

ANNUAL GENERAL MEETING 2026

Performance & Strategic Outlook for the Financial Year Ended 31 December (“FY”) 2025



Village Hotel Katong

Galangal Room (Level 4)

25 Marine Parade Road, Singapore 449536



30 April 2026



Registration begins at 9.00 a.m.

Meeting commences at 10.00 a.m.

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AGENDA

FY2025 Overview

Operating Performance

Navigating Global Challenges

Strategic Transformation

Growth Platforms

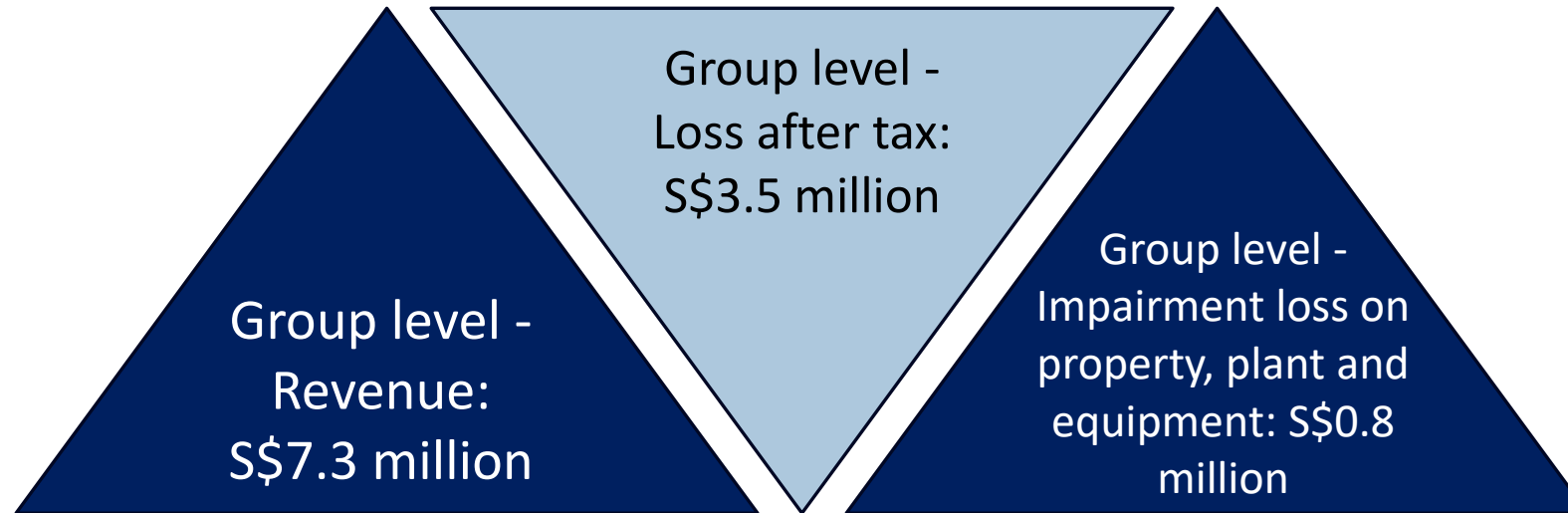
Outlook & Priorities

Q&A





Resilience in a Volatile Global Environment

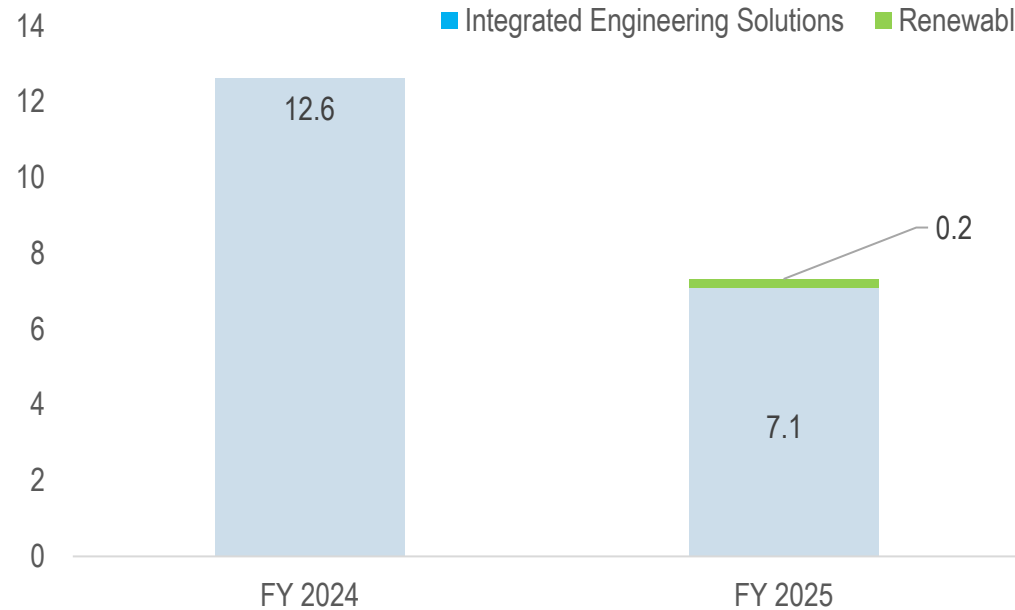


“Annica has remained resilient while repositioning for long-term growth.”



FINANCIAL HIGHLIGHTS

S\$ million Revenue by Business Segment & Profit/(Loss)



Revenue

FY 2024		FY 2025
s\$12.6m	42%	s\$7.3m

Profit / (Loss)

FY 2024	FY 2025
s\$0.1m	s\$(3.5m)

The loss for FY2025 was mainly due to a non-cash revenue recognition adjustment which has been made as the performance obligations of the job have not been satisfied as at the end of FY2025.

And

Impairment loss on property, plant and equipment of S\$841k

Gross profit margin

FY 2024		FY 2025
42%	8%	50%

Note: The figures shown here have been extracted from the Company's annual report for FY2025.

Global Context & Impact



Geopolitical & Energy Market Shifts:



Impact on Annica:



Key Takeaway:

Crisis reinforces need for energy security & regional resilience

Strategic Response



- Shift towards regional (ASEAN) supply chains

- Reduced reliance on single international sources

Building a More Resilient Business Model

- Strengthened procurement flexibility

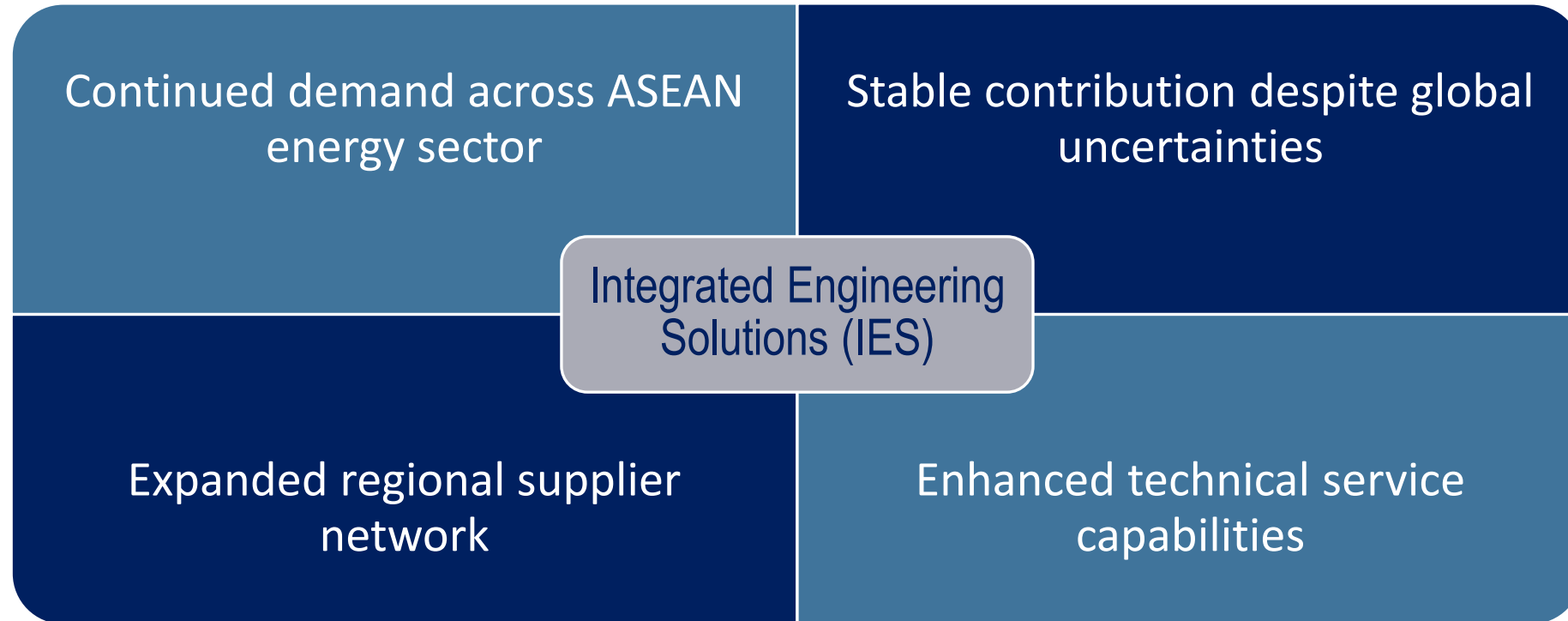
- Cost discipline and operational optimisation

**Result:
Improved resilience against global disruptions**



Core Business Performance

Integrated Engineering Solutions (IES)

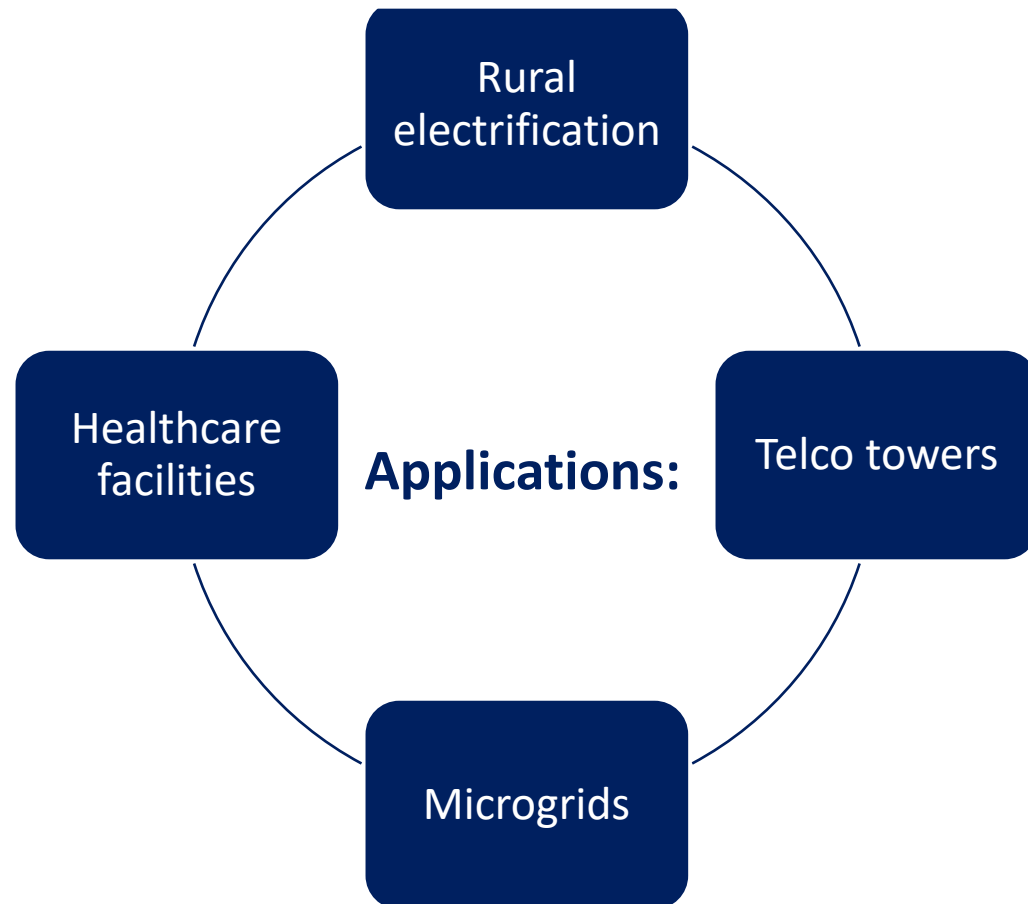


Positioning:
Strong foundation supporting future transformation

Energy Transition Platform via Renewable Segment



Green Technology and Recycling via H2 Energy Group – Driving Future Growth



- Focus: Solar and Hydrogen hybrid systems
- Pilot project: Long Loyang Clinic (24/7 clean energy solution)

Value Proposition:

- Reduce diesel dependency
- Lower long-term energy costs
- Enhance energy security



Market Opportunity

Diesel Cost Volatility Drives Structural Shift

- Diesel remains primary power source in off-grid regions
- Higher fuel costs driven by supply chain and geopolitical disruptions
- Higher logistics costs in rural areas



Opportunity for Annica Group:

- Reduce diesel reliance through cleaner, more stable alternatives
- Scale solar and hydrogen microgrid solutions

Circular Economy & Sustainable Fuels via Cahya Suria Energy Sdn Bhd



New Growth Pillar

- Conversion of industrial waste into fuel
- End-of-life tyre recycling initiatives
- Alternative fuel for industrial applications

Strategic Benefits:

- Cost-efficient fuel alternatives
- Environmental compliance
- New recurring revenue streams



Integrated Energy Platform

Annica's Future Model



Engineering & Oilfield Services



Renewable



Sustainable Fuels
(Circular Economy)



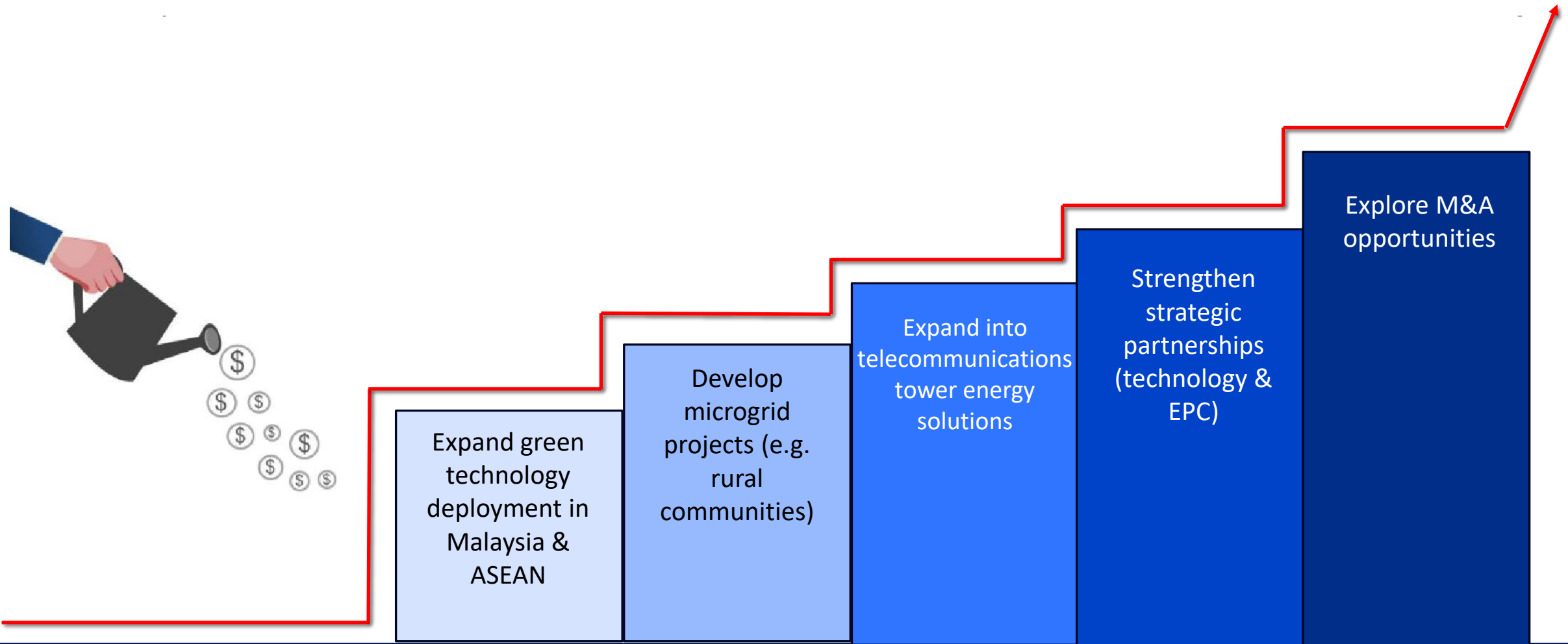
Regional Supply Chain
Ecosystem

Key Message:
“Diversified platform for resilience and growth”



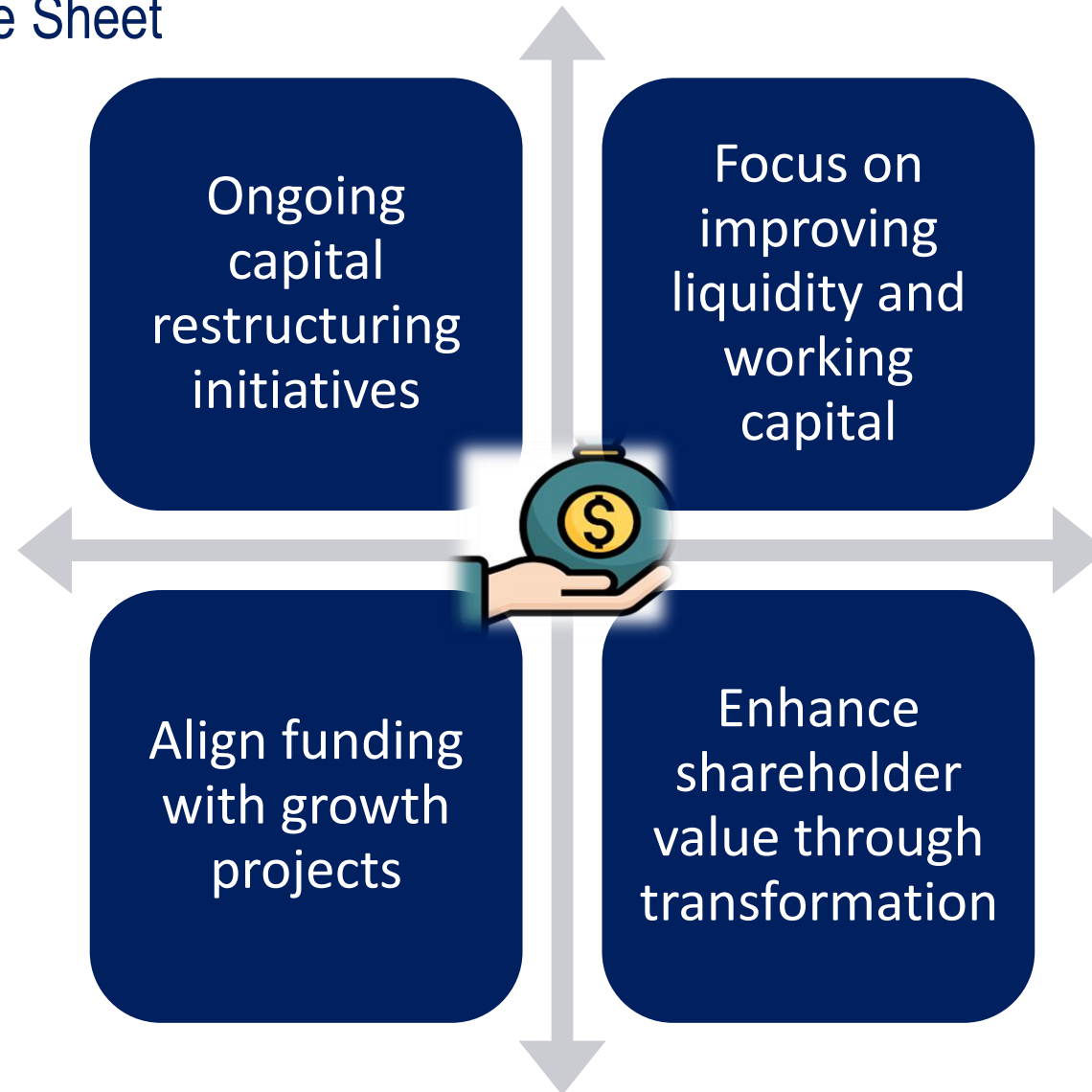
Growth Strategy

Scaling the Next Phase of Growth



Financial & Capital Strategy

Strengthening the Balance Sheet





Outlook for FY2026

Positioned for Growth Despite Uncertainty:

- Continued geopolitical volatility expected
- Strong regional demand for energy solutions
- Acceleration of energy transition in ASEAN

Annica Priorities:

- Execute renewable energy projects
- Expand regional presence
- Maintain cost discipline
- Deliver sustainable profitability



Key Message to Shareholders

From Resilience to Growth:

- **FY2025:** Stabilisation and repositioning
- **FY2026 onwards:** Scaling new growth engines

Vision:

To become a regional platform for energy transition and sustainable solutions



THANK YOU

We thank our shareholders, partners, and employees for their continued support and trust

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The contact person for the Sponsor is Ms Goh Mei Xian, ZICO Capital Pte. Ltd. at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896, telephone: (65) 6636 4201.