CSC HOLDINGS LIMITED
Co. Registration No. 199707845E

ANNUAL GENERAL MEETING TO BE HELD ON 30 JULY 2026 – RESPONSE TO QUESTIONS FROM THE SECURITIES INVESTORS ASSOCIATION (SINGAPORE)

The Board of Directors (the "**Board**") of CSC Holdings Limited (the "**Company**"), together with its subsidiaries (the "**Group**") refers to the questions received from the Securities Investors Association (Singapore) ("**SIAS**") with respect to the Company's Annual General Meeting to be held by way of physical meeting on 30 July 2026 ("**AGM**").

The Company is pleased to present its response to questions received from SIAS in Appendix A.

Refer to its announcement dated 22 July 2026, the Company has not received any questions from shareholders of the Company in relation to the AGM.

BY ORDER OF THE BOARD

See Yen Tarn
Executive Director and Group Chief Executive Officer

Date: 28 July 2026

Question 1:

(i) **Did the Malaysian operations incur gross losses during FY2026? Was the deterioration driven by a small number of underperforming projects, or does it reflect broader weaknesses in pricing discipline, project selection, execution, cost control or market conditions? What objective evidence supports management's expectation that these issues will normalise in FY2027?**
(ii) **What gross profit margin was achieved in Singapore?**
(iii) **Could management help shareholders reconcile the difference between these two figures?** *(Clarification on the Profit After Tax disclosed in the FY2026 Five-Year Financial Summary)*

Company's Responses:

(i) The Malaysia operations incurred a gross loss in FY2026. This was primarily attributable to several lower-margin projects that were affected by project delays and unforeseen project-specific events. These projects were substantially completed in FY2026, and the full financial impact of these matters has been recognised in FY2026.

In particular, the Malaysia operations incurred rectification costs arising from unforeseen soil and highly irregular subsurface rock conditions encountered at a project site. A full provision for the estimated rectification costs has been recognised in FY2026. The Group is actively pursuing recovery of a portion of these costs through its insurers. Any insurance recovery will be recognised only when recovery becomes sufficiently certain and the applicable accounting recognition criteria have been satisfied.

(ii) Singapore operations accounted for approximately 82% of the Group's turnover in FY2026 and achieved gross profit margins of 10%-15% over the past two financial years. The Singapore operations continue to deliver stable operating performance, reflecting disciplined project execution, prudent cost management and a favourable project mix.

(iii) There was a typographical error on the Five Years Financial Summary (page 28) in relation to the disclosure of Profit/(Loss) After Tax for FY2026 in FY2026 Annual Report. The Profit After Tax for FY2026 was $2.9 million. A corrigendum announcement, with the revised FY2026 Annual Report, has been released on SGXNet on 22 July 2026.

The correction relates solely to a typographical error in the Five-Year Financial Summary and does not affect the audited financial statements or any other financial information contained in the Annual Report.

Question 2:

(i) **How should shareholders interpret these ratings? Historically, how frequently have customers migrated to weaker credit grades?**
(ii) **Could the audit committee explain the factors underlying this change? Does the lower expected credit loss rate reflect stronger customer credit quality, improved**

collection experience, changes in customer mix or revisions to the assumptions underpinning the expected credit loss model?

(iii) What were the profiles of the customers whose balances were written off during FY2026? How long had these receivables and contract assets been outstanding, what recovery actions had management undertaken prior to the write-offs, and what avenues remain available to maximise recoveries for shareholders?

<u>Company's Responses:</u>

(i) The Group's internal credit ratings (Grades AA to D) are used to assess the relative credit risk of counterparties for the purpose of measuring expected credit losses under SFRS(I) 9. As disclosed in Note 28 to the Financial Statements, the Group allocates each exposure to a credit risk grade based on data that is determined to be predictive of the risk of loss, including but not limited to external ratings, audited financial statements, management accounts, cash flow projections and available press information about counterparties, and applying experienced credit judgement. Credit risk grades are defined using qualitative and quantitative factors that are indicative of the risk of default.

The Group's internal credit ratings are dynamic and are reviewed at each reporting date, or earlier where new information becomes available. While individual counterparties may move between credit grades as their financial circumstances evolve, the Group has not observed any broad deterioration in the overall credit quality of its customer portfolio. Changes in credit grades are generally customer-specific rather than indicative of an industry-wide trend.

(ii) The reduction in the weighted average expected credit loss rate primarily reflects the improved credit quality of the Group's customer portfolio at the reporting date, taking into account customer-specific financial information and historical collection experience. There was no change to the Group's expected credit loss assessment methodology under SFRS(I) 9, which was applied consistently in both FY2025 and FY2026.

(iii) In FY2026, the Group wrote off $4.0 million long outstanding receivables that had been outstanding for more than six years, after determining that the amounts were no longer recoverable despite extensive debt recovery efforts. These receivables were fully impaired in previous financial years due to recoverability concerns arising from events such as liquidation or the debtors' financial difficulties.

Prior to write-off, the Group had undertaken appropriate recovery measures, including negotiations, repayment discussions and legal recovery actions where commercially justified. As these balances had already been fully impaired in previous financial years, the write-off did not have any material impact on FY2026 financial results.

The Group continues to strengthen its credit monitoring and collection processes and regularly reviews the recoverability of outstanding receivables. During FY2026, the Group successfully recovered S$0.2 million from other receivables that had previously been impaired.

Question 3:

(i) Board diversity:
Would the board elaborate on the substance of its board diversity policy? In the absence of measurable objectives, how does the board assess whether it is making meaningful progress in improving board diversity?

(ii) Sustainability report:

(a) Could the board explain how the assessment was conducted and how the resulting matrix helps investors understand the relative significance of each topic?

(b) In the FY2026 sustainability report, how does the board intend to improve the materiality assessment so that it more clearly reflects the group's principal sustainability risks, strategic priorities and decision-useful information for investors?

Company's Responses:

(i) The Company has a formal Board Diversity Policy which sets out the approach towards promoting and achieving diversity on the Board and Board Committees of the Company. The Company's commitment to Board diversity is outlined in the Corporate Governance Report on pages 46 to 48 of the Company's annual report for the financial year ended 31 March 2026 ("Annual Report 2026").

As disclosed under Provision 2.4 of the Code of Corporate Governance 2018 (pages 47 to 48 of the Annual Report 2026), the Nominating Committee ("NC") reviews Board diversity annually, taking into account factors such as skills, experience, core competencies, gender and knowledge of the Company. The NC also reviews the structure, size and composition of the Board and Board Committees, as well as the need for progressive Board renewal and refreshment, to ensure that the Board continues to have an appropriate balance of diversity relevant to the Group's business needs. All Board appointments are made based on merit, taking into account the candidate's experience, skillset and background, while having due regard to the benefits of Board diversity in achieving an effective and balanced Board.

In its review for FY2026, the NC and the Board were satisfied that the current Board composition provides an appropriate balance of diversity in terms of skills, age, educational qualifications, industry experience and expertise required for the effective management of the Group. The Board currently comprises six (6) members who are business leaders and professionals with backgrounds in accountancy, finance, engineering, business and management. The NC assesses meaningful progress in Board diversity by evaluating whether the Board's collective competencies and diversity continue to meet the evolving needs of the Group and by considering opportunities to further enhance diversity through the Board renewal and succession planning process.

While the Company has not adopted numerical diversity targets, the NC will continue to identify opportunities to enhance Board diversity, including in areas such as gender, age and professional background, where suitable candidates are available, while ensuring that all Board appointments remain merit-based and aligned with the Company's strategic and business needs.

(ii) CSC's materiality assessment was conducted through a structured process involving stakeholder engagement, management evaluation, and consideration of industry-specific sustainability matters relevant to the Group's operations. The assessment considered both the importance of sustainability matters to stakeholders and their potential impact on the Group's business, strategy, and long-term value creation. Based on this process, six material topics were identified for disclosure and are reviewed annually to ensure their continued relevance.

The clustering of topics within the upper-right quadrant reflects the outcome of the assessment, indicating that all six topics were considered highly important to both internal and external stakeholders. The materiality matrix is intended as an illustration to communicate the outcome of the materiality assessment process, rather than a precise ranking of the six material topics.

To provide investor insights on how the Group has incorporated ESG into its strategic priorities and decision making, the report further disclosed governance, management approach, targets, performance indicators and relevant initiatives for each material topic. It is in alignment with GRI Standards, an internationally recognised standard for sustainability reporting.

As part of preparing the FY2026 Sustainability Report, the Group intends to review and enhance its materiality assessment and disclosure approach, including undertaking a financial materiality assessment aligned with ISSB requirements. The Board remains committed to continually improving the quality and usefulness of its sustainability reporting to provide stakeholders with meaningful information on matters most significant to the Group's long-term value creation.

BY ORDER OF THE BOARD

See Yen Tarn
Executive Director and Group Chief Executive Officer
28 July 2026