensitive information in relation to those securities, is an offence. Our directors, officers and employees are also discouraged from dealing in the Company's securities on short-term considerations.

## 6. MATERIAL CONTRACTS

Except as disclosed in the financial statements, there were no material contracts (including loans) of the Company or its subsidiaries involving the interests of the Executive Chairman, the Deputy Executive Chairman, the Group Chief Executive, the directors or the controlling shareholders which subsisted at the end of the financial year or have been entered into since the end of the previous financial year.

# Corporate Governance Report

## 7. INTERESTED PERSON TRANSACTIONS

The Group has adopted an internal policy in respect of any transaction with an interested party within the definition of Chapter 9 of the Listing Manual and has in place procedures for review and approval of all interested person transactions. In the event that a potential conflict of interest arises, the director concerned will disclose such conflict, not participate in discussions, abstain from decision-making, and refrain from exercising any influence over other members of the Board. To ensure compliance with Chapter 9 of the Listing Manual, the AC and the Board review, on a quarterly basis, interested person transactions entered into by the Group (if any).

The Group does not have a general mandate for recurrent interested person transactions pursuant to Rule 920 of the Listing Manual. The details of the interested person transaction in FY2025 as required under Rule 907 of the Listing Manual are as follows:

Name of interested person	Nature of relationship	Nature of transaction	Aggregate value of the interested person transaction (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920) S\$'000	Aggregate value of the interested person transactions conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S\$100,000) S\$'000
The Clarion Practice Pte. Ltd.	Associate of Mr Soh Siak Poh Benedict (Executive Chairman and substantial shareholder)	Provision of fit-out service	209	Not applicable

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# Directors' Statement

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Kingsmen Creatives Ltd. (the "Company") and its subsidiaries (collectively, the "Group") and the statement of financial position and statement of changes in equity of the Company for the reporting year ended 31 December 2025.

## 1. OPINION OF THE DIRECTORS

In the opinion of the directors,

- (a) the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the reporting year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

## 2. DIRECTORS

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

Soh Siak Poh Benedict	(Executive Chairman)
Simon Ong Chin Sim	(Deputy Executive Chairman)
Chong Siew Ling	(Group Chief Executive and Executive Director)
Alex Wee Huat Seng	(Group Managing Director and Executive Director)
Tan Cher Liang	(Non-Executive Director)
Tan Guan Hiang	(Independent Director)
Loh Eu Tse Derek	(Independent Director)
Tan Chuan Lye	(Independent Director)

## 3. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The following directors of the Company, who held office at the end of the reporting year, had, according to the register of directors' shareholdings required to be kept by the Company under section 164 of the Companies Act 1967 (Singapore) (the "Act"), an interest in shares of the Company and related corporations (other than wholly-owned subsidiaries), as stated below:

# Directors' Statement

## 3. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (CONT'D)

Name of director	Direct interest		Deemed interest	
	At the beginning of the reporting year	At the end of the reporting year	At the beginning of the reporting year	At the end of the reporting year
	<u>Ordinary shares of the Company</u>			
Soh Siak Poh Benedict	8,540,849	8,540,849	40,730,860	41,076,660
Simon Ong Chin Sim	11,040,830	11,386,630	37,993,060	37,993,060
Chong Siew Ling	4,150,531	4,150,531	–	–
Alex Wee Huat Seng	2,703,549	2,703,549	–	–

There was no change in any of the above-mentioned interests in the Company between the end of the reporting year and 21 January 2026.

By virtue of section 7 of the Act, Soh Siak Poh Benedict and Simon Ong Chin Sim are deemed to have interests in shares of the subsidiaries of the Company.

Except as disclosed in this statement, no director of the Company who held office at the end of the reporting year had interests in shares, debentures or share options of the Company, or of related corporations, either at the beginning of the reporting year, or at the end of the reporting year.

## 4. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of, nor at any time during the reporting year, did there subsist arrangements to which the Company is a party, being arrangements whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than as disclosed under "Kingsmen Performance Share Scheme" in this statement.

## 5. SHARE OPTIONS

During the reporting year, no option to take up unissued shares of the Company or any subsidiary was granted and there were no shares of the Company or any subsidiary issued by virtue of the exercise of an option to take up unissued shares. At the end of the reporting year, there were no unissued shares of the Company or any subsidiary under option.

# Directors' Statement

## 6. KINGSMEN PERFORMANCE SHARE SCHEME

The Kingsmen Performance Share Scheme (the "KPSS") was approved and adopted for an initial duration of ten years by the members of the Company at an Extraordinary General Meeting of the Company held on 29 April 2009. The KPSS was extended for a further duration of ten years by the members of the Company at the Sixteenth Annual General Meeting of the Company held on 30 April 2019. The purpose of the KPSS is to provide an opportunity for (a) Group employees, (b) Group executive directors (which refers to directors of the Company and/or any of its subsidiaries, as the case may be, who performs an executive function within the Group), (c) Group non-executive directors (which refers to independent directors of the Company or directors of the Company and/or any of its subsidiaries, as the case may be, other than a Group executive director) and (d) associated company employees who have met performance targets to be remunerated through an equity stake in the Company and/or when due recognition should be given to any good work performance and/or significant contribution to the Group as well as for Group employees to receive part of their annual cash bonus payment in the form of shares of the Company. Persons eligible to participate in the KPSS who are also controlling shareholders of the Company or associates of a controlling shareholder of the Company would be eligible to participate in the KPSS subject to the rules of the Listing Manual of the Singapore Exchange Securities Trading Limited (the "Listing Manual"). Under the KPSS, an award of fully paid shares of the Company may only be vested and consequently any shares comprised in such awards shall only be delivered upon (i) the committee administering the KPSS (the "KPSS Committee") being satisfied that the participant has achieved the pre-determined performance targets and/or due recognition should be given for good work performance and/or significant contribution to the Group and/or (ii) the Group decides to pay a pre-determined percentage of a Group employee's annual cash bonus payment in the form of shares of the Company. The pre-determined performance targets for each participant and the pre-determined percentage of a Group employee's annual cash bonus payment in the form of shares of the Company shall be determined by the KPSS Committee in its absolute discretion.

The KPSS Committee consists of five directors of the Company (being two of the executive directors, Mr Soh Siak Poh Benedict and Mr Simon Ong Chin Sim, and the three independent directors, Ms Tan Guan Hiang, Mr Loh Eu Tse Derek and Mr Tan Chuan Lye). The quorum for any KPSS Committee meeting shall be three directors, of which two of the directors shall be independent directors. The KPSS shall be administered by the KPSS Committee in its absolute discretion with such powers and duties as are conferred on it by the board of directors, except that in compliance with the requirements of the Listing Manual, no member of the KPSS Committee shall participate in any deliberation or decision in respect of share awards granted or to be granted to him/her.

The KPSS shall continue in force at the discretion of the KPSS Committee, subject to a maximum period of ten years commencing on 30 April 2019 which is the date the KPSS was extended by the Company in a general meeting, provided always that the KPSS may continue beyond the above stipulated period with the approval of members of the Company by ordinary resolution in a general meeting and of any relevant authorities which may then be required. The KPSS may be terminated at any time by the KPSS Committee or by resolution of the Company in a general meeting subject to all relevant approvals, which may be required, and if the KPSS is terminated, no further awards shall be vested by the Company.

For the reporting year ended 31 December 2025, no award of performance shares has been granted under the KPSS (2024: Nil).

# Directors' Statement

## 6. KINGSMEN PERFORMANCE SHARE SCHEME (CONT'D)

At the end of the reporting year under review, details of the performance shares awarded under the KPSS are as follows:

Detail of Participant	Balance as at 1.1.2025 (a)	Share awards granted during the reporting year	Share awards vested during the reporting year (b)	Balance as at 31.12.2025 (a)+(b)	Aggregate ordinary shares awarded since commencement of KPSS to end of reporting year under review
Controlling shareholders and associate					
Soh Siak Poh Benedict	606,410	–	–	606,410	606,410
Simon Ong Chin Sim	606,410	–	–	606,410	606,410
Ong Chin Kwan	110,730	–	–	110,730	110,730
Directors					
Chong Siew Ling	515,770	–	–	515,770	515,770
Alex Wee Huat Seng	648,150	–	–	648,150	648,150
Employees	7,366,510	–	–	7,366,510	7,366,510
	<u>9,853,980</u>	<u>–</u>	<u>–</u>	<u>9,853,980</u>	<u>9,853,980</u>

No participants have been awarded 5% or more of the aggregate number of performance shares which may be issued under the KPSS since its commencement.

The aggregate number of performance shares available to controlling shareholders and their associates must not exceed 25% of the performance shares available under the KPSS. The number of performance shares available to each controlling shareholder or his associate must also not exceed 10% of the performance shares available under the KPSS.

The aggregate number of performance shares issued and issuable pursuant to the KPSS and any other share based incentive schemes of the Company shall not exceed 15% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time.

## 7. AUDIT COMMITTEE

At the date of this report, the Audit Committee comprises the following members, the majority, including the Chairman, of whom are independent:

Tan Chuan Lye (Chairman)  
 Tan Cher Liang  
 Tan Guan Hiang  
 Loh Eu Tse Derek

# Directors' Statement

## 7. AUDIT COMMITTEE (CONT'D)

The Audit Committee held four meetings since the last Directors' Statement and carried out its functions in accordance with section 201B(5) of the Act, the Listing Manual and the Code of Corporate Governance 2018 (last amended on 11 January 2023) which include the following:

- reviewing the Group's financial statements, and significant financial reporting issues and judgements so as to ensure the integrity of the financial statements and any formal announcements relating to the Group's financial performance before their submission to the board of directors;
- reviewing the audit plans and reports of the internal and external auditors and to consider the effectiveness of the actions taken by management on the auditors' recommendations;
- ensuring that management provides assistance and co-operation to the internal and external auditors;
- evaluating the adequacy and effectiveness of the Group's internal controls and risk management systems by, *inter alia*, reviewing the reports of the internal and external auditors, and management's responses and actions to correct any deficiencies and reporting the same to the board of directors at least annually;
- reviewing the independence, adequacy and effectiveness of the Group's internal audit function;
- reviewing the assurance from the executive directors (including the Group Chief Executive who is an executive director) and the Chief Financial Officer on the financial records and financial statements;
- making recommendations to the board of directors on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditors;
- making recommendations to the board of directors on the remuneration and terms of engagement of the external auditors;
- reviewing the independence and objectivity of the external auditors at least annually; and
- reviewing interested person transactions (as defined in the Listing Manual).

In addition, the Audit Committee is tasked to commission independent investigations of any suspected fraud or irregularity, which has or is likely to have a material impact on the Group's operating results or financial position, and to review the findings of such investigations. The Audit Committee has reasonable resources to enable it to discharge its responsibilities properly. It has full access to, and the co-operation of, management and full discretion to invite any director or key executive to attend its meetings.

The Audit Committee also meets with the internal and external auditors without management, at least annually and whenever necessary to review the adequacy and effectiveness of audit arrangements, with emphasis on the scope and quality of audit and the independence and objectivity of the auditors, and the results of the audit functions.

The Company has complied with Rules 712 and 715 of the Listing Manual in the appointment of its external auditors. The Audit Committee and the board of directors confirmed that they are satisfied that the appointment of different auditors for the Group's subsidiaries and associates would not compromise the standard and effectiveness of the audit of the Group.

No non-audit services were rendered by the external auditors during the reporting year. The Audit Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the board of directors that the external auditors, RSM SG Assurance LLP, be nominated for re-appointment as auditors at the forthcoming Annual General Meeting of the Company.

# Directors' Statement

## 8. INDEPENDENT AUDITORS

The independent auditors, RSM SG Assurance LLP, have expressed their willingness to accept re-appointment.

On behalf of the board of directors

Soh Siak Poh Benedict  
Director

Simon Ong Chin Sim  
Director

20 March 2026

# Independent Auditor's Report

to the Members of Kingsmen Creatives Ltd.

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the accompanying financial statements of Kingsmen Creatives Ltd. (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the reporting year then ended, and notes to the financial statements, including material accounting policy information.

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

### Basis for opinion

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

### 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 reporting year. 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.

#### (1) Recognition of contract revenue

The Group largely recognises revenue and profit from contract for project works over time, based on the progress of each contract. The progress is assessed based on reference to certification of work performed as at the reporting year end. Where there is no certification of value available, the progress is assessed with reference to the proportion of contract costs incurred for the work performed as at the reporting year end, relative to the estimated total costs of the contract at completion. The recognition of revenue and profit is therefore dependent on management's estimates in relation to the final revenue and costs of each contract. Cost contingencies may also be included in the estimates to take into account specific uncertainties arising within each contract. These contingencies are reviewed by management throughout the contract life and adjusted where appropriate. Subsequent variations from the initially agreed scope of work are included in the estimates. The amounts to be included are recognised when the Group believes it is probable that a significant revenue reversal will not occur when the uncertainty associated with the variations are subsequently resolved. Significant management's judgements are exercised in estimating the amount of revenue to be recognised by the Group, assessing the level of cost contingencies, and recognising variation orders and claims. There is a risk that the Group's recognition of contract revenue may not be reasonable. Please refer to Note 2 of the financial statements on material accounting policy information and Note 3 of the financial statements on critical judgements, assumptions and estimation uncertainties. Further information in relation to contract revenue is provided in Notes 6 and 23 of the financial statements.

# Independent Auditor's Report

to the Members of Kingsmen Creatives Ltd.

## Key audit matters (cont'd)

### (1) Recognition of contract revenue (cont'd)

We have selected a sample of contracts that met certain qualitative and quantitative criteria to assess the reasonableness of management's estimates. We have examined the key contract terms identifying relevant contractual mechanisms such as liquidated damages, defects liability and warranties. We have obtained relevant information from management when assessing whether these key terms have been appropriately accounted for in the financial statements. We have performed a review of prior and current contract project budgets, available third party evidence and historical trends and assessed consistency with the progress of projects supported by the detailed status reports during the current reporting year to assess the reasonableness of management's estimates used to determine costs to complete. In relation to actual costs incurred to date, we have tested the costs incurred to suppliers' invoices and other supporting documents. We have performed tests and assessed the variation orders and claims recognised on projects. We have also assessed the adequacy and appropriateness of the disclosures made in the financial statements.

### (2) Assessment of impairment of goodwill

Management monitors and assesses at least annually to determine whether goodwill has suffered any impairment loss. The assessment, based on the 'value in use' method, is complex and involves significant management's judgements about the future results of the business and the budgeted gross margins, discount rates and growth rates applied to cash flow forecasts. There is a risk that the Group's goodwill may be overstated and impairment loss is not provided. Please refer to Note 2 of the financial statements on material accounting policy information and Note 3 of the financial statements on critical judgements, assumptions and estimation uncertainties. Further information in relation to goodwill is provided in Note 16 of the financial statements.

Management's 'value in use' estimates require significant judgements and the determination of the recoverable amounts is a key focus area of our audit. We have discussed with management the process over the determination of the 'value in use' estimates. Our audit procedures included, among others, using our in-house valuation specialist to assist us in evaluating and challenging management's methodologies and 'value in use' estimates for indications of possible bias on the part of management. This is done through our knowledge of the cash-generating units' operations, their past performance, management's growth strategies and cost initiatives. We have evaluated the discount rates and growth rates for their appropriateness and tested the accuracy of the computations. We have also assessed the adequacy and appropriateness of the disclosures made in the financial statements.

### (3) Assessment of expected credit loss of trade receivables and contract assets

Management monitors and assesses the Group's credit risk, and where required, adjust the level of allowance for expected credit losses on trade receivables and contract assets, which requires significant management's judgements regarding the expected future financial condition and ability of future receipts from the debtors, especially where the debts are past due. Management's approach in assessing recoverability of the trade receivables and contract assets includes analysing historical collection trends and credit standings of the debtors. There is a risk that the Group's trade receivables which are past due and contract assets for project works completed which are yet to be billed but not impaired may not be recoverable and allowance for expected credit losses on trade receivables and contract assets may not be adequate or reasonable. Please refer to Note 2 of the financial statements on material accounting policy information and Note 3 of the financial statements on critical judgements, assumptions and estimation uncertainties. Further information in relation to trade receivables and contract assets is provided in Notes 24 and 33, and Note 23 of the financial statements respectively.

# Independent Auditor's Report

to the Members of Kingsmen Creatives Ltd.

## Key audit matters (cont'd)

### (3) Assessment of expected credit loss of trade receivables and contract assets (cont'd)

We have evaluated management's assessment of the recoverability of the Group's trade receivables which are past due and contract assets for project works completed which are yet to be billed but not impaired as at the reporting date, including the assessment of any allowance for expected credit losses to be made by the Group in respect of overdue trade receivables and contract assets. This is undertaken by considering amongst others, available evidence which includes credit rating, actual or expected significant changes in operating results, actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant increase in credit risk of the debtors and factors such as subsequent receipts, past payment practices, ongoing business relationship and repayment schedule as agreed with the debtors. We have enquired with management regarding the reasons for the delay in payments of the overdue trade receivables and billings of the contract assets and assessed the explanations provided by management for the delayed payments and billings. We have also assessed the adequacy and appropriateness of the disclosures made in the financial statements.

### (4) Assessment of impairment of investments in subsidiaries and recoverability of amounts due from subsidiaries

Management monitors and assesses at each reporting date to determine whether there are indicators of impairment of investments in subsidiaries and non-recoverability of amounts due from subsidiaries, especially where the amounts are past due, and if there are such indicators, cash flow forecasts are performed to assess the recoverable amounts of investments in subsidiaries and amounts due from subsidiaries. The assessment is complex and involves significant management's judgements about the future results of the business and the budgeted gross margins, discount rates and growth rates applied to cash flow forecasts. There is a risk that the Group's investments in subsidiaries and amounts due from subsidiaries which are past due but not impaired may not be recoverable and impairment loss and allowance for expected credit losses respectively may not be adequate or reasonable. Please refer to Note 2 of the financial statements on material accounting policy information and Note 3 of the financial statements on critical judgements, assumptions and estimation uncertainties. Further information in relation to investments in subsidiaries and amounts due from subsidiaries is provided in Note 17 and Note 24 of the financial statements respectively.

Management's estimates applied to the cash flow forecasts require significant judgements and the determination of the recoverable amounts is a key focus area of our audit. We have discussed with management the process over the determination of the estimates applied to the cash flow forecasts. Our audit procedures included, among others, evaluating and challenging management's methodologies and estimates used in the cash flow forecasts for indications of possible bias on the part of management. This is done through our knowledge of the cash-generating units' operations, their past performance, management's growth strategies and cost initiatives. We have evaluated the discount rates and growth rates for their appropriateness and tested the accuracy of the computations. We have also assessed the adequacy and appropriateness of the disclosures made in the financial statements.

We have evaluated management's assessment of the recoverability of amounts due from subsidiaries which are past due but not impaired as at the reporting date, including the assessment of any allowance for expected credit losses to be made by the Group in respect of overdue amounts. This is undertaken by considering amongst others, available evidence which includes actual or expected significant changes in operating results, actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant increase in credit risk of the subsidiaries and factors such as subsequent receipts, past payment practices, ongoing business relationship and repayment schedule as agreed with the subsidiaries. We have enquired with management regarding the reasons for the delay in payments of the overdue amounts and assessed the explanations provided by management for the delayed payments. We have also assessed the adequacy and appropriateness of the disclosures made in the financial statements.

# Independent Auditor's Report

to the Members of Kingsmen Creatives Ltd.

## Other information

Management is responsible for the other information. The other information comprises the information included in the annual 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 and we do not express any form of assurance conclusion thereon.

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

## Responsibilities of management and directors for the financial statements

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

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

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

## Auditor's responsibilities for the audit of the financial statements

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

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

- (a) 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 controls.
- (b) Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal controls.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

# Independent Auditor's Report

to the Members of Kingsmen Creatives Ltd.

## Auditor's responsibilities for the audit of the financial statements (cont'd)

- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) 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.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the directors with a statement that we have complied with 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current reporting year 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 benefits of such communication.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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

The engagement partner on the audit resulting in this independent auditor's report is Eu Chee Wei David.

RSM SG Assurance LLP  
Public Accountants and  
Chartered Accountants  
Singapore

20 March 2026

Engagement partner - effective from reporting year ended 31 December 2024

# Consolidated Statement of Profit or Loss and Other Comprehensive Income

Year ended 31 December 2025

	Note	Group	
		2025 \$'000	2024 \$'000
<b>Revenue</b>	6	372,544	388,433
Cost of sales		(280,340)	(297,987)
<b>Gross profit</b>		92,204	90,446
<b>Other items of income</b>			
Interest income	7	963	1,013
Other income	8	3,858	9,848
<b>Other items of expense</b>			
Depreciation of property, plant and equipment	15	(2,390)	(2,562)
Employee benefits expense	9	(62,714)	(66,062)
Other expenses	10	(15,239)	(15,485)
Interest expense	11	(643)	(1,108)
Share of results of associates		728	(64)
<b>Profit before tax</b>		16,767	16,026
Income tax expense	12	(3,118)	(2,264)
<b>Profit net of tax</b>		13,649	13,762
<b>Other comprehensive income/(loss):</b>			
Item that may be reclassified subsequently to profit or loss:			
Exchange differences on translating foreign operations, net of tax		(1,559)	(790)
		(1,559)	(790)
Items that will not be reclassified to profit or loss:			
Change in fair value of equity instruments at fair value through other comprehensive income		(44)	75
Defined benefit plan actuarial (loss)/gain, net of tax		(10)	10
		(54)	85
<b>Other comprehensive loss for the year, net of tax</b>		(1,613)	(705)
<b>Total comprehensive income</b>		12,036	13,057
<b>Profit/(loss) net of tax attributable to:</b>			
Equity holders of the Company		13,695	13,139
Non-controlling interests		(46)	623
<b>Profit net of tax</b>		13,649	13,762
<b>Total comprehensive income attributable to:</b>			
Equity holders of the Company		11,985	12,701
Non-controlling interests		51	356
<b>Total comprehensive income</b>		12,036	13,057
<b>Earnings per share attributable to equity holders of the Company (cents per share)</b>			
Basic	13	6.78	6.51
Diluted	13	6.78	6.51

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

# Statements of Financial Position

As at 31 December 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Land use rights	14	5,868	6,156	4,794	5,037
Property, plant and equipment	15	33,150	29,990	17,950	18,834
Intangible assets	16	5,070	5,426	–	–
Investments in subsidiaries	17	–	–	28,103	26,404
Investments in associates	18	3,617	2,983	2,086	2,099
Other investments	19	1,727	1,771	1,727	1,771
Right-of-use assets	20	3,721	5,648	10	3
Deferred tax assets	21	1,062	1,312	–	94
		<u>54,215</u>	<u>53,286</u>	<u>54,670</u>	<u>54,242</u>
<b>Current assets</b>					
Inventories	22	71	86	–	–
Contract assets	23	39,597	60,881	–	–
Trade and other receivables	24	94,886	81,831	3,326	3,971
Other assets	25	3,821	2,755	200	179
Cash and cash equivalents	26	92,164	78,235	7,791	8,489
		<u>230,539</u>	<u>223,788</u>	<u>11,317</u>	<u>12,639</u>
<b>Total assets</b>		<u>284,754</u>	<u>277,074</u>	<u>65,987</u>	<u>66,881</u>
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to equity holders of the Company</b>					
Share capital	27	29,161	29,191	29,161	29,191
Retained earnings		108,684	99,111	24,084	22,957
Other reserves	28	(9,733)	(8,106)	(1,327)	(1,283)
		<u>128,112</u>	<u>120,196</u>	<u>51,918</u>	<u>50,865</u>
Non-controlling interests		(3,844)	(3,558)	–	–
<b>Total equity</b>		<u>124,268</u>	<u>116,638</u>	<u>51,918</u>	<u>50,865</u>
<b>Non-current liabilities</b>					
Trade and other payables	29	1,169	1,208	–	–
Other financial liabilities	30	11,605	14,720	9,635	11,115
Deferred tax liabilities	21	539	469	76	–
		<u>13,313</u>	<u>16,397</u>	<u>9,711</u>	<u>11,115</u>
<b>Current liabilities</b>					
Contract liabilities	23	4,739	10,565	–	–
Trade and other payables	29	129,922	121,058	2,580	3,513
Other financial liabilities	30	3,863	7,735	1,435	1,303
Other liabilities	31	5,300	1,963	75	67
Income tax payable		3,349	2,718	268	18
		<u>147,173</u>	<u>144,039</u>	<u>4,358</u>	<u>4,901</u>
<b>Total liabilities</b>		<u>160,486</u>	<u>160,436</u>	<u>14,069</u>	<u>16,016</u>
<b>Total equity and liabilities</b>		<u>284,754</u>	<u>277,074</u>	<u>65,987</u>	<u>66,881</u>

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

# Statements of Changes in Equity

Year ended 31 December 2025

Group	Attributable to equity holders of the Company				Non-controlling interests	Equity, total
	Share capital	Retained earnings	Other reserves	Equity attributable to equity holders of the Company, total		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance at 1 January 2025</b>	29,191	99,111	(8,106)	120,196	(3,558)	116,638
Profit/(loss) for the year	–	13,695	–	13,695	(46)	13,649
<u>Other comprehensive income/(loss)</u>						
Foreign currency translation (Note 28)	–	–	(1,657)	(1,657)	98	(1,559)
Change in fair value of equity instruments at fair value through other comprehensive income (Note 28)	–	–	(44)	(44)	–	(44)
Defined benefit plan actuarial loss (Note 29)	–	(9)	–	(9)	(1)	(10)
Other comprehensive (loss)/income for the year, net of tax	–	(9)	(1,701)	(1,710)	97	(1,613)
<b>Total comprehensive income/(loss) for the year</b>	–	13,686	(1,701)	11,985	51	12,036
<u>Distributions to equity holders</u>						
Purchase of treasury shares (Note 27)	(30)	–	–	(30)	–	(30)
Dividends paid on ordinary shares (Note 32)	–	(4,039)	–	(4,039)	–	(4,039)
Total distributions to equity holders	(30)	(4,039)	–	(4,069)	–	(4,069)
<u>Changes in ownership interests in subsidiaries</u>						
Capital reduction paid to non-controlling interest of a subsidiary	–	–	–	–	(18)	(18)
Dividends paid to non-controlling interests of subsidiaries	–	–	–	–	(319)	(319)
Total changes in ownership interests in subsidiaries	–	–	–	–	(337)	(337)
<b>Total transactions with equity holders in their capacity as equity holders</b>	(30)	(4,039)	–	(4,069)	(337)	(4,406)
<u>Other</u>						
Appropriation to statutory reserve fund (Note 28)	–	(74)	74	–	–	–
<b>Total other</b>	–	(74)	74	–	–	–
<b>Closing balance at 31 December 2025</b>	29,161	108,684	(9,733)	128,112	(3,844)	124,268

# Statements of Changes in Equity

Year ended 31 December 2025

Group	Attributable to equity holders of the Company				Non-controlling interests	Equity, total
	Share capital	Retained earnings	Other reserves	Equity attributable to equity holders of the Company, total		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance at 1 January 2024</b>	29,191	88,088	(7,765)	109,514	(3,132)	106,382
Profit for the year	–	13,139	–	13,139	623	13,762
<u>Other comprehensive income/(loss)</u>						
Foreign currency translation (Note 28)	–	–	(522)	(522)	(268)	(790)
Change in fair value of equity instruments at fair value through other comprehensive income (Note 28)	–	–	75	75	–	75
Defined benefit plan actuarial gain (Note 29)	–	9	–	9	1	10
Other comprehensive income/(loss) for the year, net of tax	–	9	(447)	(438)	(267)	(705)
<b>Total comprehensive income/(loss) for the year</b>	–	13,148	(447)	12,701	356	13,057
<u>Distributions to equity holders</u>						
Dividends paid on ordinary shares (Note 32)	–	(2,019)	–	(2,019)	–	(2,019)
Total distributions to equity holders	–	(2,019)	–	(2,019)	–	(2,019)
<u>Changes in ownership interests in subsidiaries</u>						
Dividends paid to non-controlling interests of subsidiaries	–	–	–	–	(782)	(782)
Total changes in ownership interests in subsidiaries	–	–	–	–	(782)	(782)
<b>Total transactions with equity holders in their capacity as equity holders</b>	–	(2,019)	–	(2,019)	(782)	(2,801)
<u>Others</u>						
Transfer of fair value reserve upon disposal of equity instrument at fair value through other comprehensive income (Note 28)	–	23	(23)	–	–	–
Appropriation to statutory reserve fund (Note 28)	–	(129)	129	–	–	–
<b>Total others</b>	–	(106)	106	–	–	–
<b>Closing balance at 31 December 2024</b>	29,191	99,111	(8,106)	120,196	(3,558)	116,638

# Statements of Changes in Equity

Year ended 31 December 2025

Company	Attributable to equity holders of the Company			
	Share capital \$'000	Retained earnings \$'000	Other reserves \$'000	Equity, total \$'000
<b>Opening balance at 1 January 2025</b>	29,191	22,957	(1,283)	50,865
Profit for the year	–	5,166	–	5,166
<u>Other comprehensive loss</u>				
Change in fair value of equity instrument at fair value through other comprehensive income (Note 28)	–	–	(44)	(44)
Other comprehensive loss for the year, net of tax	–	–	(44)	(44)
<b>Total comprehensive income/(loss) for the year</b>	–	5,166	(44)	5,122
<u>Distributions to equity holders</u>				
Purchase of treasury shares (Note 27)	(30)	–	–	(30)
Dividends paid on ordinary shares (Note 32)	–	(4,039)	–	(4,039)
Total distributions to equity holders	(30)	(4,039)	–	(4,069)
<b>Total transactions with equity holders in their capacity as equity holders</b>	(30)	(4,039)	–	(4,069)
<b>Closing balance at 31 December 2025</b>	<b>29,161</b>	<b>24,084</b>	<b>(1,327)</b>	<b>51,918</b>
<b>Opening balance at 1 January 2024</b>	29,191	24,852	(1,335)	52,708
Profit for the year	–	101	–	101
<u>Other comprehensive income</u>				
Change in fair value of equity instruments at fair value through other comprehensive income (Note 28)	–	–	75	75
Other comprehensive income for the year, net of tax	–	–	75	75
<b>Total comprehensive income for the year</b>	–	101	75	176
<u>Distributions to equity holders</u>				
Dividends paid on ordinary shares (Note 32)	–	(2,019)	–	(2,019)
Total distributions to equity holders	–	(2,019)	–	(2,019)
<b>Total transactions with equity holders in their capacity as equity holders</b>	–	(2,019)	–	(2,019)
<u>Other</u>				
Transfer of fair value reserve upon disposal of equity instrument at fair value through other comprehensive income (Note 28)	–	23	(23)	–
<b>Total other</b>	–	23	(23)	–
<b>Closing balance at 31 December 2024</b>	<b>29,191</b>	<b>22,957</b>	<b>(1,283)</b>	<b>50,865</b>

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

# Consolidated Statement of Cash Flows

Year ended 31 December 2025

	Group	
	2025	2024
	\$'000	\$'000
<b>Cash flows from operating activities</b>		
Profit before tax	16,767	16,026
Adjustments for:		
Amortisation of intangible asset	21	29
Amortisation of land use rights	268	268
Bad trade debts written off	–	42
Bad non-trade debt written off	39	–
Depreciation of property, plant and equipment	3,397	3,934
Depreciation of right-of-use assets	2,317	2,320
Dividend income from equity instrument at fair value through other comprehensive income	(36)	(41)
Gain on disposal of assets classified as held for sale	–	(5,307)
Gain on lease terminations	(6)	(5)
Intangible asset written off	51	–
Inventories written off	–	682
Net gain on disposal of property, plant and equipment	(20)	(24)
Net impairment loss on doubtful trade receivables	1,118	3,069
Net write-back of impairment loss on doubtful non-trade receivables	–	(111)
Property, plant and equipment written off	346	229
Write-off of trade and other payables	(550)	(649)
Interest income	(963)	(1,013)
Interest expense	701	1,132
Share of results of associates	(728)	64
Currency realignment	741	(1,687)
<b>Operating cash flows before changes in working capital</b>	23,463	18,958
(Increase)/decrease in:		
Inventories	15	214
Contract assets	21,284	(11,763)
Trade and other receivables	(14,212)	2,014
Other assets	(915)	530
Increase/(decrease) in:		
Contract liabilities	(5,826)	382
Trade and other payables	8,196	4,309
Other liabilities	3,337	280
<b>Net cash flows from operations</b>	35,342	14,924
Interest received	963	1,013
Interest paid	(483)	(955)
Income taxes paid	(2,331)	(1,902)
<b>Net cash flows from operating activities</b>	33,491	13,080

# Consolidated Statement of Cash Flows

Year ended 31 December 2025

	Group	
	2025	2024
	\$'000	\$'000
<b>Cash flows from investing activities</b>		
Dividend income from an associate	22	–
Dividend income from equity instrument at fair value through other comprehensive income	36	41
Purchase of property, plant and equipment	(5,950)	(7,551)
Proceeds from disposal of assets classified as held for sale	–	16,470
Proceeds from disposal of other investment	–	23
Proceeds from disposal of property, plant and equipment	89	25
<b>Net cash flows (used in)/from investing activities</b>	<u>(5,803)</u>	<u>9,008</u>
<b>Cash flows from financing activities</b>		
Capital reduction paid to non-controlling interest of a subsidiary	(18)	–
Dividends paid on ordinary shares	(4,039)	(2,019)
Dividends paid to non-controlling interests of subsidiaries	(319)	(782)
Purchase of treasury shares	(30)	–
Proceeds from draw down of loans and borrowings	11,292	10,765
Repayment of loans and borrowings	(15,879)	(17,252)
Repayment of lease liabilities	(2,523)	(2,583)
(Increase)/decrease in deposits pledged for bank facilities	(911)	215
<b>Net cash flows used in financing activities</b>	<u>(12,427)</u>	<u>(11,656)</u>
<b>Net increase in cash and cash equivalents</b>	15,261	10,432
Effect of exchange rate changes on cash and cash equivalents	(2,243)	607
Cash and cash equivalents at beginning of year	78,058	67,019
<b>Cash and cash equivalents at end of year (Note 26)</b>	<u>91,076</u>	<u>78,058</u>

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

# Notes to the Financial Statements

31 December 2025

## 1. GENERAL

Kingsmen Creatives Ltd. (the "Company") is a limited liability company incorporated in the Republic of Singapore and is listed on the Singapore Exchange Securities Trading Limited. The registered office and principal place of business of the Company is located at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032.

The principal activities of the Company are investment holding and the provision of corporate marketing and other related services. The principal activities of the subsidiaries are disclosed in the note on investments in subsidiaries.

The financial statements are presented in Singapore dollars ("SGD" or "\$") and all values are rounded to the nearest thousand (\$'000) except when otherwise indicated and they cover the Company and the subsidiaries. The board of directors approved and authorised these financial statements for issue on the date of the directors' statement.

## 2. MATERIAL ACCOUNTING POLICY INFORMATION

### Accounting convention

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) ("SFRS(I)") as issued by the Singapore Accounting Standards Committee under the Accounting and Corporate Regulatory Authority, and the Companies Act 1967 (Singapore). The financial statements are prepared on a going concern basis under the historical cost convention except where an SFRS(I) requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies which are in accordance with SFRS(I) need not be applied when the effects of applying them are immaterial. The disclosures required by SFRS(I) need not be made if the information resulting from those disclosures are not material.

### Basis of presentation

The consolidated financial statements include the financial statements made up to the end of the reporting period of the Company and its subsidiaries (collectively, the "Group"). The consolidated financial statements are the financial statements of the Group in which the assets, liabilities, equity, income, expenses and cash flows of the Company and its subsidiaries are presented as those of a single economic entity and are prepared using uniform accounting policies for like transactions and other events in similar circumstances. All significant intragroup balances and transactions, including income, expenses and cash flows are eliminated on consolidation. Subsidiaries are consolidated from the date the Group obtains control of the investee and cease when the Group loses control of the investee. Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

Changes in the Group's ownership interest in a subsidiary that do not result in the loss of control are accounted for within equity as transactions with owners in their capacity as owners. In such circumstances, the carrying amounts of the Group's and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. When the Group loses control of a subsidiary, it derecognises the assets and liabilities and related equity components of the former subsidiary. Any gain or loss is recognised in profit or loss. Any investment retained in the former subsidiary is measured at fair value at the date when control is lost and is subsequently accounted as a jointly-controlled entity, an associate or a financial asset in accordance with SFRS(I) 9 Financial Instruments.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Basis of presentation (cont'd)

Certain of the above-mentioned requirements were applied on a prospective basis. The following differences, however, are carried forward in certain instances from the previous basis of consolidation prior to 1 January 2010:

- Acquisition of non-controlling interests, prior to 1 January 2010, was accounted for using the parent entity extension method, whereby, the difference between the consideration and the book value of the share of the net assets acquired were recognised in goodwill.
- Losses incurred by the Group were attributed to the non-controlling interest until the balance was reduced to nil. Any further losses were attributed to the Group, unless the non-controlling interest had a binding obligation to cover these losses. Losses prior to 1 January 2010 were not reallocated between non-controlling interest and the owners of the Company.
- Upon loss of control, the Group accounted for the investment retained at its proportionate share of net asset value at the date control was lost. The carrying amount of such investments as at 1 January 2010 has not been restated.

The Company's separate financial statements have been prepared on the same basis, and as permitted by the Companies Act 1967 (Singapore), the Company's separate statement of profit or loss and other comprehensive income is not presented.

### Basis of preparation of the financial statements

The preparation of the financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates and assumptions. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations and assumptions, management has made judgements in the process of applying the Group's accounting policies. The areas requiring management's subjective or complex judgements, or areas where estimates and assumptions are significant to the financial statements, are disclosed in the note on critical judgements, assumptions and estimation uncertainties.

### Revenue recognition

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

- Revenue from contract for project works is recognised in accordance with the accounting policy on contract revenue (see next note below).
- Revenue from sale of goods is recognised at a point in time when the performance obligation is satisfied by transferring a promised good to the customer which is when the customer obtains control of the good, generally on delivery or utilisation of the good.
- Revenue from rendering of services is recognised at a point in time when the performance obligation is satisfied which is when the significant acts have been completed and transfer of control occurs. For services that are not significant transactions, revenue is recognised as the services are provided.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Revenue recognition (cont'd)

- Rental revenue is recognised on a time-proportion basis that takes into account the effective yield on the asset on a straight-line basis over the lease term.
- Interest income is recognised using the effective interest method.
- Dividend income from equity instruments is recognised when the Group's right to receive payment is established.

### Contract revenue

The Group principally operates fixed price contracts. At contract inception, the Group assesses whether the Group transfers control over time or at a point in time by determining if (a) its performance creates or enhances an asset (for example, work-in-progress) that the customer controls as the asset is created or enhanced; or (b) its performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Where the customer controls the asset as it is created or enhanced; or the asset has no alternative use for the Group due to contractual restriction and the Group has enforceable rights to payment arising from the contractual terms, revenue is recognised over time by reference to the Group's progress towards completing the contract. The measure of progress is determined based on reference to certification of value of work performed to date. Where there is no certification of value available, the measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred. If the value of the contract transferred by the Group exceeds the payments, a contract asset is recognised. If the payments exceed the value of the contract transferred, a contract liability is recognised.

For contract where the Group does not have enforceable right to payment, revenue is recognised only when the completed contract is delivered to the customer and the customer has accepted it in accordance with the sales contract.

The period between the transfer of the completed contract and payment by the customer may exceed one year. For such contract, there is no significant financing component present as the payment term is an industry practice to protect the customer from the Group's failure to adequately complete some or all of its obligations under the contract. As a consequence, the Group does not adjust the transaction price for the time value of money.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by management.

For costs incurred in fulfilling the contract which are within the scope of another SFRS(I) (e.g. Inventories), these costs are accounted for in accordance with those other SFRS(I). If these costs are not within the scope of another SFRS(I), the Group will capitalise these costs as contract costs assets only if (a) these costs relate directly to a contract or an anticipated contract which the Group can specifically identify; (b) these costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and (c) these costs are expected to be recovered. Otherwise, such costs are recognised as an expense immediately.

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue over time. An impairment loss is recognised in the profit or loss to the extent that the carrying amount of capitalised contract costs exceeds the expected remaining consideration less any directly related costs not yet recognised as expenses.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Contract revenue (cont'd)

Contract modifications are accounted as follows:

- Contract modifications that add distinct goods or services at their standalone selling prices are accounted for as separate contracts.
- Contract modifications that add distinct goods or services but not at their standalone selling prices are accounted for as a continuation of the existing contract. The Group combines the remaining consideration in the original contract with the consideration promised in the modification to create a new transaction price that is then allocated to all remaining performance obligations.
- Contract modifications that do not add distinct goods or services are accounted for as a continuation of the original contract and the change is recognised as a cumulative adjustment to revenue at the date of modification.

### Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

### Borrowing costs

Borrowing costs are interest and other costs incurred in connection with the borrowing of funds. Interest expense is calculated using the effective interest rate method. Borrowing costs are recognised as an expense in the period in which they are incurred except that borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset that necessarily take a substantial period of time to get ready for their intended use or sale are capitalised as part of the cost of that asset until substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

### Employee benefits

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. The Group's legal or constructive obligation is limited to the amount that it is obligated to contribute to independently administered funds, such as the Central Provident Fund in Singapore and the Employees Provident Fund in Malaysia.

The Group operates an unfunded defined benefit plan for qualifying employees of its subsidiary in Indonesia. In accordance with the terms of their employment contracts, the benefits are calculated based on the last drawn salaries, length of services and rates set out in the relevant legislation. The Group's obligations under the defined benefit plan, calculated using the projected unit credit method, are determined based on actuarial assumptions and computations. Actuarial assumptions are updated for any material transactions and changes in circumstances at the end of each reporting period.

For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur.

A liability for bonuses is recognised where the Group is contractually obliged or where there is constructive obligation based on past practice.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Share-based compensation

Benefits to employees are also provided in the form of share-based payment transactions, whereby employees render services in exchange for shares. As there is no vesting period, the fair value of the employee services rendered is measured by reference to the fair value of the shares granted on the date of the grant which is expected to be the prevailing market price per share on the date of grant multiplied by the number of shares under each grant. This fair value amount is charged to profit or loss on the date of grant as an expense in the Group's income statement with a corresponding adjustment to the share capital account when new shares are issued, or to treasury shares account when treasury shares are re-issued to the employees.

### Income tax

Income taxes are accounted for using the asset and liability method that requires the recognition of taxes payable or refundable for the current reporting period and deferred tax liabilities and assets for the future tax consequence of events that have been recognised in the financial statements or tax returns. The measurements of current and deferred tax liabilities and assets are based on provisions of the enacted or substantively enacted tax laws at the end of each reporting period; the effects of future changes in tax laws or rates are not anticipated. Tax expense/(tax income) is the aggregate amount included in the determination of profit or loss for the reporting period in respect of current tax and deferred tax. Current tax and deferred tax are recognised as an income or as an expense in profit or loss unless the tax relates to items that are recognised in the same or a different period outside profit or loss. For such items recognised outside profit or loss, the current tax and deferred tax are recognised (a) in other comprehensive income if the tax is related to an item recognised in other comprehensive income and (b) directly in equity if the tax is related to an item recognised directly in equity. Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same income tax authority. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and is reduced, if necessary, by the amount of any tax benefits that, based on available evidence, are not expected to be realised. A deferred tax amount is recognised for all temporary differences, unless the deferred tax amount arises from the initial recognition of an asset or liability in a transaction which (i) is not a business combination; and (ii) at the time of the transaction, affects neither accounting profit nor taxable profit/(tax loss). A deferred tax liability or asset is recognised for all taxable temporary differences associated with investments in subsidiaries and associates except where the Group is able to control the timing of the reversal of the taxable temporary difference and it is probable that the taxable temporary difference will not reverse in the foreseeable future or for deductible temporary differences, they will not reverse in the foreseeable future and they cannot be utilised against taxable profits.

### Foreign currency transactions and balances

The functional currency of the Company is the Singapore dollar as it reflects the primary economic environment in which the Company operates.

Transactions in foreign currencies are recorded in the functional currency at the exchange rates ruling at the dates of the transactions. At the end of each reporting period, recorded monetary balances, balances measured at historical cost and balances measured at fair value that are denominated in non-functional currencies are reported at the exchange rates ruling at the end of the reporting period, initial transaction dates and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss, except when recognised in other comprehensive income.

The presentation currency is the functional currency.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Translation of financial statements of other entities

Each entity in the Group determines its appropriate functional currency to reflect the primary economic environment in which the entity operates in. In translating the financial statements of such an entity for incorporation in the consolidated financial statements in the presentation currency i.e. the Singapore dollar, the assets and liabilities denominated in other currencies are translated at the exchange rates ruling at the end of the reporting period and the profit or loss items are translated at average exchange rates for the reporting period. The resulting translation adjustments (if any) are recognised in other comprehensive income and accumulated in a separate component of equity until the disposal of that entity.

The step-by-step method is used whereby the financial statements of the foreign operation are first translated into the functional currency of any intermediate holding company/companies and then translated into the presentation currency of the Company.

### Segment reporting

The Group discloses financial and descriptive information about its consolidated reportable segments. Reportable segments are operating segments or aggregations of operating segments that meet specified criteria. Operating segments are components about which separate financial information is available that is evaluated regularly by the chief operating decision makers in deciding how to allocate resources and in assessing the performance. Generally, financial information is reported on the same basis as is used internally for evaluating operating segment performance and deciding how to allocate resources to operating segments.

### Subsidiaries

A subsidiary is an entity that is controlled by the Group and the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The existence and effect of substantive potential voting rights that the Group has the practical ability to exercise (that is, substantive rights) are considered when assessing whether the Group controls another entity.

In the Company's separate financial statements, an investment in a subsidiary is accounted for at cost less any allowance for impairment in value. Impairment loss recognised in profit or loss for a subsidiary is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying value and the net book value of the investment in a subsidiary are not necessarily indicative of the amount that would be realised in a current market exchange.

### Associates

An associate is an entity in which the Group has a significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. An investment in an associate includes goodwill on acquisition, which is accounted for in accordance with SFRS(I) 3 Business Combinations.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Associates (cont'd)

In the consolidated financial statements, investment in an associate is accounted for using the equity method. Under the equity method, the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the Group's share of the associate's net assets. Goodwill relating to an associate is included in the carrying amount of the investment and is neither amortised nor tested individually for impairment. Any excess of the Group's share of the net fair value of the associate's identifiable assets, liabilities and contingent liabilities over the cost of investment is deducted from the carrying amount of the investment and is recognised as income as part of the Group's share of results of the associate in the period in which the investment is acquired. The Group's profit or loss includes its share of the associate's profit or loss and the Group's other comprehensive income includes its share of the associate's other comprehensive income. Distributions received from an associate reduce the carrying amount of the investment. Losses of an associate in excess of the Group's interest in the associate are not recognised except to the extent that the Group has an obligation. Profits and losses resulting from transactions between the Group and an associate are recognised in the financial statements only to the extent of the Group's unrelated interests in the associate. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. The financial statements of the associate are prepared as of the same reporting date as the Company. Accounting policies of the associate are changed where necessary to ensure consistency with the policies adopted by the Group. The Group discontinues the use of the equity method of accounting from the date when its investment ceases to be an associate and accounts for the investment as a financial asset in accordance with SFRS(I) 9 Financial Instruments from that date. Any gain or loss is recognised in profit or loss. Any investment retained in the former associate is measured at fair value at the date that it ceases to be an associate.

In the Company's separate financial statements, an investment in an associate is accounted for at cost less any allowance for impairment in value. Impairment loss recognised in profit or loss for an associate is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying value and the net book value of the investment in an associate are not necessarily indicative of the amount that would be realised in a current market exchange.

### Business combinations

A business combination is a transaction or other event which requires that the assets acquired and liabilities assumed constitute a business. It is accounted for by applying the acquisition method of accounting.

The cost of a business combination includes the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the acquirer, in exchange for control of the acquiree. The acquisition-related costs are expensed in the periods in which the costs are incurred and the services are received. At acquisition date, the acquirer recognises, separately from goodwill, the identifiable assets acquired, the liabilities assumed and any non-controlling interest in the acquiree measured at acquisition date fair values as defined in and that meet the conditions for recognition under SFRS(I) 3 Business Combinations. If the acquirer has made a gain from a bargain purchase, that gain is recognised in profit or loss. For gain on bargain purchase, a reassessment is made of the identification and measurement of the acquiree's identifiable assets, liabilities and contingent liabilities and the measurement of the cost of the business combination and any excess remaining after this reassessment is recognised immediately in profit or loss.

For business combinations achieved in stages, any equity interest held in the acquiree is remeasured immediately before achieving control at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss.

Where the fair values are measured on a provisional basis, they are finalised within one year from the acquisition date with consequent retrospective changes to the amounts recognised at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognised as of that date.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Business combinations (cont'd)

Goodwill and fair value adjustments resulting from the application of acquisition method of accounting at the date of acquisition are treated as assets and liabilities of the acquired entity and are recorded at the exchange rates prevailing at the acquisition date and are subsequently translated at the exchange rates ruling at the end of the reporting period.

In comparison to the above-mentioned requirements, the following differences were applied to business combinations prior to 1 January 2010:

Business combinations are accounted for by applying the purchase method. Transaction costs directly attributable to the acquisition formed part of the acquisition costs. The non-controlling interest was measured at the proportionate share of the acquiree's identifiable net assets.

Business combinations achieved in stages were accounted for as separate steps. Adjustments to those fair values relating to previously held interests are treated as a revaluation and recognised in equity. Any additional acquired share of interest did not affect previously recognised goodwill.

### Non-controlling interests

Non-controlling interest is equity in a subsidiary not attributable, directly or indirectly, to the Group as the parent. The non-controlling interest is presented in the consolidated statement of financial position within equity, separately from the equity of the owners of the Company. For each business combination, any non-controlling interest in the acquiree (subsidiary) is initially measured either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Where the non-controlling interest is measured at fair value, the valuation techniques and key model inputs used are disclosed. Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

### Goodwill

Goodwill is an asset representing the future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognised. Goodwill is recognised as of the acquisition date and measured as the excess of (a) over (b); (a) being the aggregate of: (i) the consideration transferred measured at acquisition date fair value; (ii) the amount of any non-controlling interest in the acquiree measured either at fair value or at the non-controlling interest's proportionate share of the acquiree's net identifiable assets; and (iii) in a business combination achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree; and (b) being the net of the identifiable assets acquired and the liabilities assumed measured at acquisition date fair values in accordance with SFRS(I) 3 Business Combinations.

After initial recognition, goodwill acquired in a business combination is measured at cost less any accumulated impairment losses. Goodwill is not amortised. Irrespective of whether there is any indication of impairment, goodwill is tested for impairment at least annually. Goodwill impairment is not reversed in any circumstances.

For the purpose of impairment testing and since the acquisition date of the business combination, goodwill is allocated to each cash-generating unit, or groups of cash-generating units that are expected to benefit from the synergies of the business combination, irrespective of whether other assets or liabilities of the acquiree were assigned to those units or groups of units. Each unit or group of units to which the goodwill is so allocated represents the lowest level within the Group at which the goodwill is monitored for internal management purposes and is not larger than a segment.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Goodwill (cont'd)

Goodwill and fair value adjustments arising on the acquisition of foreign operations on or after 1 January 2005 are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated in accordance with the accounting policy on translation of financial statements of other entities.

Goodwill and fair value adjustments which arose on the acquisition of foreign operations before 1 January 2005 are deemed to be assets and liabilities of the Company and are recorded in SGD at the exchange rates prevailing at the date of acquisition.

### Land use rights

Land use rights are initially measured at cost. Following initial recognition, land use rights are measured at cost less any accumulated amortisation and accumulated impairment losses. The land use rights are amortised on a straight-line basis over the lease terms of 30 to 50 years.

### Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition, other than freehold land, at cost less any accumulated depreciation and accumulated impairment losses. The carrying amounts of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amounts may not be recoverable.

Cost includes acquisition cost, borrowing cost capitalised and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Depreciation is provided on a straight-line basis to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. Freehold land has an unlimited useful life and therefore is not depreciated. The estimated annual rates of depreciation are as follows:

Buildings	–	2% - 3.67%
Experiential and themed attractions	–	14.29% - 20%
Machinery and equipment	–	10% - 50%
Office equipment, computers and software	–	10% - 33.33%
Motor vehicles	–	10% - 25%
Furniture and fittings	–	8% - 20%
Renovations	–	6.7% - 30%

Assets under construction included in property, plant and equipment are not depreciated as these assets are not available for use.

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising from the derecognition of an item of property, plant and equipment is measured as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is recognised in profit or loss.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Property, plant and equipment (cont'd)

The residual value, useful life and depreciation method of an asset are reviewed at least at the end of each reporting period and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

### Leases

The Group assesses at contract inception whether a contract is, or contains, a lease i.e. if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### Group as a lessee

The Group recognises right-of-use assets representing the right to use the underlying assets and lease liabilities to make lease payments.

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date, and estimates of cost to dismantle and remove the underlying assets or to restore the underlying assets to the condition required by the terms and conditions of the leases or to restore the sites on which they are located, less any lease incentives received. The carrying amounts of right-to-use assets are reviewed for impairment when events or changes in circumstances indicate that the carrying amounts may not be recoverable. Right-of-use assets are depreciated as below on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, or if ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Production, office, storage and dormitory facilities	–	12 to 74 months
Office equipment	–	36 to 81 months
Motor vehicles	–	80 to 84 months

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the carrying amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured (with a corresponding adjustment to the carrying amount of right-of-use assets, or recorded in profit or loss if the carrying amount of the right-of-use assets has been reduced to zero) if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or a rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset, in which case the carrying amount of lease liabilities is remeasured by discounting the revised lease payments using a revised incremental borrowing rate, if the revised interest rate implicit in the lease is not readily determinable, at the effective date of the modification or change.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Leases (cont'd)

#### Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised in the period in which they are earned.

### Intangible assets

An identifiable non-monetary asset without physical substance is recognised as an intangible asset at acquisition cost 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. After initial recognition, an intangible asset with finite useful life is carried at cost less any accumulated amortisation and accumulated impairment losses. Intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. Intangible assets with indefinite useful lives or not yet available for use are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying amounts may be impaired individually or at the cash-generating unit level. An intangible asset with an indefinite useful life is not amortised. The useful life of an intangible asset with an indefinite useful life is reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis. An intangible asset is regarded as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the Group.

The amortisable amount of an intangible asset with finite useful life is allocated on a systematic basis over the best estimate of its useful life from the point at which the asset is ready for use. The amortisation period and amortisation method are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The estimated useful lives are as follows:

Customer relationships	–	60 to 72 months
Licences	–	84 to 156 months

Identifiable intangible assets acquired as part of a business combination are initially recognised separately from goodwill if the asset's fair value can be measured reliably, irrespective of whether the asset had been recognised by the acquiree before the business combination. An intangible asset is considered identifiable only if it is separable or if it arises from contractual or other legal rights, regardless of whether those rights are transferable or separable from the acquiree or from other rights and obligations.

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

### Impairment of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at the end of each reporting period for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Impairment of non-financial assets (cont'd)

The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples or other available fair value indicators. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). The Group bases its impairment calculations on detailed budgets and forecast calculations which are prepared separately for each of the Group's cash-generating units to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of three years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the third year.

At the end of each reporting period, non-financial assets, other than goodwill, with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. 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. Such reversal is recognised in profit or loss.

### Inventories

Inventories are measured at the lower of cost (weighted average method) and net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. A write down on cost is made where the cost is not recoverable or if the selling prices have declined.

### Financial assets

A financial asset is recognised on the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instrument. The initial recognition of financial asset is at fair value normally represented by the transaction price. The transaction price for financial asset not classified at fair value through profit or loss includes the transaction costs that are directly attributable to the acquisition or issue of the financial asset. Transaction costs incurred on the acquisition or issue of financial asset classified at fair value through profit or loss are expensed immediately. The transactions are recorded at the trade date.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

The Group's financial assets include investments in debt instruments at amortised cost and investments in equity instruments at fair value through other comprehensive income. Subsequent measurement of the financial assets is as follows:

#### Investments in debt instruments at amortised cost

Investments in debt instruments that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Financial assets (cont'd)

#### Investments in equity instruments at fair value through other comprehensive income

On initial recognition of investments in equity instruments that are not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in other comprehensive income. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in other comprehensive income, changes in fair value are recognised in profit or loss.

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of an investment in debt instrument at amortised cost, the difference between the carrying amount and the sum of the consideration received is recognised in profit or loss. On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at fair value through other comprehensive income, the cumulative gain or loss that had been recognised in other comprehensive income is not reclassified to profit or loss but is transferred to retained earnings.

#### **Impairment of financial assets and contract assets**

The Group recognises an allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortised cost and contract assets. ECL is based on the difference between contracted cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the assets. ECL is recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECL is provided for credit losses that result from default events that are possible within the next twelve months (12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (lifetime ECL).

To the extent that it is feasible, the Group assesses credit risk on assets on an individual basis. In cases where that process is not feasible, a collective assessment is performed. The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. The Group considers an asset to be in default when the counterparty is unlikely to pay its credit obligations to the Group in full, without recourse actions by the Group, if any. To assess whether there is a significant increase in credit risk, the Group compares the risk of default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forward-looking information which includes internal credit rating, external credit rating, actual or expected significant changes in the operating results, actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the ability to meet obligations and significant increases in credit risk on other financial instruments of the counterparty. The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk of an asset has increased significantly since initial recognition when contractual payments are more than 90 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise. The asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Cash and cash equivalents

Cash and cash equivalents include bank and cash balances, on demand deposits and any highly liquid debt instruments purchased with an original maturity of three months or less. For the statement of cash flows, the item includes cash and cash equivalents less bank overdrafts payable on demand and cash subject to restriction that form an integral part of cash management.

### Classification of equity and liabilities

A financial instrument is classified as a liability or as equity in accordance with the substance of the contractual arrangement on initial recognition. Equity instruments are contracts that give a residual interest in the net assets of the Group. Where the financial instrument does not give rise to a contractual obligation on the part of the issuer to make payment in cash or kind under conditions that are potentially unfavourable, it is classified as an equity instrument. Ordinary shares are classified as equity. Equity instruments are recognised at the amount of proceeds received net of incremental costs directly attributable to the transaction. Dividends on equity are recognised as liabilities when they are approved for payment.

### Treasury shares

Where the Company reacquires its own equity instruments as treasury shares, the consideration paid, including any directly attributable incremental cost is deducted from equity attributable to the Company's owners until the shares are cancelled, reissued or disposed of. Where such shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's owners and no gain or loss is recognised in profit or loss. Voting rights relating to the treasury shares are nullified for the Company and no dividends are allocated to them.

### Financial liabilities

A financial liability is recognised on the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instrument. The initial recognition of financial liability is at fair value normally represented by the transaction price. The transaction price for financial liability not classified at fair value through profit or loss includes the transaction costs that are directly attributable to the acquisition or issue of the financial liability. Transaction costs incurred on the acquisition or issue of financial liability classified at fair value through profit or loss are expensed immediately. The transactions are recorded at the trade date.

After initial recognition, all changes in fair value relating to liabilities at fair value through profit or loss are charged to profit or loss as incurred. Financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses on such financial liabilities are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. On derecognition, the difference between the carrying amount and the consideration paid is recognised in profit or loss.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Fair value measurement

Fair value is taken to be the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date (that is, an exit price). It is a market-based measurement, not an entity-specific measurement. When measuring fair value, management uses the assumptions that market participants would use when pricing the asset or liability under current market conditions, including assumptions about risk. The Group's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value. In making the fair value measurement, management determines the following: (a) the particular asset or liability being measured (these are identified and disclosed in the relevant notes to the financial statements); (b) for a non-financial asset, the highest and best use of the asset and whether the asset is used in combination with other assets or on a stand-alone basis; (c) the market in which an orderly transaction would take place for the asset or liability; and (d) the appropriate valuation techniques to use when measuring fair value. The valuation techniques used maximise the use of relevant observable inputs and minimise unobservable inputs. These inputs are consistent with the inputs a market participant may use when pricing the asset or liability.

The fair value measurements and related disclosures categorise the inputs to valuation techniques used to measure fair value by using a fair value hierarchy of three levels. These are recurring fair value measurements unless stated otherwise in the relevant notes to the financial statements. Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date. Level 2 inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. Level 3 inputs are unobservable inputs for the asset or liability. The level is measured on the basis of the lowest level input that is significant to the fair value measurement in its entirety. Transfers between levels of the fair value hierarchy are deemed to have occurred at the beginning of each reporting period. If a financial instrument measured at fair value has a bid price and an ask price, the price within the bid-ask spread or mid-market pricing that is most representative of fair value in the circumstances is used to measure fair value regardless of where the input is categorised within the fair value hierarchy. If there is no market, or the markets available are not active, the fair value is established by using an acceptable valuation technique.

The disclosures of fair value of current financial instruments are not made when the carrying amounts of these current financial instruments are reasonable approximation of their fair values. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of each reporting period and in the event, the fair values are disclosed in the relevant notes to the financial statements.

### Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimate of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditure expected to be required to settle the obligation using a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting period they occur.

# Notes to the Financial Statements

31 December 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

### Contingencies

A contingent liability is (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or (b) a present obligation that arises from past events but is not recognised because: (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or (ii) the amount of the obligation cannot be measured with sufficient reliability. A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. Contingent liabilities and assets are not recognised on the statement of financial position, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

## 3. CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES

The critical judgements made in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the financial statements and the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of each reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities currently or within the next reporting period are discussed below. These judgements, assumptions and estimates are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

### Contract revenue

The Group recognises contract revenue over time by reference to the Group's progress towards completing the contract. The measure of progress is determined based on reference to certification of value of work performed to date ("output method"). Where there is no certification of value available, the measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs ("input method"). Significant assumptions and judgements are used to estimate the total contract costs to complete which are used in the input method to determine the Group's recognition of contract revenue. The estimated total contract costs are reviewed every reporting period and adjusted where necessary, with the corresponding adjustment to profit margin being recognised prospectively from the date of change. The estimates are made based on past experience and the work of specialists. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred. When it is probable that the total contract costs will exceed the total contract revenue, a provision for onerous contracts is recognised immediately. The carrying amount of assets and liabilities arising from contract revenue at the end of the reporting year are disclosed in the notes on contract assets and contract liabilities.

### Unbilled contract revenue

Costs and estimated profits in excess of billings on uncompleted contracts include amounts that management seek or will seek to collect from customers or others, which may include amounts for changes in contract specifications or design, contracts in dispute or other unanticipated additional contract costs. Such amounts are recorded at estimated net realisable value and take into account factors that may affect the Group's ability to bill unbilled revenues and collect amounts after billing.

# Notes to the Financial Statements

31 December 2025

## 3. CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES (CONT'D)

### Income taxes

The Group recognises tax liabilities and tax assets based on an estimation of the likely taxes due, which requires significant judgement as to the ultimate tax determination of certain items. Where the actual amount arising from these issues differs from these estimates, such differences will have an impact on income tax and deferred tax amounts in the period when such determination is made. In addition, judgement is required in determining the amount of current and deferred tax recognised and the extent to which amounts should or can be recognised. A deferred tax asset is recognised if it is probable that the Group will earn sufficient taxable profit in future periods to benefit from a reduction in tax payments. This involves management making assumptions within its overall tax planning activities and periodically reassessing them in order to reflect changed circumstances as well as tax regulations. Moreover, the measurement of a deferred tax asset or liability reflects the manner in which the Group expects to recover the asset's carrying value or settle the liability. As a result, due to their inherent nature, assessments of likelihood are judgemental and not susceptible to precise determination. The income tax amounts are disclosed in the notes on income tax and deferred tax.

### Impairment of debt instruments at amortised cost and contract assets

An allowance for expected credit losses ("ECL") is made for doubtful debt instruments at amortised cost and contract assets resulting from the subsequent inability of the counterparties to make required payments. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the assets. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECL is provided for credit losses that result from default events that are possible within the next twelve months (12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (lifetime ECL). The carrying amount of debt instruments at amortised cost and contract assets at the end of the reporting period might change materially within the next reporting period and these changes may arise from assumptions or other sources of estimation uncertainty at the end of the previous reporting period. The carrying amount of debt instruments at amortised cost at the end of the reporting year is disclosed in the notes on trade and other receivables and cash and cash equivalents, and the carrying amount of contract assets at the end of the reporting year is disclosed in the note on contract assets.

### Impairment of property, plant and equipment and right-of-use assets

An assessment is made at the end of each reporting period to determine whether there is any indication that property, plant and equipment and right-of-use assets may be impaired. If any such indication exists, an estimate is made of the recoverable amount of the assets which are determined based on fair value less cost of disposal or value in use calculations. These calculations require the use of assumptions. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting period that are different from assumptions could require a material adjustment to the carrying amount of property, plant and equipment disclosed in the note on property, plant and equipment, and to the carrying amount of right-of-use assets disclosed in the note on right-of-use assets.

### Useful lives of property, plant and equipment

The estimates for the useful lives and related depreciation charges for property, plant and equipment are based on commercial and other factors which could change significantly as a result of innovations and in response to market conditions. The depreciation charge is revised where useful lives are different from previously estimated lives, or the carrying amounts impaired for technically obsolete items or assets that have been abandoned. The carrying amount of property, plant and equipment at the end of the reporting year is disclosed in the note on property, plant and equipment.

# Notes to the Financial Statements

31 December 2025

## 3. CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES (CONT'D)

### Impairment of intangible assets

An assessment is made at least annually to determine whether intangible assets have suffered any impairment loss. The assessment process is complex and highly judgemental and is based on assumptions, in particular about the future results of the business and the budgeted gross margins, discount rates and growth rates applied to cash flow forecasts, that are affected by expected future market or economic conditions. Judgement is required in evaluating the assumptions and methodologies used by management as disclosed in the note on intangible assets. Actual outcomes could vary from these estimates.

### Impairment of investments in subsidiaries and associates

When a subsidiary or an associate is in net equity deficit and/or has suffered operating losses, the recoverable amount of the investee is estimated to assess whether the investment in the investee has suffered any impairment. This determination requires significant judgement. An estimate is made of the future profitability of the investee and the financial health of and near-term business outlook for the investee, including factors such as industry and sector performance and operational and financing cash flow. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting period that are different from assumptions could require adjustments to the carrying amount of the investments in subsidiaries and associates. The carrying amount of investments in subsidiaries and associates at the end of the reporting year is disclosed in the notes on investments in subsidiaries and investments in associates respectively.

## 4. RELATED PARTY RELATIONSHIPS AND TRANSACTIONS

SFRS(I) 1-24 Related Party Disclosures requires the Group to disclose transactions with its related parties and relationships between parents and subsidiaries irrespective of whether there have been transactions between these related parties. A party is related to another party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

In these financial statements, related companies comprise subsidiaries and associates within the Group and related parties comprise directors of the Company, key management personnel of the Group, entities in which directors of the Company have significant influence or control and entities in which the Company has equity interest.

There are transactions and arrangements between the Group and the related companies and related parties and the effects of these on the basis determined between the related companies and related parties are reflected in these financial statements.

Intragroup transactions and balances that have been eliminated in the consolidated financial statements are not disclosed as related company transactions and balances.

# Notes to the Financial Statements

31 December 2025

## 4. RELATED PARTY RELATIONSHIPS AND TRANSACTIONS (CONT'D)

In addition to the transactions disclosed elsewhere in the notes to the financial statements, significant related company and related party transactions include the following:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<u>Associates</u>				
Sales	323	117	–	–
Purchases	2,278	2,984	9	15
Corporate fee income	146	135	146	135
Dividend income	22	–	22	–
Rental income	5	16	5	16
<u>Related parties</u>				
Sales	3,458	216	–	–
Purchases	1,269	1,893	11	21
Corporate fee income	247	237	247	237
Dividend income	36	41	36	41

### Key management personnel compensation

	Group	
	2025	2024
	\$'000	\$'000
Salaries, other short-term employee benefits and contributions to defined contribution plans	10,644	12,339
Comprise amounts paid/payable to:		
– Directors of the Company	3,578	4,165
– Other key management personnel	7,066	8,174

Key management personnel are the directors and those persons having authority and responsibility over the activities of the Group. Key management personnel compensation is included under employee benefits expense.

# Notes to the Financial Statements

31 December 2025

## 5. SEGMENT INFORMATION

Disclosure of information about the operating segments, products and services, geographical areas and major customers are made as required by SFRS(I) 8 Operating Segments. This disclosure standard has no impact on the reported results or financial position of the Group.

For management purposes, the Group is organised into business units based on their products and services, and has five reportable operating segments as follows:

- (a) The Exhibitions, Thematic and Attractions segment relates to the production of exhibition displays for trade shows and promotional events, interiors and displays for museums and visitor centres, and thematic and scenic displays for theme parks, as well as the development and operation of experiential and themed attractions.
- (b) The Retail and Corporate Interiors segment relates to the provision of interior fitting-out services to retail and commercial properties.
- (c) The Research and Design segment relates to design works for upmarket specialty stores, departmental stores, eateries, museums, visitors' centres, corporate offices, showrooms, trade shows, events, promotional functions and festivals.
- (d) The Experiential Marketing segment relates to event management, branding consultancy services and custom publishing.
- (e) The Corporate and Others segment relates to Group-level corporate services.

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated by the chief operating decision makers based on operating profit or loss. Income taxes are managed on a group basis and are not allocated to operating segments.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Segment assets and liabilities are not disclosed as they are not regularly provided to the chief operating decision makers.

The tables below illustrate the information about the reportable segment profit or loss.

# Notes to the Financial Statements

31 December 2025

## 5. SEGMENT INFORMATION (CONT'D)

Group	Exhibitions, Thematic and Attractions \$'000	Retail and Corporate Interiors \$'000	Research and Design \$'000	Experiential Marketing \$'000	Corporate and Others \$'000	Eliminations \$'000	Consolidated Financial Statements \$'000
<b>2025</b>							
<b>Revenue</b>							
External customers	172,410	170,200	19,969	9,965	–	–	372,544
Inter-segment (Note A)	7,107	721	–	367	–	(8,195)	–
Total revenue	179,517	170,921	19,969	10,332	–	(8,195)	372,544
<b>Results</b>							
Interest income	410	321	84	54	94	–	963
Interest expense	(163)	(254)	(45)	(14)	(225)	–	(701)
Amortisation of intangible asset	(21)	–	–	–	–	–	(21)
Amortisation of land use rights	–	(25)	–	–	(243)	–	(268)
Bad non-trade debt written off	–	–	–	–	(39)	–	(39)
Depreciation of property, plant and equipment	(1,878)	(606)	(391)	(95)	(427)	–	(3,397)
Depreciation of right-of-use assets	(565)	(1,534)	(207)	(9)	(2)	–	(2,317)
Dividend income from equity instrument at fair value through other comprehensive income	–	–	–	–	36	–	36
Gain on lease terminations	1	5	–	–	–	–	6
Intangible asset written off	(51)	–	–	–	–	–	(51)
Net gain on disposal of property, plant and equipment	7	13	–	–	–	–	20
Net impairment loss on doubtful trade receivables	(905)	(191)	(22)	–	–	–	(1,118)
Property, plant and equipment written off	(341)	(2)	(1)	–	(2)	–	(346)
Write-off of trade and other payables	124	395	–	15	16	–	550
Share of results of associates	767	(35)	(4)	–	–	–	728
Segment profit/(loss)	6,327	9,617	1,727	(327)	(577)	–	16,767

\* Amount less than \$1,000

# Notes to the Financial Statements

31 December 2025

## 5. SEGMENT INFORMATION (CONT'D)

Group	Exhibitions,					Eliminations	Consolidated Financial Statements
	Thematic and Attractions	Retail and Corporate Interiors	Research and Design	Experiential Marketing	Corporate and Others		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2024</b>							
<b>Revenue</b>							
External customers	187,262	171,204	19,019	10,948	–		388,433
Inter-segment (Note A)	3,902	6,345	–	1,560	–	(11,807)	–
Total revenue	191,164	177,549	19,019	12,508	–	(11,807)	388,433
<b>Results</b>							
Interest income	258	306	161	107	181		1,013
Interest expense	(72)	(427)	(6)	(4)	(623)		(1,132)
Amortisation of intangible asset	(29)	–	–	–	–		(29)
Amortisation of land use rights	–	(25)	–	–	(243)		(268)
Bad trade debts written off	(24)	–	–	–	(18)		(42)
Depreciation of property, plant and equipment	(2,262)	(804)	(314)	(89)	(465)		(3,934)
Depreciation of right-of-use assets	(424)	(1,469)	(416)	(9)	(2)		(2,320)
Dividend income from equity instrument at fair value through other comprehensive income	–	–	–	–	41		41
Gain on disposal of assets classified as held for sale	–	5,307	–	–	–		5,307
Gain on lease terminations	–	5	–	–	–		5
Inventories written off	–	(682)	–	–	–		(682)
Net gain on disposal of property, plant and equipment	1	23	–	–	–		24
Net impairment loss on doubtful trade receivables	(819)	(2,102)	(35)	(113)	–		(3,069)
Net write-back of impairment loss/(impairment loss) on doubtful non-trade receivables	354	(243)	–	–	–		111
Property, plant and equipment written off	(12)	(217)	–	–	–		(229)
Write-off of trade and other payables	372	90	124	49	14		649
Share of results of associates	(43)	(17)	(4)	–	–		(64)
Segment profit/(loss)	1,658	13,152	1,338	560	(682)		16,026

Note: Nature of eliminations to arrive at amounts reported in the consolidated financial statements is as follows:

A. Inter-segment revenue are eliminated on consolidation.

# Notes to the Financial Statements

31 December 2025

## 5. SEGMENT INFORMATION (CONT'D)

### Geographical information

Revenue by geographical location are based on the location of customers, except for site orders of booth accessories placed by customers for official trade shows, which are based on location of the shows.

	Group	
	2025	2024
	\$'000	\$'000
Revenue by geographical location are as follows:		
South Asia *	242,686	271,462
North Asia **	106,445	99,801
Middle East	1,003	642
United States and Canada	11,490	6,937
Europe	4,061	5,822
Others	6,859	3,769
	372,544	388,433

\* Included revenue of \$157,562,000 (2024: \$183,925,000) for Singapore.

\*\* Included revenue of \$50,431,000 (2024: \$46,352,000) for People's Republic of China.

### Information about major customers

For the reporting years ended 31 December 2025 and 2024, the Group does not have revenue from transactions with a single customer that amounted to 10 per cent or more of the Group's revenue.

## 6. REVENUE

	Group	
	2025	2024
	\$'000	\$'000
Contract revenue	371,208	387,136
Sale of goods	238	446
Rental of equipment	1,098	851
	372,544	388,433

Majority of the revenue is recognised over time, and the balance, at a point in time.

# Notes to the Financial Statements

31 December 2025

## 6. REVENUE (CONT'D)

Disaggregation of revenue by geographical location are based on the location of customers, except for site orders of booth accessories placed by customers for official trade shows, which are based on location of the shows.

Segments	Exhibitions, Thematic and Attractions		Retail and Corporate Interiors		Research and Design		Experiential Marketing		Total Revenue	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Group	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Geographical location</u>										
South Asia	111,892	140,459	111,128	108,304	10,031	12,940	9,635	9,759	242,686	271,462
North Asia	50,678	39,910	47,408	56,031	8,359	2,671	–	1,189	106,445	99,801
Middle East	646	162	–	422	27	58	330	–	1,003	642
United States and Canada	3,276	1,058	7,898	4,759	316	1,120	–	–	11,490	6,937
Europe	2,843	4,489	169	7	1,049	1,326	–	–	4,061	5,822
Others	3,075	1,184	3,597	1,681	187	904	–	–	6,859	3,769
	<u>172,410</u>	<u>187,262</u>	<u>170,200</u>	<u>171,204</u>	<u>19,969</u>	<u>19,019</u>	<u>9,965</u>	<u>10,948</u>	<u>372,544</u>	<u>388,433</u>

## 7. INTEREST INCOME

	Group	
	2025	2024
	\$'000	\$'000
Interest income from debt instruments at amortised cost		
– Short-term deposits and bank balances	645	975
– Others	318	38
	<u>963</u>	<u>1,013</u>

## 8. OTHER INCOME

	Group	
	2025	2024
	\$'000	\$'000
Corporate fee income	393	372
Dividend income from equity instrument at fair value through other comprehensive income	36	41
Gain on disposal of assets classified as held for sale	–	5,307
Gain on lease terminations	6	5
Grants, subsidies and rebates	48	133
Net foreign exchange gain	–	1,220
Net gain on disposal of property, plant and equipment	20	24
Rental income	1,476	1,419
Write-back of impairment loss on doubtful trade receivables	1,258	204
Write-back of impairment loss on doubtful non-trade receivables	–	354
Write-off of trade and other payables	550	649
Miscellaneous income	71	120
	<u>3,858</u>	<u>9,848</u>

# Notes to the Financial Statements

31 December 2025

## 9. EMPLOYEE BENEFITS EXPENSE

	Group	
	2025	2024
	\$'000	\$'000
Salaries, wages and bonuses	55,766	59,442
Contributions to defined contribution plans	4,742	4,658
Provision for/(write-back of provision for) unutilised leave	69	(70)
Directors' fees	594	626
Other employee benefits	1,543	1,406
	62,714	66,062

## 10. OTHER EXPENSES

The major and other selected components of other expenses include the following:

	Group	
	2025	2024
	\$'000	\$'000
Amortisation of land use right	243	243
Audit fees		
– Auditors of the Company	234	234
– Other auditors	114	165
Bad trade debts written off	–	42
Bad non-trade debt written off	39	–
Depreciation of right-of-use assets	1,834	2,166
Impairment loss on doubtful trade receivables	2,376	3,273
Impairment loss on doubtful non-trade receivables	–	243
Intangible asset written off	51	–
Inventories written off	–	682
Net foreign exchange loss	1,530	–
Property, plant and equipment written off	346	229
Selling and distribution expenses	754	653
Travelling and transport expenses	683	627
Upkeep and maintenance expenses	1,644	1,521
Utilities	383	528

## 11. INTEREST EXPENSE

	Group	
	2025	2024
	\$'000	\$'000
Interest expense on financial liabilities carried at amortised cost		
– Loans and borrowings	482	952
– Lease liabilities	161	156
	643	1,108

# Notes to the Financial Statements

31 December 2025

## 12. INCOME TAX EXPENSE

	Group	
	2025	2024
	\$'000	\$'000
<hr/>		
<u>Current tax expense</u>		
Current year tax expense	3,292	2,609
Over provision in respect of prior year	(481)	(867)
	<hr/> 2,811	<hr/> 1,742
<u>Deferred tax expense</u>		
Deferred tax expense (Note 21)	307	522
	<hr/> 307	<hr/> 522
Income tax expense	<hr/> <u>3,118</u>	<hr/> <u>2,264</u>

A reconciliation between the income tax expense/(credit) and the product of profit/(loss) before tax multiplied by the applicable corporate tax rates for the reporting years ended 31 December 2025 and 2024 is as follows:

	Group	
	2025	2024
	\$'000	\$'000
<hr/>		
Profit before tax	16,767	16,026
(Less)/add: Share of results of associates	(728)	64
	<hr/> 16,039	<hr/> 16,090
Tax at domestic tax rates applicable to profits/(losses) in the countries where the Group operates *	3,125	3,050
Expenses not deductible for tax purposes	552	940
Tax exemptions and reliefs granted	(152)	(98)
Income not subjected to tax	(103)	(1,316)
Deferred tax assets not recognised	177	555
Over provision in respect of prior year	(481)	(867)
Income tax expense	<hr/> <u>3,118</u>	<hr/> <u>2,264</u>

\* The reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

## 13. EARNINGS PER SHARE

Basic earnings per share of the Group for the reporting year ended 31 December 2025 is calculated by dividing the Group's profit net of tax attributable to equity holders of the Company of \$13,695,000 (2024: \$13,139,000) by the weighted average number of ordinary shares outstanding during the reporting year of 201,926,403 (2024: 201,948,299), which take into account the weighted average effect of treasury share transactions during the year.

The basic and diluted earnings per share of the Group are the same as there were no potential dilutive ordinary shares outstanding as at 31 December 2025 and 2024.

# Notes to the Financial Statements

31 December 2025

## 14. LAND USE RIGHTS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Cost</u>				
At 1 January	8,531	8,522	7,284	7,284
Foreign exchange adjustments	(23)	9	–	–
At 31 December	8,508	8,531	7,284	7,284
<u>Accumulated amortisation</u>				
At 1 January	2,375	2,106	2,247	2,004
Amortisation charge for the year	268	268	243	243
Foreign exchange adjustments	(3)	1	–	–
At 31 December	2,640	2,375	2,490	2,247
<u>Net carrying amount</u>				
At 31 December	5,868	6,156	4,794	5,037
Amount to be amortised				
– Not later than one year	267	268	243	243
– Later than one year and not later than five years	1,069	1,071	971	971
– Later than five years	4,532	4,817	3,580	3,823
	5,868	6,156	4,794	5,037

Amortisation expense is charged as follows:

	Group	
	2025 \$'000	2024 \$'000
Cost of sales	25	25
Other expenses	243	243
Total	268	268

The Group has land use right over a plot of land in Singapore where the Group's headquarters building resides. The net carrying amount of the land use right of \$4,794,000 (2024: \$5,037,000) is pledged as securities for certain banking facilities granted (Note 30). The Group also has land use right over a plot of land in the People's Republic of China where the Group's office, production and storage facilities, which are currently under construction, reside. The land use rights are not transferable and have remaining tenures of 20 and 44 (2024: 21 and 45) years for Singapore and the People's Republic of China respectively.

# Notes to the Financial Statements

31 December 2025

## 15. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land \$'000	Buildings \$'000	Experiential and themed attractions \$'000	Machinery and equipment \$'000	Office equipment, computers and software \$'000	Motor vehicles \$'000	Furniture and fittings \$'000	Renovations \$'000	Assets under construction \$'000	Total \$'000
<u>Cost</u>										
At 1 January 2024	4,535	28,432	1,572	10,665	5,706	1,021	669	8,416	-	61,016
Additions	-	-	-	3,648	362	134	27	-	5,601	9,772
Disposals/write-offs	-	-	-	(3,255)	(609)	(81)	(29)	(1,183)	-	(5,157)
Reclassified as assets held for sale	(4,505)	(5,875)	-	-	-	-	-	-	-	(10,380)
Transferred from assets under construction	-	-	990	-	-	-	-	411	(1,401)	-
Foreign exchange adjustments	(30)	(36)	-	37	56	(1)	5	7	6	44
At 31 December 2024	-	22,521	2,562	11,095	5,515	1,073	672	7,651	4,206	55,295
Additions	-	-	-	287	785	67	40	67	5,883	7,129
Disposals/write-offs	-	-	(1,572)	(59)	(1,125)	(360)	(108)	(352)	-	(3,576)
Transferred from assets under construction	-	-	-	-	-	-	-	765	(765)	-
Foreign exchange adjustments	-	-	-	(182)	(105)	(40)	(11)	(140)	(77)	(555)
At 31 December 2025	-	22,521	990	11,141	5,070	740	593	7,991	9,247	58,293
<u>Accumulated depreciation</u>										
At 1 January 2024	-	5,471	935	9,565	4,176	925	558	5,662	-	27,292
Depreciation charge for the year	-	856	274	1,341	697	69	63	634	-	3,934
Disposals/write-offs	-	-	-	(3,251)	(595)	(81)	(29)	(971)	-	(4,927)
Reclassified as assets held for sale	-	(1,087)	-	-	-	-	-	-	-	(1,087)
Foreign exchange adjustments	-	(5)	-	33	46	(1)	5	15	-	93
At 31 December 2024	-	5,235	1,209	7,688	4,324	912	597	5,340	-	25,305
Depreciation charge for the year	-	826	329	954	566	53	35	634	-	3,397
Disposals/write-offs	-	-	(1,292)	(59)	(1,062)	(299)	(101)	(348)	-	(3,161)
Foreign exchange adjustments	-	-	-	(130)	(81)	(37)	(10)	(140)	-	(398)
At 31 December 2025	-	6,061	246	8,453	3,747	629	521	5,486	-	25,143
<u>Net carrying amount</u>										
At 31 December 2024	-	17,286	1,353	3,407	1,191	161	75	2,311	4,206	29,990
At 31 December 2025	-	16,460	744	2,688	1,323	111	72	2,505	9,247	33,150

# Notes to the Financial Statements

31 December 2025

## 15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company	Building \$'000	Office equipment, computers and software \$'000	Furniture and fittings \$'000	Renovations \$'000	Assets under construction \$'000	Total \$'000
<u>Cost</u>						
At 1 January 2024	22,521	777	93	3,550	–	26,941
Additions	–	8	–	–	–	8
Disposals/write-offs	–	(5)	–	–	–	(5)
At 31 December 2024	22,521	780	93	3,550	–	26,944
Additions	–	69	17	–	287	373
Disposals/write-offs	–	(37)	(3)	–	–	(40)
Transferred from assets under construction	–	–	–	287	(287)	–
At 31 December 2025	22,521	812	107	3,837	–	27,277
<u>Accumulated depreciation</u>						
At 1 January 2024	4,409	516	67	1,840	–	6,832
Depreciation charge for the year	826	86	13	358	–	1,283
Disposals/write-offs	–	(5)	–	–	–	(5)
At 31 December 2024	5,235	597	80	2,198	–	8,110
Depreciation charge for the year	826	54	13	362	–	1,255
Disposals/write-offs	–	(36)	(2)	–	–	(38)
At 31 December 2025	6,061	615	91	2,560	–	9,327
<u>Net carrying amount</u>						
At 31 December 2024	17,286	183	13	1,352	–	18,834
At 31 December 2025	16,460	197	16	1,277	–	17,950

Depreciation expense is charged as follows:

	Group	
	2025 \$'000	2024 \$'000
Cost of sales	1,007	1,372
Other expenses	2,390	2,562
Total	3,397	3,934

During the reporting year ended 31 December 2025, the Group acquired property, plant and equipment with an aggregate fair value of \$7,129,000 (2024: \$9,772,000), of which \$3,159,000 (2024: \$7,551,000) were acquired by means of cash payments. The balance of \$3,970,000 (2024: \$2,221,000) has not been paid and is recorded as part of accrued operating expenses under trade and other payables.

The Group's building with a net carrying amount of \$16,460,000 (2024: \$17,286,000) is pledged as securities for certain banking facilities granted (Note 30).

# Notes to the Financial Statements

31 December 2025

## 16. INTANGIBLE ASSETS

Group	Goodwill \$'000	Customer relationships \$'000	Licences \$'000	Total \$'000
<u>Cost</u>				
At 1 January 2024	8,114	2,096	2,177	12,387
Foreign exchange adjustments	177	63	78	318
At 31 December 2024	8,291	2,159	2,255	12,705
Termination	–	–	(849)	(849)
Foreign exchange adjustments	(281)	(97)	(120)	(498)
At 31 December 2025	8,010	2,062	1,286	11,358
<u>Accumulated amortisation and impairment</u>				
At 1 January 2024	2,940	2,096	2,076	7,112
Amortisation charge for the year	–	–	29	29
Foreign exchange adjustments	–	63	75	138
At 31 December 2024	2,940	2,159	2,180	7,279
Amortisation charge for the year	–	–	21	21
Termination	–	–	(798)	(798)
Foreign exchange adjustments	–	(97)	(117)	(214)
At 31 December 2025	2,940	2,062	1,286	6,288
<u>Net carrying amount</u>				
At 31 December 2024	5,351	–	75	5,426
At 31 December 2025	5,070	–	–	5,070

During the reporting year ended 31 December 2025, amortisation expense of \$21,000 (2024: \$29,000) was charged to cost of sales.

The goodwill arose from the acquisition of Kingsmen (North Asia) Limited and Kingsmen Indochina Pte Ltd in 2007, the accounting of Kingsmen Middle East LLC as a subsidiary with effect from 2014, and the acquisition of Kingsmen Japan Kabushiki Kaisha (formerly known as Kingsmen-Nassal Kabushiki Kaisha) in 2023. Pursuant to an internal restructuring exercise under common control in 2022, the goodwill attributable to Kingsmen Indochina Pte Ltd was reassigned as attributable to Kingsmen Vietnam Co., Ltd.

The customer relationships were recognised upon the acquisition of Kingsmen (North Asia) Limited in 2007 and the accounting of Kingsmen Middle East LLC as a subsidiary with effect from 2014.

The licences arose from the acquisition of the rights by Kingsmen Xperience, Inc. for its experiential and themed attractions business.

# Notes to the Financial Statements

31 December 2025

## 16. INTANGIBLE ASSETS (CONT'D)

To assess the impairment at the end of the reporting year, the Group estimated the value in use (Level 3) of the respective subsidiaries as below, being the lowest cash-generating unit to which the carrying amount of the intangible assets are allocated.

	Group	
	2025 \$'000	2024 \$'000
<u>Name of subsidiary</u>		
– Kingsmen (North Asia) Limited	4,334	4,612
– Kingsmen Vietnam Co., Ltd	689	689
– Kingsmen Xperience, Inc.	–	75
– Kingsmen Japan Kabushiki Kaisha	47	50
Net carrying amount at end of the year	5,070	5,426

Estimating the value in use requires the Group to make an estimate of the expected future cash flows from each subsidiary, based on the financial budgets approved by management generally covering a three-year period. The calculations of value in use for the subsidiaries are most sensitive to the following assumptions:

- Budgeted gross margins are estimated based on values achieved in the past years or values expected to be achieved. These are generally adjusted over the budget period for anticipated changes in performance.
- The pre-tax discount rates applied to the cash flow projections and the forecasted growth rates used to extrapolate cash flows beyond the budget period were between 4.9% to 11.1% (2024: 6.9% to 11.4%) and 0.5% to 5.3% (2024: 0.6% to 5.7%) per annum respectively. The discount rates reflect management's estimate of the risks specific to the subsidiaries and approximate the weighted average cost of capital for the subsidiaries. The growth rates used are based on management's best estimate of the long-term average growth rate relevant to the business activities of the subsidiaries.

Management believes that any reasonably possible change in the key assumptions on which each subsidiary recoverable amount is based on would not cause the carrying amount to exceed its recoverable amount. The quantitative information about the value in use measurement using significant unobservable inputs for each subsidiary are consistent with those used for the measurement last performed.

No impairment loss (2024: \$Nil) was recognised for the reporting year ended 31 December 2025 as the values in use are in excess of or approximate the carrying amounts.

# Notes to the Financial Statements

31 December 2025

## 17. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025 \$'000	2024 \$'000
<u>Unquoted equity shares</u>		
Balance at beginning of the year	33,839	33,839
Additions	2,000	–
Reduction	(72)	–
Written off	(229)	–
Balance at end of the year	35,538	33,839
Accumulated impairment loss	(7,435)	(7,435)
Carrying amount of investments	28,103	26,404

No impairment loss (2024: \$798,000) was recognised for the reporting year ended 31 December 2025 as the recoverable amounts are in excess of or approximate the carrying amounts.

The listing of and information on the subsidiaries are given below:

Name of subsidiary Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held by the Company</u>		
Kingsmen Exhibits Pte Ltd Singapore Advertising contractors and agents and design and production of exhibitions, decorations and museums (RSM SG Assurance LLP)	100.00	100.00
Kingsmen Projects Pte Ltd Singapore Design and production of architectural interiors, decorations and museums (RSM SG Assurance LLP)	100.00	100.00
KR+D Pte Ltd (formerly known as Kingsmen Design Pte Ltd) Singapore Design consultancy and planning management (RSM SG Assurance LLP)	100.00	100.00
Kingsmen Ooh-media Pte Ltd Singapore Advertising services, exhibitions organiser, consultancy event management and marketing communications (RSM SG Assurance LLP)	70.00	70.00

# Notes to the Financial Statements

31 December 2025

## 17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Name of subsidiary Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held by the Company (cont'd)</u>		
Hi-Light Electrical Pte Ltd Singapore Electrical engineering (Not required to be audited as in process of striking off)	80.00	80.00
Thinkfarm Pte Ltd Singapore Custom publishing, media sales and events marketing (RSM SG Assurance LLP)	70.00	70.00
Kingsmen Ventures Pte Ltd Singapore Investment holding and management consultancy services (RSM SG Assurance LLP)	100.00	100.00
Kingsmen Sdn Bhd Malaysia Investment holding and advertising contractors (Ecovis Malaysia PLT)	71.00	71.00
Kingsmen (North Asia) Limited Hong Kong Investment holding and provision of corporate marketing and other related services (RSM Hong Kong)	100.00	100.00
PT Kingsmen Indonesia Indonesia Design and production of interiors, exhibitions, decorations and museums (Arman Eddy Ferdinand & Rekan)	95.00	95.00
Kingsmen Vietnam Co., Ltd Vietnam Design and production of interiors, exhibitions, decorations and museums (PwC (Vietnam) Limited)	100.00	100.00
Kingsmen Middle East LLC <sup>(a)</sup> United Arab Emirates Design and production of interiors, exhibitions, decorations and museums (Abdulla Al Marzooqi Chartered Accountants)	55.51	55.51

# Notes to the Financial Statements

31 December 2025

## 17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Name of subsidiary Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held through Kingsmen Exhibits Pte Ltd</u> Kingsmen Japan Kabushiki Kaisha (formerly known as Kingsmen-Nassal Kabushiki Kaisha) Japan Design and production of interiors, exhibitions, decorations and museums (Not required to be audited under the laws of its country of incorporation)	100.00	100.00
<u>Held through Kingsmen Projects Pte Ltd</u> K-Fix Holdings Pte Ltd Singapore Investment holding (RSM SG Assurance LLP)	100.00	100.00
K-Fix Production Sdn Bhd Malaysia Manufacturer, wholesaler and trader of interior and exhibition furniture, fixtures and displays (CH & Associates PLT)	100.00	100.00
K-Fix (Kunshan) Co Ltd. <sup>(b)</sup> People's Republic of China Manufacturer, wholesaler and trader of interior and exhibition furniture, fixtures and displays (Suzhou Huaming United Certified Public Accountants)	100.00	100.00
Kingsmen Projects US, Inc. United States of America Design and production of architectural interiors and decorations (Not required to be audited under the laws of its country of incorporation)	70.00	70.00
<u>Held through K-Fix Holdings Pte Ltd</u> K-Fix (Nantong) Co Ltd. People's Republic of China Manufacturer, wholesaler and trader of interior and exhibition furniture, fixtures and displays (Suzhou Huaming United Certified Public Accountants)	100.00	100.00
<u>Held through Kingsmen Ooh-media Pte Ltd</u> I-Promo Pte Ltd Singapore Design consultancy, projects and events management and provision of special design and construction facilities to exhibitors (RSM SG Assurance LLP)	70.00	70.00

# Notes to the Financial Statements

31 December 2025

## 17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Name of subsidiary Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held through Kingsmen Ventures Pte Ltd</u> NAX Company Pte Ltd Singapore Investment holding and management consultancy services (Struck off in May 2025)	–	100.00
Kingsmen Xperience, Inc. United States of America Development, ownership and marketing of intellectual property for experiential and themed attractions (Not required to be audited under the laws of its country of incorporation)	80.00	80.00
<u>Held through NAX Company Pte Ltd</u> NAX Singapore Pte Ltd Singapore Development, ownership and marketing of intellectual property for experiential and themed attractions (Struck off in May 2025)	–	100.00
<u>Held through Kingsmen Xperience, Inc.</u> KX Management LLC United States of America Development, ownership and marketing of intellectual property for experiential and themed attractions (Not required to be audited under the laws of its country of incorporation)	80.00	80.00
<u>Held through Kingsmen Sdn Bhd</u> Kingsmen Projects Sdn Bhd Malaysia Design and production of interiors, exhibitions, decorations and museums (Ecovis Malaysia PLT)	71.00	71.00
Kingsmen Exhibits Sdn Bhd Malaysia Design and production of interiors, exhibitions, decorations and museums (Ecovis Malaysia PLT)	71.00	71.00
<u>Held through Kingsmen (North Asia) Limited</u> Kingsmen Hong Kong Limited Hong Kong Design and production of interiors, exhibitions, decorations and museums (RSM Hong Kong)	96.00	96.00

# Notes to the Financial Statements

31 December 2025

## 17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Name of subsidiary Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held through Kingsmen (North Asia) Limited (cont'd)</u>		
Kingsmen Beijing Co., Limited <sup>(c)</sup> People's Republic of China Design and production of interiors, exhibitions, decorations and museums (Shanghai Mingyu Certified Public Accountants Co., Ltd)	100.00	100.00
Kingsmen Shanghai Co., Limited <sup>(c)</sup> People's Republic of China Design and production of interiors, exhibitions, decorations and museums (Shanghai Mingyu Certified Public Accountants Co., Ltd)	100.00	100.00
Kingsmen Macau Limited <sup>(c)</sup> Macau Design and production of interiors, exhibitions, decorations and museums (Not required to be audited under the laws of its country of incorporation)	100.00	100.00
<u>Held through Kingsmen Hong Kong Limited</u>		
Kingsmen (Shenzhen) Co Ltd. <sup>(c)</sup> People's Republic of China Design and production of interiors, exhibitions, decorations and museums (Shenzhen Tongde Certified Public Accountants)	96.00	96.00

- (a) Kingsmen Middle East LLC was accounted for as a 55.51% subsidiary of the Group with effect from 1 January 2014. Although the Group does not own more than half of the voting power of Kingsmen Middle East LLC, it is able to govern the financial and operating policies of the company by virtue of agreements with other shareholders of the company. The nature of these agreements results in the Group having the power over Kingsmen Middle East LLC's variable returns. Prior to this, Kingsmen Middle East LLC was accounted for as a 25% associate of the Group.
- (b) The Group holds an effective equity interest of 100% (2024: 100%) in K-Fix (Kunshan) Co Ltd., of which 70% (2024: 70%) is held through Kingsmen Projects Pte Ltd and 30% (2024: 30%) is held through Kingsmen (North Asia) Limited.
- (c) For the purposes of the preparation of the Group's financial statements to comply with SFRS(I), these subsidiaries are audited by RSM Hong Kong.

# Notes to the Financial Statements

31 December 2025

## 18. INVESTMENTS IN ASSOCIATES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Unquoted equity shares, at cost</u>				
Balance at beginning and end of the year	2,973	2,973	2,866	2,866
Accumulated impairment loss	–	–	(780)	(767)
<u>Share of post acquisition reserves</u>				
Balance at beginning of the year	587	651	–	–
Share of profit/(loss) for the year	728	(64)	–	–
Dividend income	(22)	–	–	–
Balance at end of the year	1,293	587	–	–
Foreign exchange adjustments	(649)	(577)	–	–
Carrying amount of investments	3,617	2,983	2,086	2,099

The listing of and information on the associates are given below:

Name of associate Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held by the Company</u>		
Ascend Com Pte. Ltd. Singapore Renting and selling audio-visual, computer and peripheral equipment (Plus LLP)	40.00	40.00
Kingsmen Korea Limited Korea Design and production of architectural interiors, decorations and museums (SEOU Accounting Corporation)	24.46	24.46
Enterprise Sports Group Pte Ltd Singapore Sports event marketing, public relations and organising (Fong S F & Associates)	30.00	30.00
<u>Held through Ascend Com Pte. Ltd.</u>		
White Label Studio Pte Ltd Singapore Digital interactive, experiential and immersive media, virtual and augmented reality, web application development and motion graphics/video production (Plus LLP)	32.00	32.00

# Notes to the Financial Statements

31 December 2025

## 18. INVESTMENTS IN ASSOCIATES (CONT'D)

Name of associate Country of incorporation and principal place of business Principal activities (Independent Auditor)	Percentage of effective equity interest held by the Group	
	2025	2024
	%	%
<u>Held through Kingsmen Sdn Bhd</u> KEG Sdn Bhd Malaysia Design and production of interiors, exhibitions, decorations and museums (Not required to be audited as in process of liquidation)	28.40	28.40
<u>Held through KEG Sdn Bhd</u> KEG Production Sdn Bhd Malaysia Manufacturer, wholesaler and trader of interior and exhibition furniture, fixtures and displays (YH Tan & Associates PLT)	17.04	17.04

The summarised unaudited financial information of all the associates, which are individually non-material, and the aggregated amounts (and not the Group's share of those amounts) based on the financial statements of the associates are as follows:

	2025 \$'000	2024 \$'000
Current assets	16,171	14,306
Non-current assets	3,310	2,857
Current liabilities	11,552	10,665
Non-current liabilities	1,632	1,575
Revenue	38,294	31,718
Profit for the reporting year	1,802	2,599

The Group has not recognised losses relating to an associate where its share of losses exceeds the Group's interest in the associate as the Group does not have any obligations in respect of these losses. As at 31 December 2025, the Group's cumulative share of the unrecognised losses was \$1,100,000 (2024: \$1,062,000).

## 19. OTHER INVESTMENTS

	Group and Company	
	2025 \$'000	2024 \$'000
Equity instruments at fair value through other comprehensive income		
– Quoted equity shares	1,689	1,733
– Unquoted equity shares	38	38
	1,727	1,771

# Notes to the Financial Statements

31 December 2025

## 19. OTHER INVESTMENTS (CONT'D)

The fair value (Level 1) of the Group's investment in quoted equity shares was determined to be \$1,689,000 (2024: \$1,733,000) based on the quoted market price at the end of the reporting year. Hence, the Group recognised a change in fair value of \$44,000 (2024: \$75,000) in other comprehensive income for the reporting year ended 31 December 2025.

Fair value information has not been disclosed for the Group's investment in unquoted equity shares that is carried at cost because the fair value (Level 3), which is not expected to be material to the Group, cannot be measured reliably. The carrying amount of the investment of \$38,000 (2024: \$38,000) is not material to the Group and the Group does not intend to dispose of this investment in the foreseeable future.

## 20. RIGHT-OF-USE ASSETS

The Group has entered into lease agreements, in which it is the lessee, for production, office, storage and dormitory facilities ("Premises"), office equipment and motor vehicle. These leases, of which some are cancellable, have lease terms of between 12 to 61 (2024: 12 to 81) months. Some of these leases have renewal options, escalation clauses and/or purchase options included in the contracts. There are no restrictions placed upon the Group by entering into these leases.

The carrying amounts of the right-of-use assets recognised and the movements during the reporting year are as follows:

Group	Premises \$'000	Office equipment \$'000	Motor vehicles \$'000	Total \$'000
<u>Cost</u>				
At 1 January 2024	12,126	275	78	12,479
Additions	5,135	10	64	5,209
Derecognition	(7,869)	(80)	–	(7,949)
Terminations	(1,253)	(3)	–	(1,256)
Foreign exchange adjustments	45	1	1	47
At 31 December 2024	8,184	203	143	8,530
Additions	561	74	–	635
Derecognition	(653)	–	–	(653)
Terminations	(143)	(56)	–	(199)
Foreign exchange adjustments	(371)	1	(15)	(385)
At 31 December 2025	7,578	222	128	7,928
<u>Accumulated depreciation</u>				
At 1 January 2024	9,362	114	35	9,511
Depreciation charge for the year	2,249	50	21	2,320
Derecognition	(7,869)	(80)	–	(7,949)
Terminations	(1,045)	(2)	–	(1,047)
Foreign exchange adjustments	45	1	1	47
At 31 December 2024	2,742	83	57	2,882
Depreciation charge for the year	2,248	50	19	2,317
Derecognition	(653)	–	–	(653)
Terminations	(98)	(23)	–	(121)
Foreign exchange adjustments	(212)	1	(7)	(218)
At 31 December 2025	4,027	111	69	4,207
<u>Net carrying amount</u>				
At 31 December 2024	5,442	120	86	5,648
At 31 December 2025	3,551	111	59	3,721

# Notes to the Financial Statements

31 December 2025

## 20. RIGHT-OF-USE ASSETS (CONT'D)

<u>Company</u>	<b>Office equipment</b> \$'000
<u>Cost</u>	
At 1 January 2024 and 31 December 2024	12
Addition	11
Termination	(12)
At 31 December 2025	<u>11</u>
<u>Accumulated depreciation</u>	
At 1 January 2024	7
Depreciation charge for the year	2
At 31 December 2024	<u>9</u>
Depreciation charge for the year	2
Termination	(10)
At 31 December 2025	<u>1</u>
<u>Net carrying amount</u>	
At 31 December 2024	<u>3</u>
At 31 December 2025	<u>10</u>

Depreciation expense is charged as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	\$'000	\$'000
Cost of sales	483	154
Other expenses	1,834	2,166
Total	<u>2,317</u>	<u>2,320</u>

The Group's motor vehicle with a net carrying amount of \$41,000 (2024: \$55,000) is pledged as security for a lease agreement entered into (Note 30).

# Notes to the Financial Statements

31 December 2025

## 21. DEFERRED TAX

Deferred tax as at 31 December relates to the following:

Group	Consolidated Statement of Financial Position		Consolidated Statement of Profit or Loss and Other Comprehensive Income	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Deferred tax assets</u>				
Differences in depreciation for tax purposes	(329)	(515)	186	(265)
Provisions	399	518	(119)	183
Unutilised tax losses	767	1,095	(328)	(401)
Others	225	214	11	10
	<u>1,062</u>	<u>1,312</u>		
<u>Deferred tax liabilities</u>				
Differences in depreciation for tax purposes	(995)	(1,143)	148	(448)
Provisions	601	822	(221)	401
Others	(145)	(148)	3	(1)
	<u>(539)</u>	<u>(469)</u>		
Foreign exchange adjustments			13	(1)
Deferred tax expense (Note 12)			<u>(307)</u>	<u>(522)</u>
			Statement of Financial Position	
			2025 \$'000	2024 \$'000
<u>Company</u>				
<u>Deferred tax assets/(liabilities)</u>				
Differences in depreciation for tax purposes			(87)	(74)
Provisions			11	10
Unutilised tax losses			-	158
			<u>(76)</u>	<u>94</u>

### Unabsorbed tax losses and unutilised capital allowances

As at 31 December 2025, the Group has unabsorbed tax losses and unutilised capital allowances totalling \$6,067,000 (2024: \$5,903,000) available for offset against future taxable profits of certain subsidiaries in which the tax losses and capital allowances arose, for which no deferred tax asset is recognised due to the uncertainty of its recoverability. These unabsorbed tax losses and unutilised capital allowances are available for offset against future taxable profits for an unlimited future period except for amounts of \$641,000, \$813,000, \$545,000, \$818,000, \$1,032,000, \$783,000 and \$918,000 (2024: \$746,000, \$784,000, \$526,000, \$613,000, \$1,337,000 and \$1,280,000) which expire in the reporting years ending 31 December 2028 to 2034 (2024: 31 December 2028 to 2033) respectively. The use of these tax losses and capital allowances is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation in which the subsidiaries operate.

# Notes to the Financial Statements

31 December 2025

## 21. DEFERRED TAX (CONT'D)

### Unrecognised temporary differences relating to investments in subsidiaries

Deferred tax liabilities of \$2,425,000 (2024: \$2,181,000) have not been recognised for taxes that would be payable on the distribution of the undistributed earnings of certain subsidiaries as at 31 December 2025 as the Group has determined that the undistributed earnings of these subsidiaries will not be distributed in the foreseeable future.

## 22. INVENTORIES

	Group	
	2025	2024
	\$'000	\$'000
Project materials	71	86

Project materials recognised as cost of sales during the reporting year amounted to \$365,000 (2024: \$446,000).

## 23. CONTRACT ASSETS AND CONTRACT LIABILITIES

Information about contract assets and contract liabilities from contracts with customers is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Contract assets	39,597	60,881
Contract liabilities	4,739	10,565

Contract assets primarily relate to the Group's right to consideration for project works completed but not yet billed at the reporting date. Contract assets are transferred to trade receivables when the rights become unconditional.

Contract liabilities primarily relate to advance consideration received from customers and progress billings issued in excess of the Group's right to consideration. Contract liabilities are recognised as revenue as the Group performs under the contracts.

Significant changes in contract assets and contract liabilities during the reporting year are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Contract assets reclassified to trade receivables	43,264	39,329
Revenue recognised that was included in contract liabilities balance at beginning of the year	10,482	9,779

# Notes to the Financial Statements

31 December 2025

## 23. CONTRACT ASSETS AND CONTRACT LIABILITIES (CONT'D)

The aggregate amount of the transaction price allocated to the unsatisfied performance obligations as of 31 December 2025 is \$80,395,000 (2024: \$127,371,000), of which 70% (2024: 54%) amounting to \$56,504,000 (2024: \$69,024,000) may be recognised as revenue during the next reporting year ending 31 December 2026 (2024: 31 December 2025). Of the remaining 30% (2024: 46%), \$13,224,000 and \$10,667,000 (2024: \$38,081,000, \$10,133,000 and \$10,133,000) may be recognised as revenue during the reporting years ending 31 December 2027 and 2028 (2024: 31 December 2026, 2027 and 2028) respectively. The amounts disclosed do not include the following:

- (a) Performance obligations for which the Group has applied the practical expedient not to disclose information about its remaining performance obligations if:
- the performance obligation is part of a contract that has an original expected duration of one year or less; or
  - the Group has a right to invoice a customer in an amount that corresponds directly with its performance to date, then it recognises revenue in that amount.
- (b) Variable consideration that is constrained and therefore is not included in the transaction price.

## 24. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Trade receivables</u>				
Non-related parties	90,721	80,902	–	–
Subsidiaries	–	–	649	818
Associate	83	40	40	40
Related parties	1,607	193	191	193
	92,411	81,135	880	1,051
Less: Impairment loss	(8,279)	(7,836)	(204)	(204)
Sub-total	84,132	73,299	676	847
<u>Other receivables</u>				
Other receivables	8,353	5,506	118	179
Subsidiaries	–	–	9,457	9,870
Loan receivable from a subsidiary	–	–	500	–
Associate	3	2	3	2
Staff advances and loans	442	507	–	–
Deposits	1,956	2,517	71	131
	10,754	8,532	10,149	10,182
Less: Impairment loss	–	–	(7,499)	(7,058)
Sub-total	10,754	8,532	2,650	3,124
Total	94,886	81,831	3,326	3,971

# Notes to the Financial Statements

31 December 2025

## 24. TRADE AND OTHER RECEIVABLES (CONT'D)

Movements in impairment loss on doubtful trade receivables during the reporting year are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	7,836	7,688	204	772
Impairment loss for the year	2,376	3,273	–	204
Write-back of impairment loss	(1,258)	(204)	–	–
Write-off against impairment loss	(44)	(3,240)	–	(777)
Foreign exchange adjustments	(631)	319	–	5
At end of the year	8,279	7,836	204	204

Movements in impairment loss on doubtful other receivables during the reporting year are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	–	1,590	7,058	19,217
Impairment loss for the year	–	243	500	2,923
Write-back of impairment loss	–	(354)	–	(130)
Write-off against impairment loss	–	(1,575)	–	(15,067)
Foreign exchange adjustments	–	96	(59)	115
At end of the year	–	–	7,499	7,058

Except for an amount of \$5,483,000 (2024: \$2,949,000) under other receivables, an amount of \$500,000 (2024: \$Nil) under loan receivable from a subsidiary and an amount of \$160,000 (2024: \$206,000) under staff loans, the remaining trade and other receivables are unsecured, non-interest bearing, repayable within the next twelve months and to be settled in cash. The amount of \$5,483,000 (2024: \$2,949,000) under other receivables, the amount of \$500,000 (2024: \$Nil) under loan receivable from a subsidiary and the amount of \$160,000 (2024: \$206,000) under staff loans are unsecured, bear interest at 6.00% (2024: 5.00% to 6.00%), 3.50% (2024: Nil%) and 4.50% (2024: 4.50%) per annum respectively, repayable within the next twelve months and to be settled in cash.

## 25. OTHER ASSETS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Income tax recoverable	455	304	–	116
Prepayments	3,366	2,451	200	63
	3,821	2,755	200	179

# Notes to the Financial Statements

31 December 2025

## 26. CASH AND CASH EQUIVALENTS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash at banks and in hand	66,433	51,154	2,728	1,168
Short-term deposits	25,731	27,081	5,063	7,321
Cash and cash equivalents in statement of financial position	92,164	78,235	7,791	8,489
Deposits pledged for bank facilities	(1,088)	(177)	–	–
Cash and cash equivalents for statement of cash flows	91,076	78,058	7,791	8,489

Certain bank balances earn interest at rates based on daily bank deposit rates. Short-term deposits are placed for varying periods from one month to one year (2024: one month to one year) depending on the immediate cash requirements of the Group. The short-term deposits bear interest of 0.95% to 4.47% (2024: 0.30% to 4.97%) and 1.25% to 3.00% (2024: 2.80% to 3.81%) per annum for the Group and the Company respectively during the reporting year.

Short-term deposits of \$1,088,000 (2024: \$177,000) of the Group are pledged as securities for certain banking facilities granted.

## 27. SHARE CAPITAL

	Group and Company				
	Number of ordinary shares issued	Number of treasury shares held	Share capital \$'000	Treasury shares \$'000	Total \$'000
At 1 January 2024 and 31 December 2024	201,948,299	–	29,191	–	29,191
Purchase of treasury shares	–	(66,600)	–	(30)	(30)
At 31 December 2025	201,948,299	(66,600)	29,191	(30)	29,161

The ordinary shares of no par value are fully paid, carry one vote each and have no right to fixed income. The Company is not subject to any externally imposed capital requirements.

Treasury shares relate to ordinary shares of the Company that are held by the Company. The Company acquired 66,600 (2024: Nil) treasury shares during the reporting year ended 31 December 2025 through purchases on the Singapore Exchange Securities Trading Limited. The total amount paid to acquire the treasury shares was \$30,000 (2024: \$Nil).

# Notes to the Financial Statements

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## 27. SHARE CAPITAL (CONT'D)

### Capital management

The objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and to provide an adequate return to shareholders by pricing the sales commensurately with the level of risk. The management sets the amount of capital to meet its requirements and the risks taken. There were no changes in the approach to capital management during the reporting year. The management manages the capital structure and makes adjustments to it where necessary or possible in the light of changes in conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the management may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt. Adjusted capital comprises all components of equity (that is, share capital and reserves).

In order to maintain its listing on the Singapore Exchange Securities Trading Limited, the Company has to have share capital with a free float of at least 10% of the shares. The Company met the capital requirement on its initial listing and continues to satisfy that requirement, as it did throughout the reporting year. Management receives regular reports from the share registrar providing information on the non-free float to ensure continuing compliance with the 10% limit.

The management does not set a target level of gearing but uses capital appropriately to support its business and to add value for shareholders. The key discipline adopted is to widen the margin between the return on capital employed and the cost of that capital.

## 28. OTHER RESERVES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Fair value reserve	(3,213)	(3,169)	(3,213)	(3,169)
Foreign currency translation reserve	(7,033)	(5,376)	-	-
Statutory reserve fund	2,943	2,869	-	-
Gain on reissuance of treasury shares	1,886	1,886	1,886	1,886
Premium paid on acquisition of non-controlling interests	(4,316)	(4,316)	-	-
	<u>(9,733)</u>	<u>(8,106)</u>	<u>(1,327)</u>	<u>(1,283)</u>

### Fair value reserve

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	(3,169)	(3,221)	(3,169)	(3,221)
Transfer to retained earnings upon disposal of equity instrument at fair value through other comprehensive income	-	(23)	-	(23)
Change in fair value of equity instruments at fair value through other comprehensive income	(44)	75	(44)	75
At end of the year	<u>(3,213)</u>	<u>(3,169)</u>	<u>(3,213)</u>	<u>(3,169)</u>

Fair value reserve represents the cumulative fair value changes of financial assets at fair value through other comprehensive income until the assets are derecognised.

# Notes to the Financial Statements

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## 28. OTHER RESERVES (CONT'D)

### Foreign currency translation reserve

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	(5,376)	(4,854)	–	–
Exchange differences on translating foreign operations	(1,657)	(522)	–	–
At end of the year	(7,033)	(5,376)	–	–

Foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

### Statutory reserve fund

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	2,869	2,740	–	–
Appropriation from retained earnings	74	129	–	–
At end of the year	2,943	2,869	–	–

In accordance with the applicable legislation in the countries where the Group's subsidiaries operate, certain subsidiaries are required to make appropriations to the Statutory Reserve Fund (the "SRF"). Under the applicable legislation, 10% of the statutory after tax profits as determined in accordance with the applicable accounting standards and regulations must be allocated to the SRF until the cumulative total of the SRF reaches 50% of the subsidiary's paid-up capital. Subject to approval from the relevant authorities, the SRF may be used to offset any accumulated losses or increase the paid-up capital of the subsidiary. The SRF is not available for dividend distribution to shareholders.

### Gain on reissuance of treasury shares

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning and end of the year	1,886	1,886	1,886	1,886

The Company reissued treasury shares pursuant to its performance share scheme at an average fair value per treasury share. The excess of the average fair value per treasury share over the weighted average cost per treasury share was recognised in this reserve. This reserve is not available for dividend distribution to shareholders.

### Premium paid on acquisition of non-controlling interests

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning and end of the year	(4,316)	(4,316)	–	–

# Notes to the Financial Statements

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## 29. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Current</b>				
<u>Trade payables</u>				
Non-related parties	66,063	64,990	-	-
Associates	578	571	-	-
Related parties	338	351	-	-
Accrued project costs	34,313	27,005	-	-
Sub-total	101,292	92,917	-	-
<u>Other payables</u>				
Other payables	7,191	5,700	668	507
Subsidiaries	-	-	268	4
Associate	5	-	5	-
Provision for unutilised leave	926	876	55	54
Accrued operating expenses	20,212	21,213	1,394	2,749
Deposits	296	352	190	199
Sub-total	28,630	28,141	2,580	3,513
Current, total	129,922	121,058	2,580	3,513
<b>Non-current</b>				
<u>Other payables</u>				
Post-employment benefits	1,169	1,208	-	-
Non-current, total	1,169	1,208	-	-
Current and non-current, total	131,091	122,266	2,580	3,513

The current trade and other payables are unsecured, non-interest bearing, repayable within the next twelve months and to be settled in cash.

Included in post-employment benefits is an amount of \$314,000 (2024: \$299,000) which relates to an unfunded defined benefit plan for qualifying employees of the Group's subsidiary in Indonesia. Under the plan, the employees are entitled to post-employment benefits for every year of employment served having fulfilled certain conditions. The plan is not held separately by an independent administered fund as the plan is not a funded arrangement.

Movements in the provision and the amounts recognised in profit or loss and other comprehensive income during the reporting year are as follows:

	Group	
	2025 \$'000	2024 \$'000
At beginning of the year	299	292
Current service cost	44	40
Defined benefit plan actuarial loss/(gain)	10	(10)
Actual post employment payment	(23)	(33)
Others	9	17
Foreign currency adjustments	(25)	(7)
At end of the year	314	299

# Notes to the Financial Statements

31 December 2025

## 29. TRADE AND OTHER PAYABLES (CONT'D)

The actuarial calculations are performed using the projected unit credit method and the key actuarial assumptions used are as follows:

	Group	
	2025	2024
Discount rate	6.37%	7.11%
Estimated future salary increase	5.00%	5.00%
Normal retirement age	55 years	55 years

## 30. OTHER FINANCIAL LIABILITIES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
SGD term loan at BCOF + 1.28% p.a.	1,433	1,300	1,433	1,300
SGD term loan at 1.75% p.a.	–	917	–	–
VND term loans at BLR + 2% p.a.	685	3,455	–	–
Lease liabilities	1,745	2,063	2	3
Current, total	<u>3,863</u>	<u>7,735</u>	<u>1,435</u>	<u>1,303</u>
<b>Non-current</b>				
SGD term loan at BCOF + 1.28% p.a.	9,627	11,114	9,627	11,114
Lease liabilities	1,978	3,606	8	1
Non-current, total	<u>11,605</u>	<u>14,720</u>	<u>9,635</u>	<u>11,115</u>
Current and non-current, total	<u>15,468</u>	<u>22,455</u>	<u>11,070</u>	<u>12,418</u>

The range of floating interest rates per annum paid/payable was as follows:

SGD term loan at BCOF + 1.28% p.a.	2.81% to 4.56%	4.53% to 5.39%	2.81% to 4.56%	4.53% to 5.39%
VND term loans at BLR + 2% p.a.	4.90% to 6.85%	3.80% to 7.00%	–	–

The range of fixed interest rates per annum paid/payable was as follows:

SGD term loan at 1.75% p.a.	1.75%	1.75%	–	–
Lease liabilities	1.73% to 7.00%	1.73% to 7.00%	3.04% to 3.98%	3.04%

The carrying amount of the non-current SGD term loan at BCOF + 1.28% p.a. is a reasonable approximation of its fair value as it is a floating rate instrument that is repriced to market interest rate on or near the end of the reporting year.

# Notes to the Financial Statements

31 December 2025

## 30. OTHER FINANCIAL LIABILITIES (CONT'D)

The details of the loans and borrowings are as follows:

### SGD term loan at BCOF + 1.28% p.a.

The SGD term loan at BCOF + 1.28% p.a. is denominated in SGD, bears interest at bank cost of funds ("BCOF") + 1.28% (2024: BCOF + 1.28%) per annum and is fully repayable by 2032. The loan is secured by a mortgage over land use right and building with an aggregate net carrying amount of \$21,254,000 (2024: \$22,323,000) and an assignment of all rights, title and interests in the construction contract, insurance policies, performance bonds and tenancy agreements in respect of the building.

### SGD term loan at 1.75% p.a.

The SGD term loan at 1.75% p.a. was fully repaid in 2025. The loan was denominated in SGD, bore interest at 1.75% (2024: 1.75%) per annum and was secured by a corporate guarantee given by the Company.

### VND term loans at BLR + 2% p.a.

The Vietnam Dong ("VND") term loans at BLR + 2% p.a. are denominated in VND, bear interest at bank lending rate ("BLR") + 2% (2024: BLR + 2%) per annum and are fully repayable in 2026. The loans are secured by corporate guarantees given by the Company.

### Lease liabilities

The Group has entered into lease agreements, in which it is the lessee, for production, office, storage and dormitory facilities, office equipment and motor vehicle. These leases, of which some are cancellable, have lease terms of between 12 to 61 (2024: 12 to 81) months. Some of these leases have renewal options, escalation clauses and/or purchase options included in the contracts. There are no restrictions placed upon the Group by entering into these leases. The Group's obligation to the lease payments for the motor vehicle is secured by way of a legal mortgage on the underlying lease asset with a net carrying amount of \$41,000 (2024: \$55,000) (Note 20).

The maturity analysis of the lease payments payable under these leases at the end of the reporting year is as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<u>Maturity analysis</u>				
Year 1	1,874	2,281	3	3
Year 2 to 5	2,052	3,806	8	1
	3,926	6,087	11	4
Less: Finance charges	(203)	(418)	(1)	- *
	3,723	5,669	10	4
<u>Analysed as</u>				
Current	1,745	2,063	2	3
Non-current	1,978	3,606	8	1
	3,723	5,669	10	4

\* Amount less than \$1,000

# Notes to the Financial Statements

31 December 2025

## 30. OTHER FINANCIAL LIABILITIES (CONT'D)

A reconciliation of liabilities arising from financing activities is as follows:

	Group							
	Non-cash changes							
	2024	Cash	Acquisitions	Lease	Interest	Foreign	Others	2025
	\$'000	flows						
Loans and borrowings								
– current	5,672	(4,587)	–	–	–	(454)	1,487	2,118
– non-current	11,114	–	–	–	–	–	(1,487)	9,627
Lease liabilities								
– current	2,063	(2,523)	377	(60)	218	(70)	1,740	1,745
– non-current	3,606	–	258	(24)	–	(122)	(1,740)	1,978
	<u>22,455</u>	<u>(7,110)</u>	<u>635</u>	<u>(84)</u>	<u>218</u>	<u>(646)</u>	<u>–</u>	<u>15,468</u>

	Group							
	Non-cash changes							
	2023	Cash	Acquisitions	Lease	Interest	Foreign	Others	2024
	\$'000	flows						
Loans and borrowings								
– current	9,891	(6,487)	–	–	–	43	2,225	5,672
– non-current	13,339	–	–	–	–	–	(2,225)	11,114
Lease liabilities								
– current	1,690	(2,583)	1,583	(214)	177	22	1,388	2,063
– non-current	1,511	–	3,453	–	–	30	(1,388)	3,606
	<u>26,431</u>	<u>(9,070)</u>	<u>5,036</u>	<u>(214)</u>	<u>177</u>	<u>95</u>	<u>–</u>	<u>22,455</u>

The “others” column relates to reclassification of non-current portion of loans and borrowings and lease liabilities due to passage of time.

## 31. OTHER LIABILITIES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Deferred income	5,300	1,963	75	67

# Notes to the Financial Statements

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## 32. DIVIDENDS

	<b>Group and Company</b>	
	<b>2025</b>	<b>2024</b>
	\$'000	\$'000
<u>Declared and paid during the year</u>		
Dividends on ordinary shares		
– Final tax exempt one-tier dividend for 2024: \$0.02 (2023: \$0.01) per ordinary share	4,039	2,019
<u>Proposed but not recognised as a liability as at 31 December</u>		
Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting		
– Final tax exempt one-tier dividend for 2025: \$0.03 (2024: \$0.02) per ordinary share	6,056	4,039

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS

### Classification of financial assets and liabilities

The carrying amounts of financial assets and liabilities recorded at the end of the reporting year are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	\$'000	\$'000	\$'000	\$'000
<u>Financial assets</u>				
Debt instruments at amortised cost				
– Trade and other receivables	94,886	81,831	3,326	3,971
– Cash and cash equivalents	92,164	78,235	7,791	8,489
Equity instruments at fair value through other comprehensive income				
– Quoted equity shares	1,689	1,733	1,689	1,733
– Unquoted equity shares	38	38	38	38
At end of the year	<u>188,777</u>	<u>161,837</u>	<u>12,844</u>	<u>14,231</u>
<u>Financial liabilities</u>				
Financial liabilities at amortised cost				
– Trade and other payables	131,091	122,266	2,580	3,513
– Other financial liabilities	15,468	22,455	11,070	12,418
At end of the year	<u>146,559</u>	<u>144,721</u>	<u>13,650</u>	<u>15,931</u>

Further quantitative disclosures are included throughout these financial statements.

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Fair values of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value are disclosed in the relevant notes to the financial statements, where required. These include both the financial instruments stated at amortised cost and at fair value in the statements of financial position. The carrying amounts of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amounts of current financial instruments are reasonable approximation of their fair values. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year.

### Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the Group's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate risk, foreign currency risk and equity price risk. Management has certain practices for the management of these financial risks. All financial risk management activities are carried out based on good market practices and are monitored by management staff. The Group's overall financial risk management strategy seeks to minimise the potential material adverse effects from these financial risk exposures. The information about the Group's exposure to each of the above risks and the Group's objectives, policies and processes for measuring and managing these risks are presented below. There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures these risks.

### Credit risk on financial assets and contract assets

Credit risk is the risk of financial loss to the Group if a counterparty fails to meet its contractual obligations and arises principally from the Group's cash and cash equivalents, trade and other receivables, other investments and contract assets. As the Group does not hold collateral, the maximum exposure to credit risk is the total of the fair values of the financial assets and contract assets.

To the extent that it is feasible, the Group assesses credit risk on assets on an individual basis. In cases where that process is not feasible, a collective assessment is performed. The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. The Group considers an asset to be in default when the counterparty is unlikely to pay its credit obligations to the Group in full, without recourse actions by the Group, if any. To assess whether there is a significant increase in credit risk, the Group compares the risk of default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forward-looking information which includes internal credit rating, external credit rating, actual or expected significant changes in the operating results, actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the ability to meet obligations and significant increases in credit risk on other financial instruments of the counterparty. The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk of an asset has increased significantly since initial recognition when contractual payments are more than 90 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Credit risk on cash balances with banks and financial institutions, other receivables and other investments is limited because the counterparties are entities with acceptable credit ratings. Note 26 discloses the maturity of the cash and cash equivalents balances. Other receivables are normally with no fixed terms and therefore there is no maturity. Note 19 discloses the maturity of the other investments balances.

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Credit risk on financial assets and contract assets (cont'd)

For credit risk on trade receivables and contract assets, an ongoing credit evaluation is performed on the financial condition of the debtors and an allowance for expected credit losses is recognised in profit or loss where necessary. The Group's exposure to credit risk on trade receivables and contract assets is controlled by setting limits on the exposure to individual customers and these are disseminated to the relevant persons concerned and compliance is monitored by management. As part of the process of setting customer credit limits, different credit terms are used. The credit period granted to customers is generally between 60 to 90 (2024: 60 to 90) days.

There is no significant concentration of credit risk on trade receivables as the exposure is spread over a number of customers. As at the end of the reporting year, approximately 17% (2024: 11%) and 57% (2024: 47%) of the Group and the Company's trade receivables are due from three customers as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Top no. 1 customer	6,013	3,322	204	204
Top no. 2 customer	5,207	3,081	148	148
Top no. 3 customer	4,937	2,627	148	138

Ageing analysis of trade receivables that are past due as at the end of the reporting year but not impaired is as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Past due less than 30 days	1,564	2,797	68	136
Past due 31 to 60 days	2,058	1,736	–	–
Past due 61 to 90 days	938	644	219	332
Past due over 90 days	5,267	7,543	–	–
	9,827	12,720	287	468

Ageing analysis of trade receivables as at the end of the reporting year that are impaired is as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Past due over 90 days	8,279	7,836	204	204

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Liquidity risk – financial liabilities maturity analysis

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damages to the Group's reputation.

The following tables analyse the financial liabilities by remaining contractual maturity (contractual and undiscounted cash flows) at the end of the reporting year:

	Due less than 1 year \$'000	Due within 2 – 5 years \$'000	Due after 5 years \$'000	Total \$'000
<b>Group</b>				
<b>2025</b>				
Trade and other payables	129,922	1,169	–	131,091
Other financial liabilities	4,294	8,947	3,586	16,827
At end of the year	<u>134,216</u>	<u>10,116</u>	<u>3,586</u>	<u>147,918</u>
<b>2024</b>				
Trade and other payables	121,058	1,208	–	122,266
Other financial liabilities	8,561	11,162	5,670	25,393
At end of the year	<u>129,619</u>	<u>12,370</u>	<u>5,670</u>	<u>147,659</u>
<b>Company</b>				
<b>2025</b>				
Trade and other payables	2,580	–	–	2,580
Other financial liabilities	1,724	6,895	3,586	12,205
At end of the year	<u>4,304</u>	<u>6,895</u>	<u>3,586</u>	<u>14,785</u>
<b>2024</b>				
Trade and other payables	3,513	–	–	3,513
Other financial liabilities	1,842	7,357	5,670	14,869
At end of the year	<u>5,355</u>	<u>7,357</u>	<u>5,670</u>	<u>18,382</u>

The undiscounted amounts on the other financial liabilities with fixed and floating interest rates are determined by reference to the conditions existing at the end of the reporting year.

It is expected that all the liabilities will be settled at their contractual maturity. The credit period taken to settle trade payables is generally between 30 to 90 (2024: 30 to 90) days. Other payables are normally with no fixed terms and therefore there is no maturity. In order to meet such cash commitments, the operating activities are expected to generate sufficient cash inflows.

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Liquidity risk – financial liabilities maturity analysis (cont'd)

The following tables analyse the financial guarantee contracts based on the earliest dates in which the maximum guaranteed amount could be drawn upon:

	Group and Company		
	Due less than 1 year \$'000	Due within 2 – 5 years \$'000	Total \$'000
<b>2025</b>			
Financial guarantee contracts	27,536	1,948	29,484
<b>2024</b>			
Financial guarantee contracts	22,382	8,497	30,879

As at the end of the reporting year, no claims on the financial guarantee contracts are expected.

#### Interest rate risk

The Group's exposure to interest rate risk relates primarily to interest-earning financial assets and interest-bearing financial liabilities. Interest rate risk is managed by the Group on an on-going basis with the primary objective of limiting the extent to which net interest expense could be affected by an adverse movement in interest rates.

The interest rate risk exposure is from changes in fixed and floating interest rates. The breakdown of the significant financial instruments by type of interest rate is as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Financial assets</u>				
Fixed rate	31,374	30,236	5,563	7,321
Floating rate	50,265	37,055	2,471	878
	81,639	67,291	8,034	8,199
<u>Financial liabilities</u>				
Fixed rate	3,723	6,586	10	4
Floating rate	11,745	15,869	11,060	12,414
	15,468	22,455	11,070	12,418

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Interest rate risk (cont'd)

##### *Sensitivity analysis*

For the floating rate financial assets and liabilities, a hypothetical increase of 100 (2024: 100) basis points in interest rate at the end of the reporting year would increase/(decrease) pre-tax profit for the reporting year by the amounts shown below. A decrease of 100 (2024: 100) basis points in interest rate would have an equal but opposite effect. This analysis assumes all other variables remain constant.

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Pre-tax profit for the reporting year	385	212	(86)	(115)

The hypothetical change in basis point is not based on observable market data (unobservable inputs).

#### Foreign currency risk

The Group has exposure to foreign currency movements on financial assets and financial liabilities denominated in foreign currencies. It also has exposure on sales and purchases that are denominated in foreign currencies. The currencies giving rise to the foreign currency risk are primarily the SGD, United States Dollar ("USD"), Hong Kong Dollar ("HKD"), Thai Baht ("THB"), China Renminbi ("RMB") and Japanese Yen ("JPY"). The Group hedges its foreign currency exposure should the need arise through the use of forward foreign currency contracts.

# Notes to the Financial Statements

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## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Foreign currency risk (cont'd)

Other than as disclosed elsewhere in the financial statements, the Group's exposures to foreign currencies are as follows:

Group	SGD \$'000	USD \$'000	HKD \$'000	THB \$'000	RMB \$'000	JPY \$'000	Others \$'000	Total \$'000
<b>2025</b>								
<u>Financial assets</u>								
Trade and other receivables	-	7,028	107	163	48	1,195	472	9,013
Cash and cash equivalents	623	8,080	2,520	-	4,263	310	436	16,232
Quoted equity shares	-	-	-	1,689	-	-	-	1,689
Unquoted equity shares	-	-	-	-	-	-	38	38
Total financial assets	623	15,108	2,627	1,852	4,311	1,505	946	26,972
<u>Financial liabilities</u>								
Trade and other payables	-	2,368	7	127	191	3,067	241	6,001
Other financial liabilities	-	-	-	-	-	-	-	-
Total financial liabilities	-	2,368	7	127	191	3,067	241	6,001
Net financial assets/(liabilities)	623	12,740	2,620	1,725	4,120	(1,562)	705	20,971
<b>2024</b>								
<u>Financial assets</u>								
Trade and other receivables	30	2,672	2,166	716	57	1,109	130	6,880
Cash and cash equivalents	672	11,959	1,088	-	4,243	-	629	18,591
Quoted equity shares	-	-	-	1,733	-	-	-	1,733
Unquoted equity shares	-	-	-	-	-	-	38	38
Total financial assets	702	14,631	3,254	2,449	4,300	1,109	797	27,242
<u>Financial liabilities</u>								
Trade and other payables	-	2,016	-	92	54	490	653	3,305
Other financial liabilities	-	-	-	-	-	-	-	-
Total financial liabilities	-	2,016	-	92	54	490	653	3,305
Net financial assets	702	12,615	3,254	2,357	4,246	619	144	23,937

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Foreign currency risk (cont'd)

Company	USD \$'000	THB \$'000	Others \$'000	Total \$'000
<b>2025</b>				
<u>Financial assets</u>				
Trade and other receivables	–	–	–	–
Cash and cash equivalents	11	–	–	11
Quoted equity shares	–	1,689	–	1,689
Unquoted equity shares	–	–	38	38
Total financial assets	11	1,689	38	1,738
<u>Financial liabilities</u>				
Trade and other payables	–	–	–	–
Other financial liabilities	–	–	–	–
Total financial liabilities	–	–	–	–
Net financial assets	11	1,689	38	1,738
<b>2024</b>				
<u>Financial assets</u>				
Trade and other receivables	–	–	–	–
Cash and cash equivalents	14	–	–	14
Quoted equity shares	–	1,733	–	1,733
Unquoted equity shares	–	–	38	38
Total financial assets	14	1,733	38	1,785
<u>Financial liabilities</u>				
Trade and other payables	–	–	–	–
Other financial liabilities	–	–	–	–
Total financial liabilities	–	–	–	–
Net financial assets	14	1,733	38	1,785

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Foreign currency risk (cont'd)

#### Sensitivity analysis

A hypothetical 3% (2024: 3%) strengthening of the above currencies against the functional currency of the respective entities of the Group at the end of the reporting year would increase/(decrease) pre-tax profit for the reporting year by the amounts shown below. A 3% (2024: 3%) weakening of the above currencies against the functional currency of the respective entities of the Group would have an equal but opposite effect. This analysis assumes all other variables remain constant.

	2025	2024
	\$'000	\$'000
<b>Group</b>		
SGD	19	21
USD	382	378
HKD	78	98
THB	52	71
RMB	124	127
JPY	(47)	19
Others	21	4
	629	718
<b>Company</b>		
USD	1	1
THB	50	52
Others	1	1
	52	54

The hypothetical sensitivity rate used in the above tables is the reasonably possible change in foreign exchange rates.

# Notes to the Financial Statements

31 December 2025

## 33. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

### Financial risk management (cont'd)

#### Equity price risk

The Group is exposed to equity price risk arising from its investment in quoted equity shares of Kingsmen C.M.T.I. Public Company Limited of \$1,689,000 (2024: \$1,733,000) at the end of the reporting year. The investment in quoted equity shares is classified as an equity instrument at fair value through other comprehensive income as disclosed in Note 19. The quoted equity shares are traded on the Market for Alternative Investment of the Stock Exchange of Thailand.

#### Sensitivity analysis

A hypothetical 5% (2024: 5%) increase in the equity price for the quoted equity shares at the end of the reporting year would increase other comprehensive income for the reporting year by the amounts shown below. A 5% (2024: 5%) decrease in the equity price for the quoted equity shares would have an equal but opposite effect. This analysis assumes all other variables remain constant.

	Group and Company	
	2025	2024
	\$'000	\$'000
Other comprehensive income for the reporting year	84	87

The hypothetical sensitivity rate used in the above table is the reasonably possible change in equity price.

## 34. OPERATING LEASE INCOME COMMITMENTS – AS LESSOR

The Group has entered into operating lease agreements, in which it is the lessor, for office, production and storage facilities. These non-cancellable leases have remaining lease terms of between 1 to 3 (2024: 1 to 3) years. Some of these leases have renewal options and/or escalation clauses included in the contracts.

The maturity analysis of the lease payments receivable under these leases at the end of the reporting year is as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Maturity analysis				
Year 1	1,116	619	2,745	2,585
Year 2	682	158	2,414	2,098
Year 3	111	–	111	1,940
	1,909	777	5,270	6,623

# Notes to the Financial Statements

31 December 2025

## 35. CONTINGENT LIABILITIES

The Group has provided corporate guarantees to banks amounting to \$29,484,000 (2024: \$30,879,000) in connection with banking facilities granted to its subsidiaries.

## 36. CAPITAL EXPENDITURE COMMITMENTS

Capital expenditure contracted for at the end of the reporting year but not recognised in the financial statements are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Commitments in respect of the construction of office, production and storage facilities	1,380	5,035

## 37. CHANGES IN ACCOUNTING POLICIES

The accounting policies adopted are consistent with those of the previous reporting year except that in the current reporting year, the Group has adopted all the new and revised SFRS(I) that are effective for annual periods beginning on or after 1 January 2025. The adoption of these SFRS(I) did not result in any substantial change to the Group's accounting policies and has no significant impact on the financial statements for the current reporting year.

## 38. NEW AND REVISED STANDARDS IN ISSUE BUT NOT YET EFFECTIVE

For the future reporting periods, new and revised SFRS(I) applicable to the Group were issued by the Singapore Accounting Standards Committee under the Accounting and Corporate Regulatory Authority as below and these will only be effective for future reporting periods.

SFRS(I) No.	Title	Effective date for periods beginning on or after
Various	Annual Improvements to SFRS(I) – Volume 11	1 January 2026
SFRS(I) 9 and SFRS(I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
SFRS(I) 18	Presentation and Disclosure in Financial Statements	1 January 2027
SFRS(I) 10 and SFRS(I) 1-28	Amendments to SFRS(I) 10 and SFRS(I) 1-28: Sale or Contribution of Assets Between an Investor and its Associate or Joint Venture	To be determined

Except for SFRS(I) 18 Presentation and Disclosure in Financial Statements, the Group expects that the adoption of the other new and revised SFRS(I) above will have no material impact on the financial statements in the period of initial application. The nature of the impending changes on the adoption of SFRS(I) 18 is described below.

# Notes to the Financial Statements

31 December 2025

## 38. NEW AND REVISED STANDARDS IN ISSUE BUT NOT YET EFFECTIVE (CONT'D)

### SFRS(I) 18 Presentation and Disclosure in Financial Statements

SFRS(I) 18 will replace SFRS(I) 1-1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. SFRS(I) 18 introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss, provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation. In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is still in the process of assessing the impact of SFRS(I) 18, particularly with respect to the structure of the statement of profit or loss, the statement of cash flows and the additional disclosures required for management-defined performance measures. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as other.

## 39. EVENT AFTER THE END OF THE REPORTING YEAR

Subsequent to the end of the reporting year, the Company's 80% directly owned subsidiary, Hi-Light Electrical Pte Ltd, was struck off from the Register of Companies on 16 February 2026 pursuant to Section 344A of the Companies Act 1967 (Singapore) (the "Striking-Off"). The Striking-Off is not expected to have any material impact on the financial statements for the reporting year ending 31 December 2026.

# Major Properties

Description	Location	Land / Built-in Area (sq ft)	Tenure / Expiry
<b>Classified as land use right and property, plant and equipment</b>			
Office facilities	22 Changi Business Park Central 2 The Kingsmen Experience Singapore 486032	56,521 (Land) 141,306 (Built-in)	30 years, expiring on 30 November 2045
Under construction <sup>(1)</sup>	183 Shanghu Avenue Haian Economic and Technological Development Zone Nantong City, Jiangsu Province People's Republic of China	304,780 (Land) 381,369 (Built-in)	50 years, expiring on 9 November 2069

**Note:**

(1) This piece of land is under construction to be office, production and storage facilities.

# Statistics of Shareholdings

As at 16 March 2026

Number of issued shares	:	201,948,299
Number of issued shares (excluding treasury shares)	:	200,580,999
Class of shares	:	Ordinary share
Voting rights	:	One vote per ordinary share

## TREASURY SHARES AND SUBSIDIARY HOLDINGS

The total number of issued ordinary shares held in treasury is 1,367,300. The percentage of such holding against the total number of issued ordinary shares (excluding treasury shares) is 0.68%. The Company does not have subsidiary holdings.

## DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	Number of Shareholders	%	Number of Shares	%
1 – 99	13	1.03	647	0.00
100 – 1,000	116	9.21	70,280	0.04
1,001 – 10,000	524	41.59	2,960,099	1.48
10,001 – 1,000,000	585	46.43	35,911,773	17.90
1,000,001 and above	22	1.74	161,638,200	80.58
Total	1,260	100.00	200,580,999	100.00

## TWENTY LARGEST SHAREHOLDERS

No.	Name of Shareholders	Number of Shares	%
1.	ISLANDA PTE. LTD.	41,076,660	20.48
2.	O-VEST PTE. LTD.	37,993,060	18.94
3.	DBS NOMINEES (PRIVATE) LIMITED	17,312,799	8.63
4.	SIMON ONG CHIN SIM	11,386,630	5.68
5.	SOH SIAK POH BENEDICT	8,540,849	4.26
6.	CITIBANK NOMINEES SINGAPORE PTE LTD	6,764,998	3.37
7.	PHILLIP SECURITIES PTE LTD	4,828,400	2.41
8.	PEOK CHONG ENG	4,222,479	2.10
9.	CHONG SIEW LING	4,150,531	2.07
10.	ONG CHIN KWAN	3,622,650	1.81
11.	MAYBANK SECURITIES PTE. LTD.	3,620,242	1.80
12.	JONATHAN CHADWICK	2,400,000	1.20
13.	IFAST FINANCIAL PTE. LTD.	2,278,654	1.14
14.	TAN AI LIN	2,145,573	1.07
15.	ABN AMRO CLEARING BANK N.V.	1,785,974	0.89
16.	RAFFLES NOMINEES (PTE.) LIMITED	1,688,600	0.84
17.	CHENG OON TECK	1,664,960	0.83
18.	ASDEW ACQUISITIONS PTE LTD	1,436,300	0.72
19.	CHEONG CHAI KENG	1,295,138	0.64
20.	LIM & TAN SECURITIES PTE LTD	1,223,700	0.61
	Total	159,438,197	79.49

# Statistics of Shareholdings

As at 16 March 2026

## SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders)

Name of Substantial Shareholders	Direct Interest		Deemed Interest	
	Number of Shares	%	Number of Shares	%
Soh Siak Poh Benedict <sup>(1)</sup>	8,540,849	4.26	41,076,660	20.48
Simon Ong Chin Sim <sup>(2)</sup>	11,386,630	5.68	37,993,060	18.94
Islanda Pte. Ltd.	41,076,660	20.48	–	–
O-Vest Pte. Ltd.	37,993,060	18.94	–	–
Png Geok Choo Rose <sup>(1)</sup>	–	–	41,076,660	20.48
Soh E-Ling Marianne <sup>(1)</sup>	–	–	41,076,660	20.48
Soh Hsien Wern Gavin <sup>(1)</sup>	–	–	41,076,660	20.48
Jillian Soh E-Ping <sup>(1)</sup>	–	–	41,076,660	20.48
Vera Ong Lim Guek Noi <sup>(2)</sup>	–	–	37,993,060	18.94
Elita Ong Mei-Lin <sup>(2)</sup>	–	–	37,993,060	18.94

### Notes:

- (1) Mr Soh Siak Poh Benedict's, Mdm Png Geok Choo Rose's, Ms Soh E-Ling Marianne's, Mr Soh Hsien Wern Gavin's and Ms Jillian Soh E-Ping's deemed interest refers to the 41,076,660 shares held by Islanda Pte. Ltd. by virtue of Section 7 of the Companies Act 1967 (Singapore).
- (2) Mr Simon Ong Chin Sim's, Mdm Vera Ong Lim Guek Noi's and Ms Elita Ong Mei-Lin's deemed interest refers to the 37,993,060 shares held by O-Vest Pte. Ltd. by virtue of Section 7 of the Companies Act 1967 (Singapore).

## PERCENTAGE OF SHAREHOLDING HELD IN THE HANDS OF PUBLIC

Based on information available to the Company as at 16 March 2026, approximately 43.86% of the issued ordinary shares (excluding treasury shares and subsidiary holdings) of the Company are held in the hands of the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

# Notice of Twenty-Third Annual General Meeting

**NOTICE IS HEREBY GIVEN** that the Twenty-Third Annual General Meeting of Kingsmen Creatives Ltd. (the “**Company**”) will be held at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032 on Thursday, 30 April 2026 at 10.00 a.m. (the “**AGM**”) for the following purposes:

## AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and Audited Financial Statements of the Company for the financial year ended 31 December 2025 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a final tax exempt one-tier dividend of 3 Singapore cents per ordinary share for the financial year ended 31 December 2025. **(Resolution 2)**
3. To re-elect the following Directors of the Company retiring pursuant to Regulations 89 and 90 of the Constitution of the Company:  
  
Mr. Chong Siew Ling *[See Explanatory Note (i)]* **(Resolution 3)**  
Mr. Tan Cher Liang *[See Explanatory Note (ii)]* **(Resolution 4)**
4. To note the retirement of Ms. Tan Guan Hiang who is retiring by rotation pursuant to Regulation 89 of the Constitution of the Company and will not be seeking re-election as a Director of the Company. *[See Explanatory Note (iii)]*
5. To approve the payment of Directors’ fees of S\$280,000 for the financial year ended 31 December 2025 (2024: S\$286,790). **(Resolution 5)**
6. To re-appoint RSM SG Assurance LLP as Auditors of the Company and to authorise the Directors of the Company to fix their remuneration. **(Resolution 6)**
7. To transact any other ordinary business which may properly be transacted at an annual general meeting.

## AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without any modifications:

### 8. **Authority to allot and issue shares in the capital of the Company - Share Issue Mandate**

“That, pursuant to Section 161 of the Companies Act 1967 (Singapore) (the “**Companies Act**”) and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), the Directors of the Company be authorised and empowered to:

- (a) (i) issue shares in the capital of the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company shall in their absolute discretion deem fit; and

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors of the Company while this Resolution was in force,

# Notice of Twenty-Third Annual General Meeting

provided that:

- (1) the aggregate number of Shares (including Shares to be issued in pursuance of the Instruments made or granted pursuant to this Resolution) and convertible securities to be issued pursuant to this Resolution shall not exceed fifty per cent. (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares and convertible securities to be issued other than on a pro-rata basis to the shareholders of the Company shall not exceed twenty per cent. (20%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares and convertible securities that may be issued under sub-paragraph (1) above, the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
  - (a) new Shares arising from the conversion or exercise of convertible securities which were issued and outstanding or subsisting at the time of the passing of this Resolution;
  - (b) new Shares arising from exercising share options or vesting of share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution, provided the options or awards were granted in compliance with the rules of the Listing Manual of the SGX-ST; and
  - (c) any subsequent bonus issue, consolidation or subdivision of Shares;
- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST as amended from time to time (unless such compliance has been waived by the SGX-ST) and the Constitution of the Company; and
- (4) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier."

*[See Explanatory Note (iv)]*

**(Resolution 7)**

## 9. Authority to allot and issue Shares under the Kingsmen Performance Share Scheme

"That pursuant to Section 161 of the Companies Act, the Directors of the Company be and are hereby authorised and empowered to grant awards in accordance with the Kingsmen Performance Share Scheme and allot and issue from time to time such number of Shares to the holders of awards granted by the Company under the Kingsmen Performance Share Scheme upon the vesting of such share awards in accordance with the terms and conditions of the Kingsmen Performance Share Scheme, provided always that the aggregate number of Shares issued and issuable pursuant to the Kingsmen Performance Share Scheme and any other share based incentive schemes of the Company shall not exceed fifteen per cent. (15%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time."

*[See Explanatory Note (v)]*

**(Resolution 8)**

# Notice of Twenty-Third Annual General Meeting

## 10. Proposed renewal of the Share Purchase Mandate

“That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire ordinary Shares in the issued share capital of the Company not exceeding in aggregate the Prescribed Limit (as hereinafter defined), at such price or prices as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:
  - (i) market purchases (each a “**Market Purchase**”) on the SGX-ST transacted through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
  - (ii) off-market purchases (each an “**Off-Market Purchase**”) effected otherwise than on the SGX-ST in accordance with any equal access scheme as may be determined or formulated by the Directors of the Company as they consider fit, which scheme shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws, regulations and rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the passing of this Resolution and expiring on the earliest of:
  - (i) the date on which the next annual general meeting of the Company is held or is required by law to be held;
  - (ii) the date on which Share purchases or acquisitions have been carried out to the full extent permitted under the Share Purchase Mandate; or
  - (iii) the date on which the authority contained in the Share Purchase Mandate is varied or revoked by an ordinary resolution of shareholders of the Company in general meeting;

- (c) in this Resolution:

“**Prescribed Limit**” means ten per cent. (10%) of the issued ordinary Shares (excluding treasury shares and subsidiary holdings) of the Company as at the date of the passing of this Resolution; and

“**Maximum Price**” in relation to a Share to be purchased or acquired, means an amount (excluding brokerage, trading fee, clearing fee, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase: 105 per cent. (105%) of the Average Closing Price (as hereinafter defined); and
- (ii) in the case of an Off-Market Purchase: 120 per cent. (120%) of the Highest Last Dealt Price (as hereinafter defined),

# Notice of Twenty-Third Annual General Meeting

where:

**"Average Closing Price"** means the average of the closing market prices of a Share over the last five (5) market days, on which transactions in the Shares were recorded, immediately preceding the date of the Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five-day market period and the date of the Market Purchase;

**"Highest Last Dealt Price"** means the highest price transacted for a Share as recorded on the market day on which transactions in the Shares were recorded, immediately preceding the date of the making of the offer (as hereinafter defined) pursuant to the Off-Market Purchase; and

**"date of the making of the offer"** means the date on which the Company announces its intention to make an offer for an Off-Market Purchase, stating the purchase or acquisition price (which shall not be more than the Maximum Price for an Off-Market Purchase calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase; and

- (d) the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they may consider expedient or necessary to give effect to the transactions contemplated by this Resolution."

*[See Explanatory Note (vi)]*

**(Resolution 9)**

By Order of the Board of Directors of the Company

Chee Yuen Li, Andrea  
Tan Yong Kwang  
Joint Company Secretaries

Singapore  
14 April 2026

## Explanatory Notes:

- (i) Detailed information on Mr. Chong Siew Ling can be found in the Company's Annual Report. Mr. Chong Siew Ling, if re-elected as a Director of the Company, will remain as Group Chief Executive and Executive Director of the Company.
- (ii) Detailed information on Mr. Tan Cher Liang can be found in the Company's Annual Report. Mr. Tan Cher Liang, if re-elected as a Director of the Company, will remain as a Non-Executive Director of the Company and continue to serve as a Member of the Audit Committee.
- (iii) Ms. Tan Guan Hiang is an Independent Director of the Company and serves as the Chairwoman of the Remuneration Committee and as a Member of the Audit Committee and Nominating Committee. Ms. Tan Guan Hiang is retiring by rotation pursuant to Regulation 89 of the Constitution of the Company and will not be seeking re-election as a Director of the Company.

# Notice of Twenty-Third Annual General Meeting

- (iv) The Ordinary Resolution 7 proposed in item 8 above, if passed, will empower the Directors of the Company to issue Shares, make or grant instruments convertible into Shares and to issue Shares pursuant to such instruments, up to a number not exceeding, in total, fifty per cent. (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to twenty per cent. (20%) may be issued other than on a pro-rata basis to the shareholders of the Company.

For determining the aggregate number of Shares and convertible securities that may be issued, the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company will be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this Ordinary Resolution is passed after adjusting for new Shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are issued and outstanding or subsisting at the time when this Ordinary Resolution is passed and any subsequent bonus issue, consolidation or subdivision of Shares.

- (v) The Ordinary Resolution 8 proposed in item 9 above, if passed, will empower the Directors of the Company to allot and issue such number of fully paid Shares from time to time as may be required to be issued to the holders of awards granted by the Company pursuant to the provisions of the Kingsmen Performance Share Scheme.
- (vi) The Ordinary Resolution 9 proposed in item 10 above, if passed, will empower the Directors of the Company to purchase or otherwise acquire Shares by way of Market Purchases and/or Off-Market Purchases, provided that the aggregate number of Shares to be purchased or acquired under the Share Purchase Mandate does not exceed the Prescribed Limit, and at such price or prices as may be determined by the Directors of the Company from time to time up to the Maximum Price. Further information relating to this proposed Ordinary Resolution is set out in the Circular to Shareholders in relation to the Proposed Renewal of the Share Purchase Mandate enclosed together with the Company's Annual Report.

## Notes:

1. Shareholders of the Company ("**Shareholders**") are invited to attend the AGM in person. There will be **NO** option for Shareholders to participate virtually.
2. Documents relating to the business of the AGM, which comprise the Annual Report of the Company for the financial year ended 31 December 2025 (the "**Annual Report**"), the Circular to Shareholders in relation to the Proposed Renewal of the Share Purchase Mandate (the "**Circular**"), this Notice of AGM and the accompanying Proxy Form for the AGM (the "**Proxy Form**"), will be published on SGXNET and the Company's website at the following link: <http://kingsmen.listedcompany.com/#agm> on 14 April 2026. Printed copies of the Notice of AGM and Proxy Form will be mailed to Shareholders. A Shareholder may request a printed copy of the Annual Report and the Circular by submitting the request to the Company via email at [agm@kingsmen-int.com](mailto:agm@kingsmen-int.com). For the request to be valid for processing, the Shareholder must specify "Request for Printed Copy of Annual Report 2025 and Circular" as the subject of the email, and for verification and mailing purposes, state his/her/its full name (as per CDP records), identification number, contact number and mailing address.
3. A Shareholder who is not a Relevant Intermediary (as defined in Section 181 of the Companies Act) and is entitled to attend, speak and vote at the AGM is entitled to appoint not more than two proxies to attend, speak and vote in his/her/its stead. A proxy need not be a Shareholder.
4. Where a Shareholder appoints more than one proxy, he/she/it shall specify the proportion of his/her/its shareholdings to be represented by each proxy in the instrument appointing the proxies.

# Notice of Twenty-Third Annual General Meeting

5. A Shareholder who is a Relevant Intermediary entitled to attend, speak and vote at the AGM is entitled to appoint more than two proxies to attend, speak and vote at the AGM instead of such Shareholder, but each such proxy must be appointed to exercise the rights attached to a different Share or Shares held by such Shareholder. Where such Shareholder appoints more than two proxies, the appointments shall be invalid unless the Shareholder specifies the proportion of shareholdings in relation to which each proxy has been appointed.
6. If the Shareholder is a corporation, the instrument appointing the proxy or proxies must be executed under its common seal or the hand of its attorney or a duly authorised officer.
7. A corporation which is a Shareholder may authorise by resolution of its directors or other governing body such person(s) as it thinks fit to act as its representative(s) at the AGM, in accordance with Section 179 of the Companies Act.
8. The instrument appointing a proxy or proxies must be submitted in the following manner:
  - (i) if submitted by post, be deposited at the registered office of the Company at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032; or
  - (ii) if submitted electronically, be submitted via email to [proxyform@kingsmen-int.com](mailto:proxyform@kingsmen-int.com).in either case, not less than **72 hours** before the time appointed for the holding of the AGM.
9. Shareholders who hold their Shares through a Relevant Intermediary (including Supplementary Retirement Scheme (“SRS”) investors, Central Provident Fund Investment Scheme (“CPFIS”) investors and holders under depository agents) and who wish to exercise their votes should approach their respective Relevant Intermediaries (including their respective SRS approved banks, CPFIS agent banks or depository agents) to submit their voting instructions by **5.00 p.m. on 21 April 2026**, being seven (7) working days before the date of the AGM.
10. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of Shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies if the Shareholder, being the appointor, is not shown to have Shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for the holding of the AGM, as certified by The Central Depository (Pte) Limited to the Company.
11. Shareholders may submit questions relating to the resolutions to be tabled for approval at the AGM in advance to the Company:
  - (i) by post to the registered office of the Company at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032; or
  - (ii) by email via [agm@kingsmen-int.com](mailto:agm@kingsmen-int.com),

together with their full name (as per CDP records), identification number and contact number (to enable the Company and/or its agents and service providers to authenticate their status as Shareholders), by **10.00 a.m. on 22 April 2026**. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions will be individually addressed. Shareholders or their appointed proxy or proxies may also ask questions relating to the resolutions to be tabled for approval at the AGM, in person during the AGM. The Company shall address relevant and substantial questions relating to the resolutions to be tabled for approval at the AGM received before and during the AGM, at the AGM.

# Notice of Twenty-Third Annual General Meeting

12. The Company will publish the minutes of the AGM on SGXNET and the Company's website within one (1) month after the date of the AGM. The minutes of the AGM will include the Company's responses to relevant and substantial questions relating to the resolutions to be tabled for approval at the AGM that were addressed at the AGM.

## Personal Data Privacy:

By attending the AGM and/or any adjournment thereof, or submitting an instrument appointing a proxy or proxies and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, or submitting any question prior to or during the AGM, or submitting a request for a printed copy of the Annual Report and the Circular, in accordance with this Notice of AGM, a Shareholder:

- (a) consents to the collection, use and disclosure of his/her/its personal data by the Company (or its agents or service providers) for the following purposes:
  - (i) the processing and administration by the Company (or its agents or service providers) of proxy or proxies and/or representative(s) appointed for the AGM and/or any adjournment thereof;
  - (ii) addressing relevant and substantial question(s) from him/her/it received prior to or during the AGM and if necessary, following up with him/her/it in relation to such question(s);
  - (iii) the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM and/or any adjournment thereof;
  - (iv) processing and effecting any request for a printed copy of the Annual Report and the Circular from him/her/it; and
  - (v) enabling the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines,(collectively, the "**Purposes**"),
- (b) warrants that where he/she/it discloses the personal data of his/her/its proxy or proxies and/or representative(s) to the Company (or its agents or service providers), he/she/it has obtained the prior consent of such proxy or proxies and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy or proxies and/or representative(s) for the Purposes, and
- (c) agrees that he/she/it will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of his/her/its breach of warranty.

# Additional Information on Directors Seeking Re-Election

Mr Chong Siew Ling and Mr Tan Cher Liang are Directors seeking re-election at the forthcoming Twenty-Third Annual General Meeting of Kingsmen Creatives Ltd. to be held on 30 April 2026 as set out under Resolutions 3 and 4 respectively in the Notice of Annual General Meeting dated 14 April 2026 (collectively, the "**Retiring Directors**").

Pursuant to Rule 720(6) of the Listing Manual of the Singapore Exchange Securities Trading Limited (the "**Listing Manual**"), the information relating to the Retiring Directors required under Appendix 7.4.1 of the Listing Manual is set out below:

	<b>Mr Chong Siew Ling</b>	<b>Mr Tan Cher Liang</b>
Date of appointment	12 August 2003	30 April 2013
Date of last re-election	30 April 2024	30 April 2024
Age	65	74
Country of principal residence	Singapore	Singapore
The board of directors' comments on this re-election (including the rationale, selection criteria, board diversity considerations, and search and nomination process)	The re-election of Mr Chong as Group Chief Executive and Executive Director was recommended by the Nominating Committee (the " <b>NC</b> ") and approved by the Board of Directors (the " <b>Board</b> "), after taking into consideration Mr Chong's qualifications, expertise, past experiences and overall contribution since he was appointed as a Director.	The re-election of Mr Tan as Non-Executive Director was recommended by the NC and approved by the Board, after taking into consideration Mr Tan's qualifications, expertise, past experiences and overall contribution since he was appointed as a Director.
Whether appointment is executive, and if so, the area of responsibility	Executive  Mr Chong is appointed as Group Chief Executive and Executive Director and is responsible for the strategic leadership, corporate governance, and operational management of the Group's diverse portfolio, encompassing Retail, Theme Parks, Museums, Exhibitions, Events, and Attractions.	Non-Executive
Job title	<ul style="list-style-type: none"> <li>Group Chief Executive and Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>Non-Executive Director</li> <li>Member of Audit Committee</li> </ul>
Professional qualifications	Master of Business Administration, Victoria University of Technology, Australia	Fellow of the Association of Chartered Certified Accountants, United Kingdom
Working experience and occupation(s) during the past 10 years	2002 – Present: Kingsmen Creatives Ltd., Group Chief Executive and Executive Director (current position)	Present: Independent Director of various public listed companies in Singapore  2013 – Present: Boardroom Pte Ltd, Advisor
Shareholding interest in the listed issuer and its subsidiaries	Direct interest – 4,150,531 ordinary shares in Kingsmen Creatives Ltd.	None
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	None	None
Conflict of interest (including any competing business)	None	None

# Additional Information on Directors Seeking Re-Election

	Mr Chong Siew Ling	Mr Tan Cher Liang
Undertaking (in the format set out in Appendix 7.7 of the Listing Manual) under Rule 720(1) of the Listing Manual has been submitted to the listed issuer	Yes	Yes
Other principal commitments* including directorships  * <i>"principal commitments" has the same meaning as defined in the Code of Corporate Governance 2018 (last amended on 11 January 2023) – "principal commitments" includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments.</i>	<p><b>Past (for the last 5 years)</b></p> <p>Directorships:</p> <ul style="list-style-type: none"> <li>NAX Company Pte Ltd</li> <li>NAX Singapore Pte Ltd</li> <li>Sandbox Technology Pte Ltd</li> </ul> <p><b>Present</b></p> <p>Directorships:</p> <ul style="list-style-type: none"> <li>Kingsmen Exhibits Pte Ltd</li> <li>Kingsmen Ooh-media Pte Ltd</li> <li>I-Promo Pte Ltd</li> <li>Thinkfarm Pte Ltd</li> <li>Kingsmen Ventures Pte Ltd</li> <li>Kingsmen Japan Kabushiki Kaisha</li> <li>Kingsmen (North Asia) Limited</li> <li>Kingsmen Hong Kong Limited</li> <li>Kingsmen Shanghai Co., Limited</li> <li>Kingsmen Xperience, Inc.</li> <li>Ascend Com Pte Ltd</li> <li>Kingsmen Korea Limited</li> </ul> <p>Other principal commitments:</p> <ul style="list-style-type: none"> <li>Commissioner of PT Kingsmen Indonesia</li> <li>Chairman of Board of Members of Kingsmen Vietnam Co., Ltd</li> </ul>	<p><b>Past (for the last 5 years)</b></p> <p>Directorships:</p> <ul style="list-style-type: none"> <li>Ezra Holdings Limited</li> <li>Jumbo Group Limited</li> <li>Wilton Resources Corporation Limited</li> <li>EtonHouse Community Fund Limited</li> <li>Children's Charities Association</li> </ul> <p><b>Present</b></p> <p>Directorships:</p> <ul style="list-style-type: none"> <li>Food Empire Holdings Limited</li> <li>Hiap Seng Industries Limited</li> <li>IPC Corporation Ltd</li> <li>Vibrant Group Limited</li> <li>D S Lee Foundation</li> <li>D S Lee Singapore General Pte Ltd</li> <li>D S Lee Specialists Group Pte Ltd</li> <li>Deli Sumatra Legacy Co Pte Ltd</li> <li>DSLSG Investment Co Pte Ltd</li> <li>E-Bridge Pre-School Pte Ltd</li> <li>Grand Hotel SG Legacy Pte Ltd</li> <li>The Nyalas Rubber Estates Limited</li> </ul> <p>Other principal commitment:</p> <ul style="list-style-type: none"> <li>Trustee of Kwan Im Thong Hood Cho Temple</li> </ul>
<b>Information Required</b>		
<b>Disclose the following matters concerning a re-election of director. If the answer to any question is "yes", full details must be given.</b>		
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No

# Additional Information on Directors Seeking Re-Election

	Mr Chong Siew Ling	Mr Tan Cher Liang
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No

# Additional Information on Directors Seeking Re-Election

	Mr Chong Siew Ling	Mr Tan Cher Liang
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No

# Additional Information on Directors Seeking Re-Election

	Mr Chong Siew Ling	Mr Tan Cher Liang
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :– (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or (ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No  No  No	Yes  Please refer to the disclosure below for the details.  No  No

# Additional Information on Directors Seeking Re-Election

	Mr Chong Siew Ling	Mr Tan Cher Liang
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No

## **Disclosure pursuant to Paragraph (j)(i) above in respect of Mr Tan Cher Liang**

Mr Tan is currently a non-executive director of Vibrant Group Limited ("**Vibrant**"). He was previously an independent director of Vibrant from 5 November 2003 to 30 August 2024. A special auditor was appointed on 21 August 2018 to investigate into irregularities as well as the assets and accounting records of Blackgold International Holdings Pty Ltd ("**Blackgold**") and its subsidiaries (collectively, "**Blackgold Group**"). Blackgold was listed on the Australian Securities Exchange ("**ASX**") in 2011 and became Vibrant's wholly-owned subsidiary following Vibrant's acquisition in July 2017 and delisted from the ASX thereafter. On 14 August 2020, the Singapore Exchange Securities Trading Limited ("**SGX-ST**") issued a regulatory announcement after its review of the special audit report received on 24 January 2019 which uncovered (i) potential significant misstatements in Blackgold Group's financial statements and (ii) Blackgold management may have potentially falsified accounting records and announced false financial information on the ASX when Blackgold was listed. In its announcement, the SGX-ST stated that (i) it has reported the accounting irregularities in Blackgold Group and conduct of Blackgold's statutory auditors to the relevant authorities and (ii) it is concerned about the findings relating to Blackgold management and therefore requires SGX-listed companies to consult it before the appointment of Blackgold management as a director or key management. Mr Tan was at no time a subject of the special audit. Mr Tan, together with his fellow members of the audit committee and board of directors of Vibrant, oversaw the special audit.

**CIRCULAR DATED 14 APRIL 2026**

**THIS CIRCULAR IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION.**

This Circular is circulated to the shareholders (the "**Shareholders**") of Kingsmen Creatives Ltd. (the "**Company**"), together with the Company's annual report for the financial year ended 31 December 2025 (the "**Annual Report**"). Its purpose is to explain to the Shareholders the rationale for, and provide the Shareholders with information relating to, the proposed renewal of the Share Purchase Mandate (as defined herein) to be tabled at the annual general meeting ("**AGM**") of the Company to be held on 30 April 2026 at 10.00 a.m. at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032.

The notice of the Company's AGM and a proxy form are enclosed with the Annual Report.

The Singapore Exchange Securities Trading Limited assumes no responsibility for the correctness of any of the statements made, reports contained or opinions expressed in this Circular.

If you have sold or transferred all your Shares (as defined herein) in the capital of the Company, you should immediately forward this Circular, the Annual Report and proxy form to the purchaser or transferee or to the bank, stockbroker or agent through whom the sale or transfer was effected for onward transmission to the purchaser or transferee.

**If you are in any doubt as to the contents herein or as to the course of action you should take, you should consult your stockbroker, bank manager, solicitor, accountant or any other professional adviser immediately.**

# kingsmen

**KINGSMEN CREATIVES LTD.**

(Incorporated in the Republic of Singapore)  
(Company Registration Number: 200210790Z)

**CIRCULAR TO SHAREHOLDERS**

**IN RELATION TO**

**THE PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE**

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# Definitions

For the purpose of this Circular, the following definitions have, where appropriate, been used:

<b>"2025 Mandate"</b>	:	Has the meaning ascribed to it in Section 1
<b>"2026 AGM"</b>	:	The annual general meeting of the Company to be held on 30 April 2026 at 10.00 a.m. at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032
<b>"AGM"</b>	:	Annual general meeting of the Company
<b>"Annual Report"</b>	:	The annual report of the Company for the financial year ended 31 December 2025
<b>"Approval Date"</b>	:	Has the meaning ascribed to it in Section 2.2.1
<b>"Average Closing Price"</b>	:	Has the meaning ascribed to it in Section 2.2.4
<b>"Board"</b>	:	The board of directors of the Company for the time being
<b>"CDP"</b>	:	The Central Depository (Pte) Limited
<b>"Companies Act"</b>	:	The Companies Act 1967 (Singapore), as amended, supplemented or modified from time to time
<b>"Company"</b>	:	Kingsmen Creatives Ltd.
<b>"controlling shareholder"</b>	:	A person who:  (a) holds directly or indirectly 15% or more of the total number of issued Shares (excluding treasury shares and subsidiary holdings). The SGX-ST may determine that a person who satisfies this paragraph is not a controlling shareholder; or  (b) in fact exercises control over the Company
<b>"CPF"</b>	:	The Central Provident Fund of Singapore
<b>"CPFIS"</b>	:	Has the meaning ascribed to it in Section 4
<b>"date of the making of the offer"</b>	:	Has the meaning ascribed to it in Section 2.2.4
<b>"Directors"</b>	:	Directors of the Company for the time being
<b>"EPS"</b>	:	Earnings per Share
<b>"FY"</b>	:	Financial year ended, or as the case may be, ending 31 December
<b>"Group"</b>	:	The Company and its subsidiaries
<b>"Highest Last Dealt Price"</b>	:	Has the meaning ascribed to it in Section 2.2.4
<b>"Latest Practicable Date"</b>	:	16 March 2026, being the latest practicable date prior to the printing of this Circular
<b>"Listing Manual"</b>	:	The Listing Manual of the SGX-ST, as amended, supplemented or modified from time to time

# Definitions

<b>"Market Day"</b>	:	A day on which the SGX-ST is open for trading in securities
<b>"Market Purchase(s)"</b>	:	Has the meaning ascribed to it in Section 2.2.3(a)
<b>"Maximum Price"</b>	:	Has the meaning ascribed to it in Section 2.2.4
<b>"NA"</b>	:	Net asset
<b>"NTA"</b>	:	Net tangible asset
<b>"Off-Market Purchase(s)"</b>	:	Has the meaning ascribed to it in Section 2.2.3(b)
<b>"public"</b>	:	Persons other than the directors, chief executive officer, substantial shareholders or controlling shareholders of the Group, and their associates (as defined in the Listing Manual)
<b>"Registrar"</b>	:	Has the meaning ascribed to it in Section 2.9
<b>"Securities Account"</b>	:	Securities account maintained by a Depositor with CDP but not including securities sub-account maintained with a Depository Agent
<b>"Securities and Futures Act"</b>	:	The Securities and Futures Act 2001 (Singapore), as amended, supplemented or modified from time to time
<b>"SGX-ST"</b>	:	Singapore Exchange Securities Trading Limited
<b>"Shareholders"</b>	:	Persons who are registered as holders of the Shares except where the registered holder is CDP, in which case the term <b>"Shareholders"</b> shall in relation to such Shares mean the Depositors whose Securities Accounts with CDP are credited with the Shares. Any reference to Shares held by Shareholders shall include Shares standing to the credit of the respective Shareholders' Securities Accounts
<b>"Share(s)"</b>	:	Ordinary share(s) in the capital of the Company
<b>"Share Purchase Mandate"</b>	:	The general mandate to authorise the Directors to purchase, on behalf of the Company, Shares in accordance with the rules and regulations set forth in the Companies Act, the Listing Manual and the Securities and Futures Act
<b>"SRS"</b>	:	Has the meaning ascribed to it in Section 4
<b>"Take-over Code"</b>	:	The Singapore Code on Take-overs and Mergers, as amended, supplemented or modified from time to time
<b>Currencies and others</b>		
<b>"S\$", "\$" and "cents"</b>	:	Singapore dollars and cents respectively
<b>"%" or "per cent"</b>	:	Per centum or percentage

# Definitions

The terms “**Depositor**”, “**Depository Register**” and “**Depository Agent**” shall have the meanings ascribed to them respectively in Section 81SF of the Securities and Futures Act.

The term “**treasury share**” shall have the meaning ascribed to it in Section 4 of the Companies Act.

Any reference in this Circular to any statute or enactment is a reference to that statute or enactment as for the time being amended or re-enacted.

Any word or term defined under the Companies Act, the Listing Manual, the Securities and Futures Act or any statutory modification thereof and used in this Circular shall, where applicable, have the meaning ascribed to it under the Companies Act, the Listing Manual, the Securities and Futures Act or any statutory modification thereof, as the case may be.

Words importing the singular shall, where applicable, include the plural and *vice versa* and words importing the masculine gender shall, where applicable, include the feminine and neuter genders. References to persons shall, where applicable, include corporations.

Any reference to a time of a day in this Circular is a reference to Singapore time unless otherwise stated.

Any discrepancies in this Circular between the total sum of the figures stated and the total shown thereof are due to rounding. Accordingly, figures shown as totals in this Circular may not be an arithmetic aggregation of the figures which precede them.

# Letter to Shareholders

## KINGSMEN CREATIVES LTD.

(Incorporated in the Republic of Singapore)  
(Company Registration Number: 200210790Z)

### Directors:

Soh Siak Poh Benedict (Executive Chairman)  
Simon Ong Chin Sim (Deputy Executive Chairman)  
Chong Siew Ling (Group Chief Executive and Executive Director)  
Alex Wee Huat Seng (Group Managing Director and Executive Director)  
Tan Cher Liang (Non-Executive Director)  
Tan Guan Hiang (Independent Director)  
Loh Eu Tse Derek (Independent Director)  
Tan Chuan Lye (Independent Director)

14 April 2026

### Registered Office:

22 Changi Business Park Central 2  
The Kingsmen Experience  
Singapore 486032

**To: The Shareholders of Kingsmen Creatives Ltd.**

Dear Shareholder,

## THE PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE

### 1. INTRODUCTION

The Directors are convening the 2026 AGM to seek the Shareholders' approval for, *inter alia*, the proposed renewal of the Share Purchase Mandate.

At the AGM held on 30 April 2025, the Shareholders had approved the Share Purchase Mandate to enable the Company to purchase or otherwise acquire the Shares (the "**2025 Mandate**"). The validity period of the 2025 Mandate will expire at the 2026 AGM. Accordingly, the Company is now seeking approval from the Shareholders for, *inter alia*, the renewal of the Share Purchase Mandate at the 2026 AGM.

This Circular is circulated to the Shareholders together with the Company's Annual Report. The purpose of this Circular is to explain the rationale for, and provide the Shareholders with information relating to, the proposed renewal of the Share Purchase Mandate to be tabled at the 2026 AGM.

### 2. PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE

#### 2.1 Rationale for the Share Purchase Mandate

The Share Purchase Mandate would give the Company flexibility to undertake purchases or acquisitions of its Shares at any time, subject to market conditions, during the period when the Share Purchase Mandate is in force. Share purchases or acquisitions provide the Company with a mechanism to facilitate the return of surplus cash (if any) over and above its ordinary capital requirements to its Shareholders, in an expedient and cost-efficient manner. Share purchases or acquisitions will also allow the Directors greater flexibility over the Company's share capital structure with a view to enhancing its NTA per Share and/or EPS.

# Letter to Shareholders

The purchase or acquisition of Shares will only be undertaken if the Directors believe that it may benefit the Company and Shareholders. Shareholders should note that purchases or acquisitions of Shares pursuant to the Share Purchase Mandate may not be carried out to the full 10% limit as authorised. No purchase or acquisition of Shares will be made in circumstances which would or, in the Directors' reasonable opinion, may have a material adverse effect on the financial position, liquidity and capital adequacy position of the Company or the Group.

## 2.2 Authority and Limitations of the Share Purchase Mandate

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Purchase Mandate, if approved at the 2026 AGM, are summarised below:

### 2.2.1 Maximum Number of Shares

The Company may purchase or acquire only Shares which are issued and fully paid-up. The total number of Shares that may be purchased or acquired is limited to that number of Shares representing not more than 10% of the issued Shares as at the date on which the resolution authorising the proposed renewal of the Share Purchase Mandate is passed (the "**Approval Date**"). Shares which are held as treasury shares and subsidiary holdings will be disregarded for purposes of computing the 10% limit. As at the Latest Practicable Date, the Company holds 1,367,300 treasury shares and does not have subsidiary holdings.

**For illustrative purposes only**, based on 200,580,999 issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, and assuming that there is no change in the number of issued Shares as at the Approval Date, not more than 20,058,099 Shares (representing 10% of the issued Shares (excluding treasury shares and subsidiary holdings) as at the Approval Date) may be purchased or acquired by the Company pursuant to the Share Purchase Mandate.

### 2.2.2 Duration of Authority

Purchase(s) or acquisition(s) of Shares may be made, at any time and from time to time, from the Approval Date up to the earliest of:

- (a) the date on which the next AGM is held or is required by law to be held;
- (b) the date on which purchase(s) or acquisition(s) of Shares have been carried out to the full extent permitted under the Share Purchase Mandate; or
- (c) the date on which the authority contained in the Share Purchase Mandate is varied or revoked by an ordinary resolution of the Shareholders in a general meeting.

### 2.2.3 Manner of Purchase or Acquisition

Purchase(s) or acquisition(s) of Shares may be made by way of:

- (a) on-market purchase(s) ("**Market Purchase(s)**") transacted on the SGX-ST through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
- (b) off-market purchase(s) ("**Off-Market Purchase(s)**") made under an equal access scheme in accordance with Section 76C of the Companies Act.

# Letter to Shareholders

The Directors may impose such terms and conditions, which are not inconsistent with the Share Purchase Mandate, the Companies Act and the Listing Manual, as they consider to be in the interests of the Company in connection with or in relation to an equal access scheme or schemes. Under the Companies Act, an equal access scheme must satisfy all the following conditions:

- (a) offers for the purchase or acquisition of shares are to be made to every person who holds shares to purchase or acquire the same percentage of their shares;
- (b) all of those persons have a reasonable opportunity to accept the offers made to them; and
- (c) the terms of all the offers are the same, except that there shall be disregarded:
  - (i) differences in consideration attributable to the fact that offers may relate to shares with different accrued dividend entitlements;
  - (ii) differences in consideration attributable to the fact that offers relate to shares with different amounts remaining unpaid; and
  - (iii) differences in the offers introduced solely to ensure that each person is left with a whole number of shares.

In addition, pursuant to the Listing Manual, if the Company wishes to make an Off-Market Purchase in accordance with an equal access scheme, the Company must issue an offer document to all Shareholders containing at least the following information:

- (a) the terms and conditions of the offer;
- (b) the period and procedures for acceptances;
- (c) the reasons for the proposed purchase(s) or acquisition(s) of Shares;
- (d) the consequences, if any, of purchase(s) or acquisition(s) of Shares by the Company that will arise under the Take-over Code or other applicable take-over rules;
- (e) whether the purchase(s) or acquisition(s) of Shares, if made, could affect the listing of the Shares on the SGX-ST;
- (f) details of any purchase(s) or acquisition(s) of Shares made by the Company in the previous 12 months (whether Market Purchase(s) or Off-Market Purchase(s) in accordance with an equal access scheme), giving the total number of Shares purchased or acquired, the purchase or acquisition price per Share or the highest and lowest prices paid for the purchase(s) or acquisition(s), where relevant, and the total consideration paid for the purchase(s) or acquisition(s); and
- (g) whether the Shares purchased or acquired by the Company will be cancelled or kept as treasury shares.

## 2.2.4 Maximum Purchase or Acquisition Price

The purchase or acquisition price (excluding brokerage, trading fee, clearing fee, applicable goods and services tax and other related expenses) to be paid for the Shares will be determined by the Directors.

# Letter to Shareholders

However, the purchase or acquisition price must not exceed:

- (a) in the case of a Market Purchase, 105% of the Average Closing Price (as defined below); and
- (b) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Highest Last Dealt Price (as defined below),

(the "**Maximum Price**") in either case, excluding related expenses of the purchase or acquisition.

For the above purposes:

"**Average Closing Price**" means the average of the closing market prices of a Share over the last five (5) Market Days on which transactions in Shares were recorded, immediately preceding the date of the Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five-day period and the date of the Market Purchase;

"**Highest Last Dealt Price**" means the highest price transacted for a Share as recorded on the Market Day on which transactions in Shares were recorded, immediately preceding the date of the making of the offer (as defined below) for an Off-Market Purchase; and

"**date of the making of the offer**" means the date on which the Company announces its intention to make an offer for an Off-Market Purchase, stating the purchase or acquisition price (which shall not be more than the Maximum Price for an Off-Market Purchase calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

## 2.3 Status of Purchased or Acquired Shares

Any Share which is purchased or acquired by the Company is deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to that Share will expire on cancellation), unless such Share is held by the Company as a treasury share. Accordingly, the total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as treasury shares. At the time of each purchase or acquisition of Shares by the Company, the Directors will decide whether the Shares purchased or acquired will be cancelled or kept as treasury shares, or partly cancelled and partly kept as treasury shares, depending on the needs of the Company at that time.

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as treasury shares. Some of the key provisions on treasury shares under the Companies Act are summarised below:

(a) *Maximum Holdings*

The aggregate number of Shares held as treasury shares cannot at any time exceed 10% of the total number of issued Shares.

(b) *Voting and Other Rights*

The Company will not have the right to attend or vote at meetings and/or to receive any dividends in respect of treasury shares. However, the allotment of treasury shares as fully paid bonus shares is allowed. Furthermore, a subdivision or consolidation of any treasury share into treasury shares of a greater or smaller number is allowed, if the total value of the treasury shares after the subdivision or consolidation is the same as the total value of the treasury share before the subdivision or consolidation, as the case may be.

# Letter to Shareholders

(c) *Disposal and Cancellation*

The Company may dispose of treasury shares at any time in the following ways:

- (i) selling the treasury shares for cash;
- (ii) transferring the treasury shares for the purposes of or pursuant to any share scheme, whether for its employees, directors or other persons;
- (iii) transferring the treasury shares as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (iv) cancelling the treasury shares; or
- (v) selling, transferring or otherwise using the treasury shares for such other purposes as may be prescribed by the Minister for Finance.

In addition, under the Listing Manual, the Company must immediately announce any sale, transfer, cancellation and/or use of treasury shares, stating the following:

- (i) date of the sale, transfer, cancellation and/or use;
- (ii) purpose of such sale, transfer, cancellation and/or use;
- (iii) number of treasury shares sold, transferred, cancelled and/or used;
- (iv) number of treasury shares before and after such sale, transfer, cancellation and/or use;
- (v) percentage of the number of treasury shares against the total number of shares outstanding in a class that is listed before and after such sale, transfer, cancellation and/or use; and
- (vi) value of the treasury shares if they are used for a sale or transfer, or cancelled.

## 2.4 Source of Funds

The Companies Act permits the Company to make payment, pursuant to the purchase or acquisition of its own Shares, out of capital as well as from its distributable profits, so long as the Company is solvent. Pursuant to the Companies Act, the Company is solvent if at the date of the relevant payment, the following conditions are satisfied:

- (a) there is no ground on which the Company could be found to be unable to pay its debts;
- (b) if –
  - (i) it is intended to commence winding up of the Company within the period of 12 months immediately after the date of the payment, the Company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or
  - (ii) it is not intended so to commence winding up, the Company will be able to pay its debts as they fall due during the period of 12 months immediately after the date of the payment; and

# Letter to Shareholders

- (c) the value of the Company's assets is not less than the value of its liabilities (including contingent liabilities) and will not, after the proposed purchase or acquisition of Shares, become less than the value of its liabilities (including contingent liabilities).

The Company intends to use internal sources of funds, or a combination of internal resources and external borrowings, to finance its purchase(s) or acquisition(s) of Shares.

## 2.5 Financial Effects

It is not possible for the Company to realistically calculate or quantify the impact of purchases or acquisitions that may be made pursuant to the Share Purchase Mandate on the NTA and EPS of the Group, as the resultant effect will depend on, *inter alia*, the aggregate number of Shares purchased or acquired, the purchase or acquisition prices paid for such Shares, whether the purchase or acquisition is made out of capital or profits, whether the Shares purchased or acquired are held in treasury or cancelled, how the Shares held in treasury are subsequently dealt with by the Company in accordance with Section 76K of the Companies Act, and the amounts (if any) borrowed by the Company to fund the purchases or acquisitions.

Where the amounts paid by the Company for the purchase or acquisition of Shares are made out of profits, such amounts will correspondingly reduce the amount available for the distribution of cash dividends by the Company. Where the amounts paid by the Company for the purchase or acquisition of Shares are made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced but the issued share capital of the Company will be reduced by such amounts. The total amount of the purchase or acquisition price shall include any expenses (including brokerage, trading fee and/or clearing fee) incurred directly in the purchase or acquisition of the Shares which is paid out of the Company's profits or capital.

Where a purchase or an acquisition of Shares is financed by internal resources and/or external borrowings, there may be an increase in the Group's gearing ratio, and a decline in the Group's current ratio and Shareholders' funds. The actual impact on the Group's gearing and current ratios will depend on, *inter alia*, the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

The Directors do not propose to exercise the Share Purchase Mandate to such an extent that the Group's working capital requirements and ability to service its debts would be adversely affected. The purchase(s) or acquisition(s) of Shares will be effected taking into account, *inter alia*, the Group's working capital requirements, availability of financial resources, the Group's expansion and investment plans and prevailing market conditions. The Company intends to exercise the Share Purchase Mandate with a view to enhancing the Group's NTA per Share and/or EPS.

**For illustrative purposes only** and on the basis of the following assumptions:

- (a) the purchase or acquisition by the Company of the maximum of 20,058,099 Shares (representing 10% of the issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date) was made on 1 January 2025;
- (b) in the case of Market Purchases, the Company purchased or acquired Shares at the Maximum Price of S\$0.5817 for each Share (being 105% of the Average Closing Price as at the Latest Practicable Date), and in the case of Off-Market Purchases, the Company purchased or acquired Shares at the Maximum Price of S\$0.6780 for each Share (being 120% of the Highest Last Dealt Price as at the Latest Practicable Date);
- (c) the purchase or acquisition of Shares by the Company, which required funds amounting to, in the case of Market Purchases, S\$11,667,796, and in the case of Off-Market Purchases, S\$13,599,391, was financed entirely using internal sources of funds, and the Company received dividends from its subsidiaries to finance the purchase or acquisition;

# Letter to Shareholders

- (d) the Singapore corporate tax rate applied was 17%; and
- (e) the cash reserves applied by the Group to pay for the purchase or acquisition of Shares, would otherwise have earned negligible return,

the financial effects of purchases or acquisitions of Shares by the Company pursuant to the Share Purchase Mandate on the audited financial statements of the Company and the Group for FY2025 are set out below:

**The financial effects set out below are for illustrative purposes only. The illustrations are based on historical numbers for FY2025 and are in no way indicative of the Company's and the Group's future financial performance or a forecast of the Company's and the Group's financial position.**

**Although the Share Purchase Mandate would authorise the Company to purchase or acquire up to 10% of the issued Shares (excluding treasury shares and subsidiary holdings), the Company may not necessarily purchase or acquire part of or the entire 10% of the issued Shares (excluding treasury shares and subsidiary holdings).**

## Market Purchases Scenario

**Market Purchases of 20,058,099 Shares out of profits, and the maximum number of Shares permitted under the Companies Act to be held in treasury are held in treasury and the balance are cancelled**

	Group		Company	
	Before Share Purchase S\$'000	After Share Purchase S\$'000	Before Share Purchase S\$'000	After Share Purchase S\$'000
<b>As at 31 December 2025</b>				
Share capital	29,191	29,191	29,191	29,191
Revenue reserves (distributable)	108,684	108,684	24,084	35,752
Other reserves	(9,733)	(9,733)	(1,327)	(1,327)
Treasury shares	(30)	(11,698)	(30)	(11,698)
Shareholders' funds	128,112	116,444	51,918	51,918
NA	128,112	116,444	51,918	51,918
Current assets	230,539	218,871	11,317	11,317
Current liabilities	147,173	147,173	4,358	4,358
Working capital	83,366	71,698	6,959	6,959
Total liabilities	160,486	160,486	14,069	14,069
Cash and cash equivalents	91,076	79,408	7,791	7,791
Profit attributable to Shareholders	13,695	13,695	5,166	16,834
Number of Shares, excluding treasury shares and subsidiary holdings ('000)	201,882	181,824	201,882	181,824
Weighted average number of Shares ('000)	201,926	181,868	201,926	181,868
<b>Financial Ratios</b>				
NA per Share <sup>(1)</sup> (cents)	63.46	64.04	25.72	28.55
EPS <sup>(2)</sup> (cents)	6.78	7.53	2.56	9.26
Gearing ratio <sup>(3)</sup> (times)	1.25	1.38	0.27	0.27
Current ratio <sup>(4)</sup> (times)	1.57	1.49	2.60	2.60

# Letter to Shareholders

## Off-Market Purchases Scenario

Off-Market Purchases of 20,058,099 Shares out of profits, and the maximum number of Shares permitted under the Companies Act to be held in treasury are held in treasury and the balance are cancelled

	Group		Company	
	Before Share Purchase	After Share Purchase	Before Share Purchase	After Share Purchase
	S\$'000	S\$'000	S\$'000	S\$'000
<b>As at 31 December 2025</b>				
Share capital	29,191	29,191	29,191	29,191
Revenue reserves (distributable)	108,684	108,684	24,084	37,683
Other reserves	(9,733)	(9,733)	(1,327)	(1,327)
Treasury shares	(30)	(13,629)	(30)	(13,629)
Shareholders' funds	128,112	114,513	51,918	51,918
NA	128,112	114,513	51,918	51,918
Current assets	230,539	216,940	11,317	11,317
Current liabilities	147,173	147,173	4,358	4,358
Working capital	83,366	69,767	6,959	6,959
Total liabilities	160,486	160,486	14,069	14,069
Cash and cash equivalents	91,076	77,477	7,791	7,791
Profit attributable to Shareholders	13,695	13,695	5,166	18,765
Number of Shares, excluding treasury shares and subsidiary holdings ('000)	201,882	181,824	201,882	181,824
Weighted average number of Shares ('000)	201,926	181,868	201,926	181,868
<b>Financial Ratios</b>				
NA per Share <sup>(1)</sup> (cents)	63.46	62.98	25.72	28.55
EPS <sup>(2)</sup> (cents)	6.78	7.53	2.56	10.32
Gearing ratio <sup>(3)</sup> (times)	1.25	1.40	0.27	0.27
Current ratio <sup>(4)</sup> (times)	1.57	1.47	2.60	2.60

### Notes:

- (1) NA per Share equals Shareholders' funds divided by the total number of Shares, excluding treasury shares and subsidiary holdings
- (2) EPS equals profit attributable to Shareholders divided by the weighted average number of Shares
- (3) Gearing ratio equals total liabilities divided by Shareholders' funds
- (4) Current ratio equals current assets divided by current liabilities

Shareholders who are in doubt as to their respective tax positions or any tax implications arising from the proposed renewal of the Share Purchase Mandate to be tabled at the 2026 AGM, or who may be subject to tax whether in or outside Singapore, should consult their own professional advisers.

# Letter to Shareholders

## 2.6 Requirements under the Listing Manual

### 2.6.1 Maximum Price

Under the Listing Manual, a listed company may purchase or acquire shares by way of Market Purchases at a price per share which is not more than 5% above the average of the closing market prices of the shares over the last five (5) Market Days, on which transactions in the shares were recorded, before the day on which the purchases or acquisitions were made and deemed to be adjusted for any corporate action that occurs during the relevant five-day period and the day on which the purchases or acquisitions were made. The Maximum Price for a Share in relation to Market Purchases by the Company, referred to in Section 2.2.4, conforms to this restriction.

### 2.6.2 Reporting Requirements

The Listing Manual requires a listed company to notify the SGX-ST of any purchase or acquisition of its shares (i) in the case of a Market Purchase, by 9.00 a.m. on the Market Day following the day on which it purchased or acquired shares; and (ii) in the case of an Off-Market Purchase under an equal access scheme, by 9.00 a.m. on the second Market Day after the close of acceptances of the offer. Such notification shall be in such form and include such details as may be prescribed by the Listing Manual.

### 2.6.3 No Purchases or Acquisitions after Occurrences of Price-sensitive Developments

While the Listing Manual does not expressly prohibit any purchase or acquisition of shares by a listed company during any particular time(s), because the listed company would be regarded as an "insider" in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the Share Purchase Mandate at any time after a price-sensitive development has occurred or has been the subject of a decision until the price-sensitive information has been publicly announced. In particular, in line with the best practices on dealings in securities under Rule 1207(19) of the Listing Manual, the Company will not purchase or acquire any Shares during the period of one (1) month immediately preceding the announcement of the Company's half-year and full-year financial statements.

## 2.7 Listing Status of the Shares

Under Rule 723 of the Listing Manual, the Company shall ensure that at least 10% of its total number of issued Shares (excluding treasury shares, preference shares and convertible equity securities) in a class that is listed is at all times held by the public.

As at the Latest Practicable Date:

- (a) approximately 87,972,000 Shares, representing 43.86% of the total number of issued Shares (excluding treasury shares, preference shares and convertible equity securities), are held by the public; and
- (b) 1,367,300 Shares are held by the Company as treasury shares and the Company does not have subsidiary holdings.

If the Company had purchased or acquired Shares from the public up to the full 10% limit pursuant to the Share Purchase Mandate on the Latest Practicable Date, the number of Shares held by the public would be approximately 69,145,000 Shares, representing 38.04% of the total number of issued Shares (excluding treasury shares, preference shares and convertible equity securities).

The Company is of the view that there is a sufficient number of Shares held by public Shareholders which would permit the Company to undertake purchases or acquisitions of its Shares up to the full 10% limit pursuant to the Share Purchase Mandate without affecting the listing status of the Shares on the SGX-ST, causing market illiquidity or affecting orderly trading of the Shares.

# Letter to Shareholders

## 2.8 Obligations to Make a Take-over Offer

If, as a result of any purchase or acquisition of Shares by the Company, the percentage of voting rights in the Company of a Shareholder and persons acting in concert with him increases, such increase will be treated as an acquisition for the purposes of Rule 14 of the Take-over Code. Consequently, a Shareholder or a group of Shareholders acting in concert could obtain or consolidate effective control of the Company and become obliged to make a take-over offer under Rule 14 of the Take-over Code.

The circumstances under which Shareholders, including Directors, and persons acting in concert with them will incur an obligation to make a take-over offer under Rule 14 of the Take-over Code after a purchase or an acquisition of Shares by the Company are set out in Appendix 2 of the Take-over Code.

In general terms, the effect of Rule 14 and Appendix 2 of the Take-over Code is that, if as a result of the Company purchasing or acquiring Shares, (i) the voting rights of Directors and their concert parties would increase to 30% or more; or (ii) in the event that such Directors and their concert parties hold between 30% and 50% of the Company's voting rights, if the voting rights of such Directors and their concert parties would increase by more than 1% in any period of six (6) months, the Directors and their concert parties will be exempted from the requirement to make a take-over offer subject to certain conditions, including the submission by each of such Directors of an executed form prescribed by the Securities Industry Council of Singapore within seven (7) days of the passing of the resolution to authorise the proposed renewal of the Share Purchase Mandate.

Under Appendix 2 of the Take-over Code, a Shareholder not acting in concert with the Directors will not be required to make a take-over offer under Rule 14 of the Take-over Code, if as a result of the Company purchasing or acquiring its Shares, (i) the voting rights of such Shareholder would increase to 30% or more; or (ii) in the event that such Shareholder holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholder would increase by more than 1% in any period of six (6) months. Such Shareholder need not abstain from voting on the resolution authorising the proposed renewal of the Share Purchase Mandate.

### 2.8.1 Persons Acting in Concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), co-operate, through the acquisition by any of them of shares in a company, to obtain or consolidate effective control of that company. Unless the contrary is established, the following persons, *inter alia*, will be presumed to be acting in concert: (i) a company with any of its directors (together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts); and (ii) a company, its parent company, subsidiaries and fellow subsidiaries, and the associated companies of any of the foregoing companies, companies whose associated companies include any of the foregoing companies, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing companies for the purchase of voting rights. Under the Take-over Code, a company is an associated company of another company if the second company owns or controls at least 20% but not more than 50% of the voting rights of the first-mentioned company.

Based on the interests of substantial Shareholders (being a Shareholder whose interest in the Company's issued share capital is equal to or more than 5%) recorded in the Company's Register of Substantial Shareholders as at the Latest Practicable Date, as set out in Section 3, none of the substantial Shareholders would become obliged to make a take-over offer under Rule 14 of the Take-over Code as a result of the purchase or acquisition of Shares by the Company up to the maximum limit of 10% of the issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date pursuant to the Share Purchase Mandate.

The Directors are not aware of any facts or factors which suggest or imply that any particular person(s) and/or Shareholder(s) are, or may be regarded as, persons acting in concert such that their respective shareholding interests in the Company should or ought to be consolidated, and consequences under the Take-over Code would ensue as a result of a purchase or an acquisition of Shares by the Company pursuant to the Share Purchase Mandate.

# Letter to Shareholders

The statements set out above do not purport to be a comprehensive or exhaustive description of all implications that may arise under the Take-over Code. Shareholders who are in doubt as to whether they would incur any obligation to make a take-over offer as a result of any purchase or acquisition of Shares by the Company pursuant to the Share Purchase Mandate are advised to consult their professional advisers and/or the Securities Industry Council of Singapore and/or other relevant authorities at the earliest opportunity.

## 2.9 Reporting Requirements

Within 30 days of the passing of a Shareholders' resolution to approve the proposed renewal of the Share Purchase Mandate, the Company shall lodge a copy of the relevant Shareholders' resolution with the Registrar of Companies (the "Registrar").

The Company shall notify the Registrar within 30 days of a purchase or an acquisition of Shares by the Company. Such notification shall include the date of the purchase or acquisition, the number of Shares purchased or acquired by the Company, the number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued share capital before and after the purchase or acquisition, the amount of consideration paid by the Company for the purchase or acquisition, whether the Shares were purchased or acquired out of the profits or capital of the Company, and such other particulars as may be required in the prescribed form.

Within 30 days of the cancellation or disposal of treasury shares in accordance with the provisions of the Companies Act, the Company shall lodge with the Registrar the notice of cancellation or disposal of treasury shares in the prescribed form.

## 2.10 Share Purchases or Acquisitions in the Previous 12 Months

During the 12 months preceding the Latest Practicable Date, the Company had purchased an aggregate of 1,367,300 Shares by way of Market Purchases effected on the SGX-ST pursuant to the 2025 Mandate. The highest and lowest price paid per Share was S\$0.545 and S\$0.450 respectively and the total consideration, excluding brokerage, trading fee, clearing fee, applicable goods and services tax and other related expenses, for all purchases was approximately S\$695,000. The Shares purchased by the Company were kept as treasury shares upon purchase.

## 3. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTEREST

As at the Latest Practicable Date, the interests of the Directors in the Shares, as extracted from the Company's Register of Directors' Shareholdings, and the interests of substantial Shareholders in the Shares, as extracted from the Company's Register of Substantial Shareholders, are as follows:

Name	Direct Interest		Deemed Interest	
	Number of Shares	%	Number of Shares	%
<b>Directors</b>				
Soh Siak Poh Benedict	8,540,849	4.26	41,076,660 <sup>(1)</sup>	20.48
Simon Ong Chin Sim	11,386,630	5.68	37,993,060 <sup>(2)</sup>	18.94
Chong Siew Ling	4,150,531	2.07	–	–
Alex Wee Huat Seng	2,703,549	1.35	–	–
Tan Cher Liang	–	–	–	–
Tan Guan Hiang	–	–	–	–
Loh Eu Tse Derek	–	–	–	–
Tan Chuan Lye	–	–	–	–

# Letter to Shareholders

Name	Direct Interest		Deemed Interest	
	Number of Shares	%	Number of Shares	%
<b>Substantial Shareholders (other than Directors)</b>				
Islanda Pte. Ltd.	41,076,660	20.48	–	–
O-Vest Pte. Ltd.	37,993,060	18.94	–	–
Png Geok Choo Rose	–	–	41,076,660 <sup>(1)</sup>	20.48
Soh E-Ling Marianne	–	–	41,076,660 <sup>(1)</sup>	20.48
Soh Hsien Wern Gavin	–	–	41,076,660 <sup>(1)</sup>	20.48
Jillian Soh E-Ping	–	–	41,076,660 <sup>(1)</sup>	20.48
Vera Ong Lim Guek Noi	–	–	37,993,060 <sup>(2)</sup>	18.94
Elita Ong Mei-Lin	–	–	37,993,060 <sup>(2)</sup>	18.94

## Notes:

- (1) Mr Soh Siak Poh Benedict's, Mdm Png Geok Choo Rose's, Ms Soh E-Ling Marianne's, Mr Soh Hsien Wern Gavin's and Ms Jillian Soh E-Ping's deemed interest refers to the 41,076,660 Shares held by Islanda Pte. Ltd. by virtue of Section 7 of the Companies Act.
- (2) Mr Simon Ong Chin Sim's, Mdm Vera Ong Lim Guek Noi's and Ms Elita Ong Mei-Lin's deemed interest refers to the 37,993,060 Shares held by O-Vest Pte. Ltd. by virtue of Section 7 of the Companies Act.

Save as disclosed above, none of the Directors and substantial Shareholders has any interest, whether direct or indirect, in the proposed renewal of the Share Purchase Mandate to be tabled at the 2026 AGM.

## 4. ACTION TO BE TAKEN BY SHAREHOLDERS

The 2026 AGM will be held at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032 on 30 April 2026 at 10.00 a.m. for the purpose of, *inter alia*, considering and, if thought fit, passing with or without modification, the ordinary resolution relating to the proposed renewal of the Share Purchase Mandate as set out in the notice of the 2026 AGM.

Shareholders who are unable to attend the 2026 AGM and who wish to appoint a proxy or proxies to attend, speak and vote on their behalf should complete, sign and return the Proxy Form attached to the notice of the 2026 AGM in accordance with the instructions printed therein as soon as possible and, in any event, so as to arrive at the registered office of the Company at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032 or via email to [proxyform@kingsmen-int.com](mailto:proxyform@kingsmen-int.com), in either case, not less than 72 hours before the time appointed for the holding of the 2026 AGM. The appointment of a proxy or proxies by a Shareholder does not preclude him from attending, speaking and voting in person at the 2026 AGM in place of the proxy or proxies if he so wishes.

A Depositor shall not be regarded as a member of the Company entitled to attend the 2026 AGM and to speak and vote thereat unless his name appears on the Depository Register at least 72 hours before the time appointed for the holding of the 2026 AGM.

Shareholders who hold their Shares through a Relevant Intermediary as defined in Section 181 of the Companies Act (including Supplementary Retirement Scheme ("SRS") investors, CPF Investment Scheme ("CPFIS") investors and holders under Depository Agents) and who wish to exercise their votes should approach their respective Relevant Intermediaries (including their respective SRS approved banks, CPFIS agent banks or Depository Agents) to submit their voting instructions by 5.00 p.m. on 21 April 2026, being seven (7) working days before the date of the 2026 AGM.

# Letter to Shareholders

## 5. DIRECTORS' RECOMMENDATIONS

The Directors are of the opinion that the proposed renewal of the Share Purchase Mandate is in the best interests of the Company. Accordingly, the Directors recommend that Shareholders vote in favour of Ordinary Resolution 9 relating to the proposed renewal of the Share Purchase Mandate to be tabled at the 2026 AGM.

## 6. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Circular and confirm after making all reasonable enquiries, that to the best of their knowledge and belief, this Circular constitutes full and true disclosure of all material facts about the proposed renewal of the Share Purchase Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Circular misleading. Where information in this Circular has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in the Circular in its proper form and context.

## 7. CONSENT

The legal adviser to the Company in respect of the proposed renewal of the Share Purchase Mandate, AEI Legal LLC, has given and has not withdrawn its written consent to the issue of this Circular with the inclusion of its name herein and all references thereto in the form and context in which it appears in this Circular and to act in such capacity in relation to this Circular.

## 8. DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents are available for inspection at the registered office of the Company at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032, during normal business hours from the date of this Circular up to and including the date of the 2026 AGM:

- (a) the Annual Report; and
- (b) the Constitution of the Company.

The Annual Report may also be accessed via SGXNET and the Company's corporate website.

Yours faithfully

For and on behalf of the Board of  
**Kingsmen Creatives Ltd.**

Soh Siak Poh Benedict  
Executive Chairman

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# KINGSMEN CREATIVES LTD.

Company Registration Number: 200210790Z  
(Incorporated in Singapore)

## PROXY FORM

(Please see notes overleaf before completing this Form)

### IMPORTANT

1. A Relevant Intermediary (as defined in Section 181 of the Companies Act 1967 (Singapore) (the "Companies Act")) may appoint more than two proxies to attend, speak and vote at the Meeting.
2. For investors who hold shares in the capital of the Company under the Supplementary Retirement Scheme ("SRS") or the Central Provident Fund Investment Scheme ("CPFIS"), this proxy form is not valid for their use and shall be ineffective for all intents and purposes if used or purported to be used by them. SRS/CPFIS investors who wish to exercise their votes should approach their respective SRS approved banks or CPFIS agent banks to submit their voting instructions by **5.00 p.m. on 21 April 2026**, being seven (7) working days before the date of the Meeting.

I/We, \_\_\_\_\_ (name) \_\_\_\_\_ (NRIC/Passport/Co. Reg No.)

of \_\_\_\_\_ (address)

being a member/members of **KINGSMEN CREATIVES LTD.** (the "Company"), hereby appoint:

Name	Address	NRIC/ Passport Number	Proportion of Shareholding to be represented	
			Number of Shares	%

and/or (delete as appropriate)

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or failing him/her/them, the Chairman of the Twenty-Third Annual General Meeting of the Company (the "Meeting") as my/our proxy/proxies to attend, speak and vote for me/us on my/our behalf at the Meeting to be held on Thursday, 30 April 2026 at 10.00 a.m. and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against or abstain from voting on the Resolutions to be proposed at the Meeting as indicated below. If no specific direction as to voting is given in respect of a Resolution or in the event of any other matter arising at the Meeting and at any adjournment thereof, the proxy/proxies may vote or abstain from voting at his/her/their discretion. **All Resolutions put to vote at the Meeting shall be decided by way of poll.**

**If you wish to exercise all your votes "For" or "Against" a Resolution, please tick [✓] within the "For" or "Against" box provided. Alternatively, please indicate the number of votes "For" or "Against" the relevant Resolution.**

**If you wish to abstain from voting on a Resolution, please tick [✓] within the "Abstain" box provided. Alternatively, please indicate the number of votes in the "Abstain" box for the relevant Resolution.**

No.	Resolutions relating to:	For	Against	Abstain
1.	Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025			
2.	Declaration of a final tax exempt one-tier dividend of 3 Singapore cents per ordinary share for the financial year ended 31 December 2025			
3.	Re-election of Mr. Chong Siew Ling as a Director			
4.	Re-election of Mr. Tan Cher Liang as a Director			
5.	Approval of Directors' fees amounting to S\$280,000 for the financial year ended 31 December 2025			
6.	Re-appointment of RSM SG Assurance LLP as Auditors and authorisation of the Directors to fix their remuneration			
7.	Authority to allot and issue shares in the capital of the Company - Share Issue Mandate			
8.	Authority to allot and issue shares under the Kingsmen Performance Share Scheme			
9.	Renewal of the Share Purchase Mandate			

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026

Total number of Shares in:	Number of Shares Held
(a) CDP Register	
(b) Register of Members	

\_\_\_\_\_  
Signature(s) of Member(s) or,  
Common Seal of Corporate Member

**IMPORTANT: PLEASE READ NOTES OVERLEAF**

## Notes:

1. A member of the Company who is not a Relevant Intermediary and is entitled to attend, speak and vote at the Meeting is entitled to appoint not more than two proxies to attend, speak and vote in his/her/its stead. A proxy need not be a member of the Company.
2. Where a member appoints more than one proxy, the proportion of the shareholdings to be represented by each proxy shall be specified in this proxy form. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or at the Company's option to treat this proxy form as invalid.
3. A member who is a Relevant Intermediary entitled to attend, speak and vote at the Meeting is entitled to appoint more than two proxies to attend, speak and vote at the Meeting instead of such member, but each such proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxies, the appointments shall be invalid unless the member specifies the proportion of shareholdings in relation to which each proxy has been appointed.
4. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001 (Singapore)), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members of the Company, you should insert the aggregate number of shares entered against your name in the Depository Register and registered in your name in the Register of Members of the Company. If no number is inserted, this proxy form will be deemed to relate to all the shares held by you.
5. Completion and return of this proxy form shall not preclude a member from attending, speaking and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the Meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the proxy form to the Meeting.
6. This proxy form must be under the hand of the appointor or of his/her/its attorney duly authorised in writing. Where this proxy form is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer.
7. Where this proxy form is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with this proxy form, failing which this proxy form shall be treated as invalid.
8. A corporation which is a member may authorise by resolution of its directors or other governing body such person(s) as it thinks fit to act as its representative(s) at the Meeting, in accordance with Section 179 of the Companies Act.
9. This duly executed proxy form must be submitted to the Company in the following manner:
  - (i) if submitted by post, be deposited at the registered office of the Company at 22 Changi Business Park Central 2, The Kingsmen Experience, Singapore 486032; or
  - (ii) if submitted electronically, be submitted via email to [proxyform@kingsmen-int.com](mailto:proxyform@kingsmen-int.com),in either case, not less than **72 hours** before the time appointed for the holding of the Meeting.
10. Members who hold their shares through a Relevant Intermediary (including SRS investors, CPFIS investors and holders under depository agents) and who wish to exercise their votes should approach their respective Relevant Intermediaries (including their respective SRS approved banks, CPFIS agent banks or depository agents) to submit their voting instructions by **5.00 p.m. on 21 April 2026**, being seven (7) working days before the date of the Meeting.

## General:

The Company shall be entitled to reject a proxy form which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the proxy form. In addition, in the case of shares entered in the Depository Register, the Company may reject a proxy form if the member, being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for the holding of the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

## Personal Data Privacy:

By attending the Meeting and/or any adjournment thereof or submitting an instrument appointing a proxy or proxies and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of the Meeting dated 14 April 2026.

**Kingsmen Creatives Ltd**

Co. Reg. No. 200210790Z

**The Kingsmen Experience**

22 Changi Business Park Central 2  
Singapore 486032

Tel (65) 688 000 88

[info@kingsmen-int.com](mailto:info@kingsmen-int.com)  
[www.kingsmen-int.com](http://www.kingsmen-int.com)

**kingsmen**

The Experience Company