

Aspial Lifestyle



*Chen Yixin, Goldheart Brand Ambassador &
Xiang Yun, Mediacorp Artiste*

**ANNUAL
REPORT
2025**

CORPORATE INFORMATION

BOARD OF DIRECTORS

Koh Wee Seng
(*Non-Executive Chairman*)

Ng Kean Seen
(*Chief Executive Officer
and Executive Director*)

Koh Lee Hwee
(*Appointed as Non-Executive
Non-Independent Director
with effect from 13 June 2025*)

Yeo Yun Seng Bernard
(*Lead Independent Director*)

Tan Soo Kiang
(*Independent Director*)

Ng Bie Tjin @ Djuniarti Intan
(*Independent Director*)

COMPANY SECRETARIES

Lim Swee Ann (CPA, ACIS)
Janet Tan, LLB (Hons)

REGISTERED OFFICE

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#32-01 UOB Plaza 1
Singapore 048624
Tel: +65 6225 2626
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SHARE REGISTRAR

B.A.C.S. Private Limited
77 Robinson Road
#06-03 Robinson 77
Singapore 068896

SPONSOR

SAC Capital Private Limited
1 Robinson Road,
#21-01 AIA Tower
Singapore 048542

AUDITOR

Ernst & Young LLP
One Raffles Quay
North Tower Level 18
Singapore 048583

Partner-in-charge
Ho Shyan Yan
(Since the financial year ended
31 December 2025)

PRINCIPAL BANKERS

CIMB Bank Berhad
DBS Bank Ltd.
Oversea-Chinese Banking Corporation Limited
United Overseas Bank Limited

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

The contact person for the Sponsor is Ms Lee Khai Yinn, SAC Capital Private Limited, at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542, telephone (65) 6232 3210.



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and Chief Executive Officer
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MESSAGE FROM NON-EXECUTIVE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

DEAR SHAREHOLDERS,

On behalf of the Board, we are pleased to present Aspial Lifestyle Limited's (the "**Company**") and together with its subsidiaries the "**Group**") annual report for the financial year ended 31 December 2025 ("**FY2025**").

FY2025 was an exceptional year for the Group. Revenue surged to over \$830 million while profit before tax climbed past \$100 million. All three business segments delivered outstanding results and contributed to this stellar performance.

Our retail business continues to shine in the face of rising gold prices. Consumer demand for our brands' products remains strong. This is a testament to the trust that our customers have in the quality and relevance of our products, as well as the impeccable service levels we strive to deliver. We will continue to explore ways to elevate the customer experience through enhanced product offerings and service excellence as we take our retail business to the next level.

Our pawnbroking business recorded another year of outstanding growth in the pledge books of both Singapore and Malaysia. In Malaysia, our business continues to see strong growth momentum and our "Dr.Pajak" brand has become well-recognised in the market today.

In April 2026, Maxi Cash (Malaysia) Sdn. Bhd., a wholly-owned subsidiary of the Group, received acceptances from the remaining Target Shareholders for its offer to acquire the remaining shares in Maxion Holdings Sdn. Bhd. ("**Maxion**"). Upon completion of the acquisition, the Group will increase its stake in Maxion from 65% to 100%, further strengthening the Group's presence in Malaysia. During the same period, the Group also acquired Kedai Emas Ion Sdn. Bhd. and Ion World Sdn. Bhd. and its subsidiaries as part of its strategy to expand its gold retail footprint in Malaysia.

Our secured lending segment, anchored by BigFundr, the Group's secured lending platform, made strong strides during the year, with revenue recording strong growth over FY2025. BigFundr continues to deepen and expand its collaborations with fund managers as it seeks to unlock more opportunities for its investor base. In addition, the platform's investor base also grew robustly, demonstrating its increasing market appeal.



Goldheart

In order to support the Group's development strategy, we actively seek to strengthen our financial base through the diversification and expansion of our fund sources, including through the debt markets. During the year under review, we tapped into the debt market with the issuance of \$75.0 million notes with a coupon rate of 5.10% due 2029 ("**Series 005 Notes**"). We also successfully completed the exchange of \$36.5 million of shorter dated notes from noteholders ("**Series 004 Existing Notes**"), which carry a coupon rate of 6.25% due 2027, for the longer dated Series 005 Notes.

The Group is taking proactive steps to extend its pre-existing debt maturities, spread out repayment obligations more evenly, and strengthen its overall cash flow planning.

This will provide a longer runway for the Group's capital deployment and reinforce its financial flexibility for sustainable long-term growth.

On 30 March 2026, the Group received in-principle approval from Singapore Exchange Securities Trading Limited ("**SGX-ST**") for the proposed transfer of its listing from the Catalist Board to the Mainboard of the SGX-ST. The proposed move is intended to enhance the Group's corporate profile both locally and internationally, improve share liquidity, and provide access to a broader and more diversified investor base, including institutional and international investors whose mandates focus on Mainboard-listed companies.

MESSAGE FROM NON-EXECUTIVE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

THE YEAR IN NUMBERS

The Group saw total revenue for FY2025 grew 41.3% to \$830.1 million. This represented an increase of \$242.5 million versus FY2024. The increase was primarily attributable to higher revenue from the retail business, partly contributed by the acquisition of Niessing Group in FY2024, increase in interest income from the pawnbroking business as well as a higher revenue from the secured lending business.

A breakdown of performance for each segment is as follows:

The retail business revenue for FY2025 grew 42.2% to \$726.6 million, compared with \$511.1 million in FY2024, as strong demand for products from all our brands drove this increase.

Revenue for the pawnbroking business landed \$92.0 million in FY2025, a 30.5% increase over FY2024, where revenue was \$70.5 million. This was our second largest segment, with increased revenue over the under review driven by higher interest income from strong loan book growth.

The secured lending business reported an increase in revenue from \$6.0 million in FY2024 to \$11.5 million in FY2025, driven by strong growth in the real estate-backed lending activities.

As the business grew, the Group's operating expenses grew as well to support the growth momentum. FY2025 saw total operating expenses for the Group increase by \$42.6 million compared to FY2024 due to the acquisition of Niessing Group during FY2024 as well as higher marketing, staff and depreciation costs.

The Group's pre-tax profit increased from \$45.2 million in FY2024 to \$102.5 million in FY2025, driven by increases in revenue, gross profit and other income. While operating expenses increased, the increase was offset by lower finance costs.

As part of its risk mitigation strategy, the Group manages commodity price risk by hedging an estimate of its unredeemed pledge portfolio. While this policy protects against falling gold prices, the significant price surge in FY2025 resulted in a \$8.0 million hedging loss, which was fundamentally offset by the increased value of the underlying collateral of unredeemed pledges. Excluding this hedging loss, the pre-tax profit for FY2025 would have been \$110.5 million.



Goldheart

Earnings per share (basic and diluted) for FY2025 was 4.35 cents per share, compared with 2.24 cents per share for FY2024. Net asset value per share increased to 16.26 cents per share in FY2025, from 12.95 cents per share in FY2024.

With the exceptional performance over the year in review, the Board is pleased to propose an interim one-tier tax exempt dividend of 0.0080 per ordinary share. With this, total dividend paid for FY2025 will be \$0.0120 per ordinary share, as compared to \$0.0078 per ordinary share for FY2024.



Maxi-Cash

MESSAGE FROM NON-EXECUTIVE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Lee Hwa

OUTLOOK

The first quarter of FY2026 has been marked by significant macroeconomic and geopolitical developments. Escalating tensions in the Middle East culminated in a conflict involving the United States, Israel and Iran, which is expected to have broader repercussions on the global economy. Energy prices have risen amid supply disruptions arising from the conflict.

While Singapore's economy remained resilient in the first quarter of 2026, growth in the remaining quarters may be affected as higher energy prices and supply chain pressures increase business costs. Inflationary pressures are also expected to intensify, contributing to price volatility in commodities and more cautious consumer sentiment.

Against this backdrop, the Group will continue to closely monitor macroeconomic developments and adapt its strategies to navigate the evolving operating environment.

For the retail business, the Group will focus on disciplined inventory management, optimisation of product mix and responsiveness to evolving consumer demand, enabling the segment to continue generating stable earnings.

The pawnbroking segment is expected to remain resilient, supported by an expanded pledgebook its and sustained demand for collateral-backed financing.

Malaysia remains an important strategic growth market for the Group. The Group's Malaysia operations, spanning both retail and pawnbroking activities, are expected to continue performing steadily, supported by stable demand and consistent operational execution.

BigFundr, the Group's secured lending platform, is expected to contribute to the Group's growth in FY2026 through continued portfolio expansion and increasing investor participation.

ACKNOWLEDGEMENTS

Our achievements in FY2025 would not have been possible without the unwavering dedication of our teams and the invaluable collaboration of our partners. We extend our deepest gratitude to all of them for their significant contributions to Aspial Lifestyle's success.

We would also like to express our sincere appreciation to Mr Tan Soo Kiang for his invaluable contributions and dedicated service to the Group during his tenure. As he retires at the conclusion of the upcoming AGM, we thank him for his guidance and wish him all the very best in his future endeavours.

To our shareholders, we thank you for your continued trust and support. Together, we look forward to taking Aspial Lifestyle to greater heights and its next phase of growth.

Koh Wee Seng

Non-Executive Chairman

Ng Kean Seen

Chief Executive Officer



Goldheart

RETAIL

The retail business remains our core business segment. In FY2025, retail contributed 87.5% to total Group revenue. Revenue saw a 42.2% increase to \$726.6 million from \$511.1 million in FY2024. This strong growth of our brands is a testament to the market leadership position that they occupy in the segments of the market they compete in as we continue to meet the expectations of our customers. Segmental profit before tax for FY2025 more than doubled to \$58.2 million, compared with \$20.9 million in the preceding year.

PAWNBROKING

This segment was our second largest revenue contributor for FY2025, coming in at \$92.0 million, a 30.5% Year-on-Year increase, from \$70.5 million the year before. As gold prices increased, the demand for collateral-backed financing led to our pledge books growing strongly and that delivered a healthy and stable level of interest income.

Profit before tax for this segment rose to \$42.3 million for FY2025, compared with \$24.3 million in FY2024.

SECURED LENDING

The secured lending business, anchored by online platform BigFundr, saw its revenue grow 91.7% to \$11.5 million in FY2025 from \$6.0 million in FY2024. Our portfolio of real estate-backed lending activities continues to grow and investor participation continues to increase.

Profit before tax in this segment hit \$1.4 million, up 55.6% from \$0.9 million in FY2024.

BOARD OF DIRECTORS

KOH WEE SENG

is our Non-Executive Chairman. He is also the Executive Director and Chief Executive Officer of Aspial Corporation Limited ("**Aspial**") and is responsible for the strategic planning, overall management and business development of the Aspial Group. Since late 1994 when the new management led by him took over the reins, the Aspial Group has overcome the challenges posed by changing consumer demand by implementing wide ranging and fundamental changes in its jewellery business. Mr Koh has also successfully led Aspial's diversification into the real estate and financial services businesses. Mr Koh holds a Bachelor degree in Business Administration from the National University of Singapore.

NG KEAN SEEN

is the Chief Executive Officer and Executive Director of the Group, responsible for providing strategic leadership and setting the overall direction of the business, as well as driving performance across Singapore and the region.

He brings over 25 years of experience in the jewellery retail industry. Prior to his current role, he oversaw Aspial's jewellery business, where he led brand development initiatives, shaped retail strategies and strengthened operational performance. As CEO, he is focused on enhancing the Group's market position, driving operational excellence, and delivering sustainable long-term growth.

Before entering the jewellery retail sector, Mr Ng gained broad-based experience across the engineering and construction, automobile and financial services industries, contributing to his multidisciplinary management perspective.

Mr Ng holds a Bachelor of Engineering (Honours) in Management from the University of Leeds (UK) and a Master of Science in Marketing from the City University of New York (USA). He has also completed executive education programmes at the Chicago Booth School of Business and ESSEC Business School.

KOH LEE HWEE

is our Non-Executive Non-Independent Director. Ms Koh is currently heading World Class Land Pte. Ltd., a subsidiary of Aspial. Prior to her appointment, Ms Koh was also the Chief Executive Officer since the Group's listing on the Catalist Board of the SGX-ST in 2012. She stepped down from the position on 5 January 2015. She was subsequently re-designated as a Non-Executive Director of the Company on 5 August 2015. Ms Koh stepped down as Non-Executive Director in May 2023 and was re-appointed to the Board in June 2025. She was responsible for the strategic planning, overall management and business development of Aspial group of companies. She has held the position of Vice President (Manufacturing) of the Group, where she oversaw and spearheaded the growth of our manufacturing division and was responsible for the overall production plans, technology, management and development. Ms Koh has more than 20 years of experience in the jewellery industry. She holds a Bachelor degree in Arts from the National University of Singapore.

YEO YUN SENG BERNARD

was appointed as our Independent Director on 5 May 2023. Currently, he is the principal partner of HT & BY Financial Management Consultants. He has been in this business since 1997 and specialises in strategic advisory work, turning unprofitable businesses around, growing business units, grooming key executives including chief executive officers in preparation for listing, and overseas business expansion. He is also a director of SHRI Academy Pte Ltd and SHRI Corporation Pte Ltd. Mr Yeo started his career in audit in 1973 with Turquands Ernst and Whinney. He was the financial controller for France Scott Pte Ltd from 1977 to 1980, the finance and personnel manager for Nemic-Lambda (S) Pte Ltd from 1980 to 1983, and the finance and administration manager for Airpax Components Far East Pte Ltd from 1983 to 1986. He joined Compaq Asia in 1986 and was its chief financial officer for Asia Pacific till he left in 1996. Mr Yeo also has more than 50 years of working experience in the accounting and financial management. Mr Yeo is a fellow of Singapore Human Resources Institute ("**SHRI**") and a fellow member of the Association of Chartered Certified Accountants and was until 1 March 2011, a council member of SHRI.

TAN SOO KIANG

was appointed as our Independent Director on 12 July 2016. Mr Tan brings to the Board over 40 years of experience in legal practice and has held various appointments in the legal and judicial branch of the Legal Service before entering private practice in 1992. He joined Messrs Wee Swee Teow & Company as a Partner and his areas of practice encompassed both civil and criminal litigation. Mr Tan retired from law practice in 2015. He has also been an active volunteer in social and community services for many years for which he was awarded the Public Service Medal in 2007 and the Public Service Star in 2013. Mr Tan has held various appointments and directorships through the years. He currently serves as (a) Chairman, Institutional and Disciplinary Advisory Committee/Discipline Advisory Committee for Prison Service under Ministry of Home Affairs; (b) Independent Director of Pertama Holdings Pte. Ltd.; (c) Independent Director of iShine Cloud Limited; (d) Independent Director of Lew Foundation Limited; (e) Board member, St Andrew's Mission Hospital Board; (f) Chairman, St Andrew's Autism Centre and St Andrew's Autism School; (g) Chairman, St Andrew's Junior College Board of Governors; and (h) Deputy Chairman, St Andrew School Board of Governors. Mr Tan graduated from the University of Singapore with a Bachelor of Laws (Honours) degree and was admitted as Advocate and Solicitor of the Supreme Court of Singapore in 1977.

NG BIE TJIN @ DJUNIARTI INTAN

was appointed as our Independent Director on 16 May 2024. Ms Ng is currently the Managing Director of Uniseraya Holdings Pte. Ltd.. Prior to that, Ms Ng was a Finance Director and a member of the Nominating Committee of Datapulse Technology Limited. Apart from overseeing the daily operations of the finance functions including accounting, finance, treasury and capital management, she was responsible for administration and implementation of corporate finance strategies and policies, corporate governance and internal control policies and procedures, investor relations, and identification and evaluation of new business opportunities. Ms Ng is also an Independent Director, the Chairman of the Audit and Risk Committee and the Nominating Committee and a member of the Remuneration Committee of SunMoon Food Company Limited. Ms Ng holds a Masters in Business Administration and a Bachelor of Arts (Economics) degree from the University of Southern California.

KEY MANAGEMENT

OH KWOK FON

is the Group's Assistant Business Director and supports the overall business operations and strategic development of the Group's Maxi-Cash business. His responsibilities include driving cross-functional coordination, operational excellence, and commercial planning and execution, while aligning customer and brand strategies and monitoring performance across departments. He works closely with senior management to advance business objectives and optimise operational and commercial outcomes through data-driven insights.

Mr Oh joined Aspial Corporation Limited in 2018, where he led a company-wide finance transformation initiative and oversaw the Finance function of the Jewellery business. In 2020, his portfolio expanded to include the Maxi-Cash business, and he subsequently led the Finance function of Aspial Lifestyle Limited until 2025 before assuming his current role.

Mr Oh has more than 16 years of professional experience across multiple finance functions, including roles with Ernst & Young Singapore, United Parcel Service (UPS), Sanofi and IKEA. He holds a Bachelor of Accountancy from Nanyang Technological University, Singapore, and a Master of Business Administration from Curtin University, Australia.

JONATHAN FOO CHUAN HUI

is the Group's Finance Director and is responsible for developing and driving the Group's financial strategy, including liquidity management, financial and accounting operations, financial planning and analysis, internal controls and governance, regulatory compliance, and process improvement.

He joined Aspial Lifestyle Limited in March 2025 as Finance Director. Prior to this, Mr Foo was Regional Finance Director at Gucci South Asia & Pacific, where he was responsible for finance strategy, business planning, financial operations and business performance. Before that, he held the role of Director of Retail Finance & Corporate Real Estate at The Estée Lauder Companies Asia Pacific, where he oversaw finance strategy, channel controllership, business performance and corporate real estate strategy and optimisation.

Mr Foo has extensive experience across finance, business planning and retail operations, having also held roles at Chanel Asia Pacific, DFS Group, Adidas Singapore and Nike Southeast Asia. He holds a Bachelor of Commerce from Curtin University of Technology.

TAN ENG YEOW

is the Merchandising Director of both our Jewellery & Maxi-Cash businesses in Singapore. He joined the organisation in November 2009 and was responsible for retail merchandising for our Jewellery brands, Goldheart and Lee Hwa. In January 2022, he was given the additional portfolio of managing gold merchandising for Maxi-Cash. Currently, he leads the merchandising team for all product categories across our retail business brands.

Mr Tan holds a Master of Science in Computer Science (Artificial Intelligence) from University of Essex.

LEE YEW TECK

is the Operations Director of the Group's Maxi-Cash business in Singapore and is responsible for overseeing the operations of its retail and pawnbroking businesses. Prior to this appointment, Mr Lee was the Assistant Operations Director at Aspial Corporation Limited for the Jewellery business, where he oversaw the operations of the jewellery brands, Lee Hwa and Goldheart. He was transferred to the Maxi-Cash division in January 2022 to lead Retail Operations.

Mr Lee has more than 25 years of experience in retail operations.

TOH YEN HOON

is the Retail & Marketing Director of our Maxi-Cash business in Singapore and the region. She is fully responsible for the marketing function for both retail outlets and e-commerce. Ms Toh joined Aspial Corporation Limited in 2018 and was the Business Director for Lee Hwa Jewellery brand. Prior to this, Ms Toh has held senior marketing positions in education, automotive and medical aesthetics sectors, accumulating more than 20 years of experience.

Ms Toh holds a Bachelor degree in Arts, majoring in Communications and Public Relations, from Deakin University (Australia).

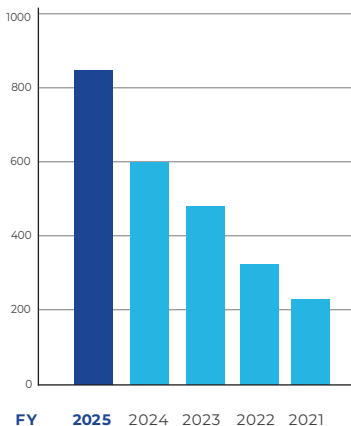
PATSY LOO

is the Business Director of our Jewellery business in Singapore, overseeing marketing and retail operations. She oversees brand development & marketing, product designs and retail concept development and is also responsible for setting the brand and business strategies for Goldheart Jewelry and Lee Hwa Jewellery, defining the brand territory and narrative as well as planning the overall omnichannel marketing execution. Prior to this, Ms Loo was a brand builder in prominent food and beverage and cosmetics and retail companies.

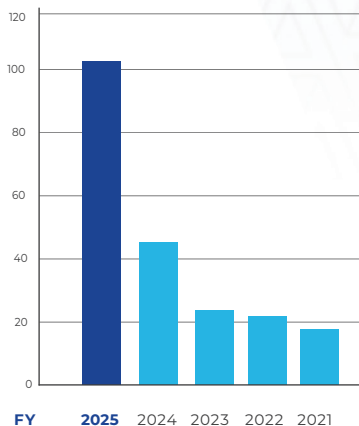
She holds a Bachelor of Arts in Communication studies from Monash University and a Cornell executive management programme diploma.

FINANCIAL HIGHLIGHTS

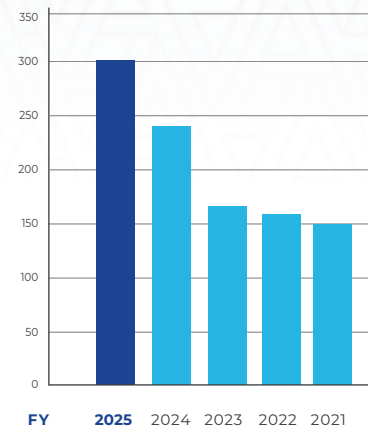
REVENUE (\$ MILLION)



PROFIT BEFORE TAX (\$ MILLION)



NET ASSET VALUE (\$ MILLION)



	2025	2024	2023	2022	2021
(\$'000)					
Revenue	830,083	587,559	471,581	319,008	225,703
Profit Before Tax	102,507	45,230	23,699	21,804	17,583
Profit After Tax	84,362	34,803	19,772	16,007	14,541
Total Equity	316,314	252,280	171,055	160,364	150,556
Net Asset Value	301,023	240,362	165,884	159,193	149,426
Earning Per Share (cents)	4.4	2.2	1.4	1.4	1.4





GOLDHEART

GOLDHEART

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CORPORATE GOVERNANCE REPORT

The Board of Directors (the “**Board**” or “**Directors**”) of Aspial Lifestyle Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) is committed to observing and maintaining high standards of corporate governance with specific reference made to the principles and guidelines as set out in the Code of Corporate Governance 2018 (the “**Code**”). This report describes the Group’s corporate governance practices with specific references to the Code and accompanying Practice Guidance pursuant to Rule 710 of the Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”).

The Board is pleased to report that the Company has adhered to the principles and provisions as set out in the Code for the financial year ended 31 December 2025 (“**FY2025**”), except where otherwise explained. In areas where the Company’s practices vary from any of the provisions of the Code and the Practice Guidance, the Company has stated herein the provision of the Code and the Practice Guidance from which it has varied, and appropriate explanations are provided for the variations, and how the practices adopted by the Company are consistent with the intent, aim and philosophy of the relevant principles of the Code and the Practice Guidance. The Company will continue to assess its needs and implement appropriate practices accordingly.

BOARD MATTERS (Principles 1, 2 and 3)

Principle 1: The company is headed by an effective Board which is collectively responsible and works with the management of the company (the “Management”) for the long-term success of the company.

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.

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.

THE BOARD’S CONDUCT OF AFFAIRS

The Board’s role is to:

- provide entrepreneurial leadership, set strategic directions, and ensure that the necessary financial and human resources are in place for the Group to meet its objectives;
- establish a framework of prudent and effective controls which enables risks to be assessed and managed, and to achieve an appropriate balance between risks and the Company’s performance;
- constructively challenge the Management and review the performance of the Management;
- set the Group’s corporate values and ensure that obligations to shareholders and other stakeholders are understood and met;
- instill an ethical corporate culture and ensure that the Company’s values, standards, policies and practices are consistent with the culture;
- ensure transparency and accountability to key stakeholder groups; and
- consider value creation, innovation and sustainability issues, e.g. environmental and social factors, as part of its strategic formulation.

The Directors are able to objectively raise issues and seek clarification as and when necessary, from the Board and the Management on matters pertaining to their area of responsibilities and actively help the Management in the development of strategic proposals and oversees the effective implementation by the Management to achieve the objectives set. All Directors are expected to exercise due diligence and independent judgment in dealing with the business affairs of the Group and are obliged to act in good faith and to take objective decisions in the interest of the Group.

The Group has in place an employee handbook which establishes a code of conduct and ethics within the Group, in relation to, *inter alia*, avoiding conflicts of interest, maintaining the confidentiality of information, prohibition of bribery and corruption, compliance with laws, rules and regulations including data privacy laws. All employees, including the Board, are required to adhere to such code of conduct and ethics in order for the Group to achieve the highest standards of integrity and accountability.

CORPORATE GOVERNANCE REPORT

THE BOARD'S CONDUCT OF AFFAIRS (CONTINUED)

Each Director is required to promptly disclose any conflict or potential conflict of interest, whether direct or indirect, in relation to a transaction or proposed transaction with the Group as soon as is practicable. On an annual basis, each Director is also required to submit details of his/her associates for the purpose of monitoring interested person transactions. Where a Director has a conflict or potential conflict of interest in relation to any matter, he/she should immediately declare his/her interest when the conflict-related matter is discussed, unless the Board is of the opinion that his/her presence and participation is necessary to enhance the efficacy of such discussion. Nonetheless, he/she is to abstain from voting in relation to conflict related matters.

The Company has adopted internal guidelines setting forth matters that require the Board's approval and clear directions have also been given to the Management that the following matters must be approved by the Board under such guidelines:

- Financial results announcements and financial statements;
- Declaration of interim dividends and proposal for final dividends;
- Interested person transactions;
- Sustainability report;
- Convening of shareholders' meetings;
- Authorisation of merger and acquisition transactions; and
- Authorisation of major transactions.

Upon appointment of a new Director, the Company will provide a formal letter to the Director setting out, amongst others, his roles, obligations, duties and responsibilities as a member of the Board. Newly appointed Directors will also be briefed on the Group's business, its strategic directions and corporate governance policies as well as industry-specific knowledge. Familiarisation visits can be organised, if necessary, to facilitate a better understanding of the Group's business operations. For newly appointed Directors who do not have prior experience as a director of a public listed company in Singapore, the Company will arrange for the SGX-ST's prescribed training courses organised by the Singapore Institute of Directors on the roles and responsibilities of a director of a listed company, or other training institutions in areas such as management, accounting, legal and industry-specific knowledge, where appropriate, in connection with their duties for the Directors.

As at the date of this report, all Directors have attended the prescribed sustainability training course authorised by the Singapore Exchange Regulation Pte. Ltd. to equip themselves with basic knowledge on sustainability matters.

Regular training, particularly on risk management, corporate governance and key changes in the relevant regulatory requirements and financial reporting standards, will be arranged and funded by the Company for all Directors, from time to time. During the period under review, Directors are provided with briefings and updates (i) on the developments in financial reporting and governance standards by the external auditors, Ernst & Young LLP ("**EY**"); and (ii) on the latest changes to the Catalist Rules by the continuing sponsor and the Company secretary; and (iii) on changes in the relevant laws and regulations pertaining to the Group's business and changing commercial risks and business conditions of the Group by the Management during the Board Committee meetings, so as to enable them to make well informed decisions and to properly discharge their duties as the Board or Board Committee members.

All of the Directors have objectively discharged their duties and responsibilities at all times as fiduciaries in the interests of the Company. The Board has, without abdicating its responsibility, delegated certain matters to specialised committees of the Board. These committees include the Audit Committee (the "**AC**"), the Nominating Committee (the "**NC**") and the Remuneration Committee (the "**RC**") (collectively, the "**Board Committees**"). The Board Committees assist the Board in carrying out and discharging its duties and responsibilities efficiently and objectively. The majority of the members of the Board Committees, including the Chairman, are independent. The Board Committees function within clearly defined terms of references setting out their compositions, authorities and duties, including reporting back to the Board, and operating procedures. The effectiveness of the Board is also reviewed by the Board on an annual basis. Information on the Board Committees and their respective terms of reference can be found in the subsequent sections of this report.

CORPORATE GOVERNANCE REPORT

THE BOARD'S CONDUCT OF AFFAIRS (CONTINUED)

For FY2025, the Board had met on a quarterly basis as warranted. Ad-hoc meetings were also convened to discuss and deliberate on urgent substantive matters or issues. The constitution of the Company (the "**Constitution**") provides for the Board to convene meetings via telephone conferencing and video conferencing. In particular, the Board has been conducting hybrid meetings via Microsoft Teams when needed. The details of the number of Board and Board Committees meetings held in FY2025 and the attendance of each Director at those meetings are disclosed below:

	Board Meeting	Audit Committee	Nominating Committee	Remuneration Committee	General Meeting
Number of meetings held in FY2025	4	4	1	1	1
Name of Director	Number of meetings attended				
Koh Wee Seng	4	4	1	1*	1
Ng Kean Seen	4	4*	1*	1*	1
Koh Lee Hwee ⁽¹⁾	3	3*	1*	1*	N.A.
Tan Soo Kiang	4	4	1*	1	1
Yeo Yun Seng Bernard	4	4	1	1	1
Ng Bie Tjin @ Djuniarti Intan	4	4	1	1	1
Ko Lee Meng ⁽²⁾	0	0	0	0	1

* *By invitation.*

(1) *Ms Koh Lee Hwee had been appointed as Non-Executive Non-Independent Director with effect from 13 June 2025.*

(2) *Ms Ko Lee Meng retired as Non-Executive Non-Independent Director at the conclusion of the AGM held on 28 April 2025.*

While the Board considers Directors' attendance at Board and Board Committee meetings important, it should not be the only criterion to measure their contributions. The Board also takes into account the contributions by the Directors in other forms, including periodical reviews and the provision of guidance and advice on various matters relating to the Group.

As the ability to commit sufficient time and attention to the Group's affairs is essential for the individual Director's contribution and performance, the Board has considered the number of listed directorships each of its Directors can hold after taking into consideration factors such as the expected and/or competing time commitments of the Directors, the size and composition of the Board as well as the nature and scope of the Group's operations and size. As a guide, Directors should not have more than six (6) listed company board representations. None of the Directors of the Company sit on the boards of more than six (6) listed companies.

The NC determines annually whether a Director with other listed company board representations is able to and has been adequately carrying out his or her duties as a Director of the Company. The NC has reviewed and is satisfied that in FY2025, where Directors had other listed company board representations, the Directors have been able to devote sufficient time and attention to the affairs of the Company to adequately carry out their duties as Directors of the Company.

All Directors have unrestricted access to the Company's records and information. To enable the Board to fulfill its responsibilities, the Management provides the Board with management reports on a regular and timely basis, with relevant and adequate information prior to the Board meetings. Prior to each Board meeting, the Board is provided with the relevant background or explanatory information relating to the business of the meeting and information on major operational, financial and corporate issues. During each Board meeting, progress reports of the Group's business operations are also presented to the Board by the Management. The Board also has separate and independent access to the Company Secretary and the Company senior management.

The Company Secretary attends all Board meetings and ensures that Board procedures are followed. The Company Secretary also ensures that the requirements under the Companies Act 1967 of Singapore, Securities and Futures Act 2001 of Singapore and all other regulations of the SGX-ST are complied with. The appointment and removal of the Company Secretary is a matter for consideration for the Board as a whole.

In the furtherance of its duties, the Board may obtain professional advice and assistance from the Company Secretary or independent external professionals if necessary, and the cost of such advice and assistance will be borne by the Company.

CORPORATE GOVERNANCE REPORT

THE BOARD'S CONDUCT OF AFFAIRS (CONTINUED)

As at 31 December 2025, the composition of the Board is as follows:

Name and Age of Director	Appointment Position	Date of first appointment as a Director	Date of last re-election as a Director	Length of Service as a Director (as at 31 December 2025)	Board Committee(s) Served on	Present Directorships in other listed companies	Past Directorships in listed companies held over the preceding three years (from 1 January 2023 to 31 December 2025)	Major Appointments (other than Directorship)	Academic and Professional qualifications
Koh Wee Seng ⁽¹⁾ , 57	Chairman and Non-Executive Director	10 April 2008	29 April 2024	17 years 8 months	Audit Committee (member) Nominating Committee (member)	Aspial Corporation Limited AF Global Limited	Nil	Aspial Corporation Limited (Chief Executive Officer)	Bachelor of Business Administration, National University of Singapore
Ng Kean Seen, 54	Chief Executive Officer and Executive Director	1 April 2022	29 April 2024	3 years 8 months	Nil	Nil	Nil	Nil	Master of Science in Marketing, The City University of New York (US) Bachelor of Engineering with Management (Honours), University of Leeds (UK)
Koh Lee Hwee ⁽¹⁾⁽²⁾ , 59	Non-Executive and Non-Independent Director	13 June 2025	-	6 months	Remuneration Committee (member)	Aspial Corporation Limited	Aspial Lifestyle Limited	Nil	Bachelor of Arts, National University of Singapore
Yeo Yun Seng Bernard, 75	Lead Independent Director	5 May 2023	29 April 2024	2 years 7 months	Audit Committee (Chairman) Nominating Committee (member) Remuneration Committee (member)	RH Petrogas Limited	Nil	HT & BY Financial Management Consultants (Principal Partner & Business Consultant)	Association of Chartered Certified Accountants, Fellow of the Association Singapore Human Resource Institute, Fellow Member

CORPORATE GOVERNANCE REPORT

THE BOARD'S CONDUCT OF AFFAIRS (CONTINUED)

Name and Age of Director	Appointment Position	Date of first appointment as a Director	Date of last re-election as a Director	Length of Service as a Director (as at 31 December 2025)	Board Committee(s) Served on	Present Directorships in other listed companies	Past Directorships in listed companies held over the preceding three years (from 1 January 2022 to 31 December 2025)	Major Appointments (other than Directorship)	Academic and Professional qualifications
Tan Soo Kiang, 75	Independent Director	12 July 2016	28 April 2025	9 years 5 months	Remuneration Committee (Chairman) Audit Committee (member)	Nil	Nil	Institutional and Disciplinary Advisory Committee/ Discipline Advisory Committee for Prison Service under Ministry of Home Affairs (Chairman) St. Andrew's Mission Hospital (Board Member) St. Andrew's Autism Centre and Autism School (Chairman) St. Andrew's Junior College Board of Governors (Chairman) St. Andrew's School Board of Governors (Deputy Chairman) St. Andrew's Mission School Management Committee (Chairman)	Bachelor of Law (Honours), University of Singapore
Ng Bie Tjin @ Djuniarti Intan, 59	Independent Director	16 May 2025	28 April 2025	1 year 7 months	Nominating Committee (Chairman) Audit Committee (member)	SunMoon Food Company Limited	Aspial Corporation Limited	Uniseraya Holdings Pte Ltd (Managing Director)	Masters in Business Administration, University of Southern California (United States of America) Bachelor of Arts (Economics), University of Southern California (United States of America)

(1) Mr Koh Wee Seng and Ms Koh Lee Hwee are siblings.

(2) Ms Koh Lee Hwee had been appointed as Non-Executive Non-Independent Director with effect from 13 June 2025.

CORPORATE GOVERNANCE REPORT

THE BOARD'S CONDUCT OF AFFAIRS (CONTINUED)

The Board currently comprises six (6) Directors, three (3) of whom are Independent Directors. Under Provision 2.2 of the Code, it provides that independent directors make up a majority of the board where the chairman is not independent. The Company notes that the current Board composition is not in compliance with Provision 2.2 of the Code. However, the Board is of the opinion that based on the Group's current size and operations, it is not necessary nor cost effective to have Independent Directors make up a majority of the Board. The NC is of the view that the current Board composition is of an appropriate size, and comprises Directors who as a group, provide the appropriate level of independence, balance and mix of skills, knowledge, experience, and are sufficiently diverse so as to foster constructive debate. No individual or small group of individuals dominates the Board's decision making. Further, the Chairman of the Board will abstain from exercising his casting vote as provided for in the Company's Constitution. As at the date of this report, the Board comprises five (5) Non-Executive Directors which make up a majority of the Board.

The independence of each Director will be assessed and reviewed annually by the NC and as and when circumstances required by the NC based on the guidelines set forth in the code and the Catalist Rules.

The NC considers the definition of "independent director" in the Code, being one who is independent in conduct, character and judgement, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of the company, when assessing the independence of a Director. The NC also takes into account the list of circumstances set out in the Practice Guidance of the Code as well as the Catalist Rules in its review of the independence of a Director.

In this regard, the Independent Directors have confirmed that they do not have any relationship with the Company or its related corporations or its officers or its substantial shareholders that could interfere, or be reasonably perceived to interfere, with the exercise of their independent business judgement with a view to the best interests of the Company. As at the date of this report, Mr Tan Soo Kiang has served on the Board for a period exceeding nine years from the date of his first appointment. Pursuant to Rule 406(3)(d)(iv), Mr Tan Soo Kiang will be considered independent until the conclusion of the forthcoming annual general meeting for FY2025 ("**2026 AGM**") and thus will retire at 2026 AGM. The Board, taking into account the views of the NC, has determined that all the existing Independent Directors are independent in character and judgement, and that there are no relationships or circumstances which are likely to affect, or could appear to affect, their judgement.

The Board has considered the present Board size and is satisfied that the current size facilitates effective decision-making and is appropriate for the nature and scope of the Group's operations. In identifying the need for new directors, the Board's primary consideration is to ensure that the Board consists of an appropriate mix of members with complementary skills, core competencies and experience that could contribute effectively to the Group, regardless of gender.

The Board has a diversity policy which requires the NC to review the Board's diversity in skills, industry, business experience, gender, age, ethnicity and other attributes among the Directors, with the objective of bringing to the Board different perspectives, experiences and competencies. To maintain or enhance the balance and diversity of the Board, the Board's composition is reviewed by the NC to ensure that the Board has the appropriate mix of expertise and experience. The NC is of the view that the current Board comprises persons whose diverse skills, experience and knowledge to the Company and provides a diversity of gender with four (4) male Directors and two (2) female Directors. The Board members also collectively possess the necessary core competencies such as accounting, finance, investment, business and management experience, legal, corporate governance, industry knowledge and strategic planning experience for the effective functioning of the Board and an informed decision-making process.

In addition, the Board consists of directors with ages ranging from mid-50s to mid-70s, who have served on the Board for different tenures. The Board members with their combined business, management and professional experience, knowledge and expertise, provide the core competencies to allow for diverse and objective perspectives on the Group's business and direction.

The NC will continue to review the Board Diversity Policy, as appropriate, to ensure its effectiveness, and will recommend appropriate revisions to the Board for consideration and approval. It will also continue its identification and evaluation of suitable candidates to ensure there is diversity (including gender diversity) on the Board.

CORPORATE GOVERNANCE REPORT

THE BOARD'S CONDUCT OF AFFAIRS (CONTINUED)

Details of the Board skill sets and composition as at the date of this report are as follows:

BOARD SKILL SETS
Accounting and financial management
Business entrepreneurship
Legal
Strategic planning
Wealth management

Age Group		
Age Group	Number of Directors	Percentage (%)
50 to 59	4	67%
60 to 69	-	-
70 to 79	2	33%
Total	6	100%

Gender Diversity		
Gender	Number of Directors	Percentage (%)
Male	4	67%
Female	2	33%
Total	6	100%

Board Independence		
	Number of Directors	Percentage (%)
Non-Independent Director	3	50%
Independent Director	3	50%
Total	6	100%

The Independent Directors have the necessary experience and expertise to assist the Board in decision-making and provide greater balance to the Board as they do not participate in the day-to-day running of the Group. The Non-Executive Directors may challenge and help develop proposals on strategy, review the performance of the Management and extend guidance to the Management. Non-Executive Directors have been actively participating in discussions and decision-making at the Board and Board Committees meetings, and had open discussions with the Management. Where necessary, the Non-Executive Directors, led by the Lead Independent Director, meet and discuss on the Group's affairs without the presence of the Management and the Chairman of the Board. The feedback and views expressed by the Non-Executive Directors were communicated by the Lead Independent Director to the Board and/or Chairman of the Board after the meeting, as appropriate.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER ("CEO")

The roles of the Chairman and the CEO are separate and distinct, each having their own areas of responsibilities.

The responsibilities of the Chairman include:

- leading the Board to ensure its effectiveness;
- setting agenda for Board meetings and ensuring adequate time for discussion;
- promoting openness and discussion during Board meetings;
- ensuring that Directors receive complete, adequate and timely information;

CORPORATE GOVERNANCE REPORT

CHAIRMAN AND CHIEF EXECUTIVE OFFICER (“CEO”) (CONTINUED)

- ensuring effective communication with the shareholders and other stakeholders;
- encouraging constructive relations within the Board and between the Board and the Management;
- facilitating effective contributions of the Non-Executive Directors; and
- promoting high standards of corporate governance.

The key responsibilities of the CEO include overseeing the day-to-day management of the Group, leading and implementing all major initiatives (such as expansion related strategies, acquisitions and capital investments) of the Group, and playing an instrumental role in the sustainable development and growth of the Group's business.

The Company believes that a distinctive separation of responsibilities between the Chairman and the CEO will ensure an appropriate balance of power, increased accountability and greater capacity for the Board to exercise independent decision-making. For FY2025, the positions of the Chairman and the CEO are held by Mr Koh Wee Seng and Mr Ng Kean Seen respectively.

The Board is of the view that there are sufficient safeguards and checks to ensure that the process of decision making by the Board is independent and based on collective decisions without any individual or small group of individuals exercising any considerable concentration of power or influence.

For good corporate governance, the Board has appointed Mr Yeo Yun Seng Bernard as the Lead Independent Director of the Company. He is available to address the concerns of the shareholders and employees in the event that interactions with the Non-Executive Chairman, CEO or Finance Director cannot satisfactorily resolve their concerns or where such channel of communications is considered inappropriate or inadequate. No queries or requests on any matters were received in FY2025 which required the Lead Independent Director's attention.

BOARD MEMBERSHIP & PERFORMANCE (Principles 4 and 5)

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.

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.

NOMINATING COMMITTEE

The NC comprises three (3) Directors, all of whom are Non-Executive Directors, and a majority of whom, including the NC Chairman, are independent. The members of the NC are as follows:

Ng Bie Tjin @ Djuniarti Intan	Chairman	Independent Director
Yeo Yun Seng Bernard	Member	Lead Independent Director
Koh Wee Seng	Member	Chairman, Non-Executive Director

The NC will meet at least once a year.

The NC carries out its duties in accordance with a set of terms of reference which includes, mainly, the following:

- reviewing and recommending to the Board on all Board appointments, including the nomination or renomination of Directors having regard to the Directors' contribution and performance;
- reviewing the succession plans for the Chairman of the Board, Directors, CEO and key management personnel of the Company;
- developing a process for the selection, appointment and re-appointment of Directors to the Board;

CORPORATE GOVERNANCE REPORT

NOMINATING COMMITTEE (CONTINUED)

- reviewing induction programs for new Directors, as well as the training and professional development programs for the continuing training of the Directors;
- determining on an annual basis whether or not a Director is independent bearing in mind the salient factors set out in the Code;
- deciding whether or not a Director is able to and has been adequately carrying out his duties as a director, having regard to the competing time commitments that are faced by the Director has multiple listed company board representations;
- assessing the effectiveness of the Board as a whole and the contribution of each individual Director to the effectiveness of the Board;
- recommending to the Board the development of a performance evaluation framework and deciding how the performance of the Board may be evaluated and proposing objective performance criteria. The NC Chairman should act on the results of the performance evaluation, recommend areas that need improvement and, where appropriate, propose new members be appointed to the Board or seek the resignation of Directors, in consultation with the NC;
- reviewing the structure, size and composition (including the skills, gender, age, qualification, experience and diversity) of the Board and Board Committees (taking in account Rule 406(3)(c) of the Catalist Rules and Provisions 2.1 to 2.4 of the Code) and make recommendations to the Board with regard to any changes; and
- reviewing and ensuring that there is a clear division of responsibilities between the Chairman and CEO of the Company in place.

In its selection of new Directors, the NC reviews the composition of the Board and identifies the skill sets which will enhance the Board's overall effectiveness. Potential candidates are identified from various sources. The Board conducts an initial assessment to review the candidate's qualifications, attributes and past experience followed by interviewing short-listed candidates. The proposed candidate's independence, expertise, background and right skills will be considered before the Board makes its final decision on the appointment. For re-appointment of Directors to the Board, the Board will take into consideration, amongst others, the Director's integrity, competencies, independence, commitment, contribution and performance (such as attendance, participation, preparedness and candour).

The NC ensures that new directors are aware of their duties and obligations. Information in respect of the academic and professional qualifications and present and past directorships is set out in the "Board Composition and Guidance" section of this report. For FY2025, the Board is of the view that all Directors have been able to and have adequately carried out their duties as Directors notwithstanding their other listed company board representations and other principal commitments. Having reviewed each Director's attendance, participation, contribution, expertise and competing time commitments, the Board (with the NC's concurrence) is of the view that none of the Directors hold a significant number of directorships and other principal commitments that may impede his/her ability to discharge his/her duties. The Board further notes that none of the Directors holds six (6) or more listed company directorships. Further information on multiple directorships can be found under "The Board's Conduct of Affairs" of this report.

The NC determines the criteria on which Board performance is to be evaluated and, subject to the approval of the Board, proposes objective performance criteria which address how the Board has enhanced long-term shareholders' value.

CORPORATE GOVERNANCE REPORT

NOMINATING COMMITTEE (CONTINUED)

The Board has implemented a formal annual process to be carried out by the NC to assess the effectiveness of the Board as a whole, its Board Committees, the Chairman of the Board and the individual Director's performance. For FY2025, the Directors participated in the evaluation by providing feedback to the NC in the form of completing a Board Performance Evaluation checklist which covers several parameters such as Board composition, conduct of meetings, Board process, Board accountability, risk management and internal control, measuring and monitoring performance as well as communication with shareholders. The assessment of the Chairman of the Board is based on his ability to lead, whether he established proper procedures to ensure the effective functioning of the Board and that the time devoted to Board meetings were appropriate and Board meetings are conducted in a manner that facilitate open communication and meaningful participation for effective discussion and decision-making by the Board. The performance criteria taken into account by the NC in relation to an individual Director include, *inter alia*, the Director's interactive skills, industry knowledge, contribution and workload requirements, sense of independence and preparation at the Board and Board Committees meetings. To ensure confidentiality, the evaluation checklists completed by the Directors were submitted to the Company Secretary for collation. The consolidated responses were presented to the NC for review before submitting to the Board for discussion and determining areas for improvement and enhancement of the Board effectiveness. Following the review in FY2025, the Board is of the view that the Board and its Board Committees operate effectively and each Director is contributing to the overall effectiveness of the Board. There was no external consultant involved in the Board evaluation process in FY2025.

The NC will continue to review formal assessment processes for evaluating Board performance, as well as the contribution of individual Directors to the effectiveness of the Board. Each member of the NC and the Board shall abstain from voting on any resolutions in respect of the assessment of his performance or re-nomination as Director.

All Directors submit themselves for re-nomination and re-appointment at regular intervals of at least once every three (3) years. The Company's Constitution provides that at least one-third of the Board shall retire from office by rotation and are subject to re-election at every AGM. The NC has reviewed and is satisfied that the Directors who are retiring in accordance with the Company's Constitution at the forthcoming AGM are properly qualified for re-appointment by virtue of their skills, experience and contributions.

The NC recommended to the Board that Mr Ng Kean Seen who is retiring pursuant to Regulation 89 of the Company's Constitution and Rule 720(4) of the Catalist Rules of the SGX-ST, be nominated for re-election as a Director at the forthcoming AGM. The NC has also recommended to the Board that Ms Koh Lee Hwee, who is retiring pursuant to Regulation 88 of the Company's Constitution, be nominated for re-election as a Director at the forthcoming AGM. The Board has accepted the recommendations of the NC.

Mr Tan Soo Kiang has advised that he will not be seeking re-election as a director of the Company at the forthcoming AGM. Upon his retirement, Mr Tan Soo Kiang will also step down as Chairman of the Remuneration Committee and member of the Audit Committee.

The re-appointments of Mr Ng Kean Seen and Ms Koh Lee Hwee shall be subject to shareholders' approval at the forthcoming AGM.

The Company has complied with Rule 720(5) of the Catalist Rules as the information relating to the retiring Directors who are submitting themselves for re-election, including their appointment dates, directorships held in other listed companies presently and in the past five (5) years, as well as their principal commitments, can be found under the section entitled "Additional Information on Directors Nominated for Re-election Appendix 7F" of the Catalist Rules of this Annual Report. Negative disclosures as set out on pages 37 to 40 were provided by the retiring Directors who are submitting themselves for re-election on each item in Appendix 7F (a) to (k) of the Catalist Rules.

The NC also determines, on an annual basis, the independence of the Directors. For FY2025, the NC has assessed and affirmed the status of each Director as follows:

Koh Wee Seng	Non-Independent
Ng Kean Seen	Non-Independent
Koh Lee Hwee	Non-Independent
Yeo Yun Seng Bernard	Independent
Tan Soo Kiang	Independent
Ng Bie Tjin @ Djuniarti Intan	Independent

The Company does not have any alternate Directors.

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS (Principle 6, 7 and 8)

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 or her own 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.

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 MATTERS

The RC comprises three (3) Directors, all of whom are Non-Executive Directors, and a majority of whom, including the RC Chairman, are independent. The members of the RC are as follows:

Tan Soo Kiang	Chairman	Independent Director
Yeo Yun Seng Bernard	Member	Lead Independent Director
Koh Lee Hwee	Member	Non-Executive Non-Independent Director

The RC will meet at least once a year.

The RC carries out its duties in accordance with a set of terms of reference which includes, mainly, the following:

- reviewing and recommending to the Board a framework of remuneration policies to determine the specific remuneration packages and terms of employment for each of the Directors and key management personnel which are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company;
- setting performance measures and determine targets for any performance-related pay schemes, as necessary, that are operated by the Company;
- ensuring that a significant and appropriate proportion of the Executive Director's and key management personnel's remuneration is structured so as to link rewards to corporate and individual performance, and that the performance-related remuneration is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the Company;
- ensuring that the remuneration of the Non-Executive Directors is appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities;
- reviewing the remuneration of employees related to the Directors, CEO or substantial shareholders, if any, to ensure that their remuneration packages are in line with staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities;
- reviewing the ongoing appropriateness and relevance of the Company's remuneration policy (including but not limited to Directors' fees, salaries, allowances, bonuses, options, share-based incentives and awards and benefits-in-kind are covered) and other benefit programmes (where appropriate);
- reviewing and administering the award of shares to Directors and employees under the employee performance share plan adopted by the Company; and
- reviewing and determining the contents of any service contracts for any Directors or key management executives, and ensuring that the termination clauses in the service contracts, if any, are fair and reasonable, and not overly generous.

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS (CONTINUED)

The RC ensures that a formal and transparent procedure is in place for determining the remuneration packages of individual Directors and key management personnel. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses and other benefits-in-kind are reviewed by the RC. The recommendations of the RC are submitted for endorsement by the Board. Each member of the RC abstains from voting on any resolutions in respect of his remuneration package.

The remuneration of related employees will be reviewed annually by the RC to ensure that their remuneration packages are in line with the staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities. Any bonuses, pay increments and/or promotions for these related employees will also be subject to the review and approval of the RC. In the event that a member of the RC is related to the employee under review, he/she will abstain from participating in the review.

No remuneration consultants were engaged by the Company in FY2025. The RC will engage professional advice in relation to remuneration matters as and when the need arises. The RC will ensure that existing relationships between the Company and its appointed remuneration consultants, if any, will not affect the independence and objectivity of the remuneration consultants. Where remuneration consultants are appointed, the Company will disclose the names and firms of the remuneration consultants in the annual remuneration report, and include a statement on whether the remuneration consultants have any such relationships with the Company.

The Company's remuneration policy is to ensure that the remuneration offered is competitive and sufficient to attract, retain and motivate Directors and key management personnel of the required experience and expertise. Having reviewed and considered the variable components of the Executive Directors and key management personnel, which are moderate, the RC is of the view that there is no requirement to institute contractual provisions to allow the Company to reclaim incentive components of remuneration from the Executive Director and key management personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company.

Executive Directors do not receive Directors' fees but are remunerated as members of the Management. The remuneration package of the Executive Directors and the key management personnel comprises a basic salary component and a variable component (which is the annual bonus), based on the performance of the Group as a whole and their individual performance. The performance-related component of the remuneration package is designed to align the interests of the Executive Director with those of the shareholders and link rewards to the Group's financial performance. Service agreements for the Executive Director are for a fixed appointment period and do not contain onerous removal clauses.

The Non-Executive Directors do not have service agreements with the Company. They are paid fixed Directors' fees appropriate to their level of contribution, taking into account factors such as effort and time spent, and their responsibilities on the Board and Board Committees. The Independent Directors have not been over-compensated to the extent that their independence is compromised.

In addition, the Company has implemented an employee performance share plan as part of a compensation plan to motivate Directors and employees of the Group of dedication, loyalty and higher standards of performance. The Aspiat Lifestyle Performance Share Plan 2022 (the "**Share Plan**") was approved and adopted by the shareholders of the Company at an extraordinary general meeting held on 29 April 2022.

The Share Plan is administered by the RC. The names of the members of the RC are as stated above.

A participant's award under the Share Plan will be determined at the absolute discretion of the RC. In considering the grant of an award to a participant, the RC may take into account such criteria as it considers fit, including but not limited to:

- (a) in the case of a Group employee, his rank, job performance, year(s) of service, potential for future development, and his contribution to the success and development of the Group;
- (b) in the case of a performance-related award to be granted to a Group employee, the difficulty with which the performance condition(s) may be achieved within the performance period; and
- (c) in the case of a Non-Executive Director, his board and board committee appointments and attendance, and his contribution to the success and development of the Group.

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS (CONTINUED)

For the avoidance of doubt, no performance-related awards may be granted to Non-Executive Directors under the Share Plan.

The aggregate number of shares which may be issued or transferred pursuant to the awards granted under the Share Plan, when added to (i) the number of shares issued and issuable and/or transferred or transferable in respect of all awards granted under the Share Plan; and (ii) all shares issued and issuable and/or transferred or transferable in respect of all options granted or awards granted under any other share incentive schemes or share plans adopted by the Company for the time being in force, shall not exceed 15% of the issued share capital (excluding treasury shares) of the Company on the day preceding the relevant date of the award.

During FY2025, performance share awards were granted pursuant to the Company's Performance Share Plan 2022 ("PSP 2022"). In aggregate, 1,367,900 shares were granted on 1 December 2025, including 759,900 shares granted to a Director of the Company.

Of the total awards granted, 456,500 shares was vested during FY2025 in accordance with the vesting schedule. The remaining awards will vest in tranches, comprising one-third on 31 December 2025 which was brought forward to 12 December 2025 considering the festive season, one-third on 30 September 2026, and one-third on 30 September 2027. Please refer to the announcement dated 15 December 2025 for more information.

Further details of the PSP 2022 are set out in the Company's Circular to Shareholders dated 13 April 2022.

Disclosure on Directors' Fees and Remuneration

The Board is of the view that the matters which are required to be disclosed in such annual remuneration report have already been sufficiently disclosed in this report and in the financial statements of the Company.

The remuneration paid to the Directors in FY2025 is set out below:

Name	Total Remuneration S\$	Salary* (%)	Bonus** and Profit Sharing (%)	Other Benefits (%)	Directors' Fees*** (%)
Non-Executive Directors					
Koh Wee Seng	26,000	-	-	-	100
Yeo Yun Seng Bernard	73,000	-	-	-	100
Tan Soo Kiang	55,000	-	-	-	100
Koh Lee Hwee ⁽¹⁾	14,389	-	-	-	100
Ng Bie Tjin @ Djuniarti Intan	55,000	-	-	-	100
Ko Lee Meng ⁽²⁾	8,405	-	-	-	100
Executive Director and Chief Executive Officer					
Ng Kean Seen	1,026,218	44	56	-	

* Salary is inclusive of salary, allowances and Central Provident Fund contributions.

** Bonus is inclusive of cash bonus and vested share-based payment of S\$50,000 recognised during FY2025 pursuant to the Company's PSP 2022.

*** Directors' fees, being the only remuneration component for Non-Executive Directors, are subject to approval of the shareholders of the Company at the forthcoming Annual General Meeting.

(1) Ms Koh Lee Hwee had been appointed as Non-Executive Non-Independent Director with effect from 13 June 2025.

(2) Ms Ko Lee Meng resigned as Non-Executive Non-Independent Director with effect from 28 April 2025.

Remuneration of Key Management Personnel (who are not Directors or the CEO)

The remuneration of the top six (6) key management personnel comprises both fixed and variable components. Fixed component is in the form of fixed monthly salary whereas variable component is linked to the performance of the Group's businesses and individual performance.

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS (CONTINUED)

A breakdown of the level and mix of the remuneration payable to each top six (6) key management personnel for FY2025 are as follows:

Remuneration Bands	FY2025			
	No. of key management personnel	Salary* (%)	Bonus** and profit sharing (%)	Other Benefits (%)
S\$250,000 to below S\$500,000	6	68	32	-

* Salary is inclusive of salary, allowances and Central Provident Fund contributions.

** Bonus is inclusive of cash bonus and vested share-based payment of S\$40,112 recognised during FY2025 pursuant to the Company's PSP 2022.

The total remuneration paid to the above six key management personnel was S\$1,869,962 for FY2025.

The Board has considered the Code's recommendation to fully disclose the remuneration of at least the top five key management personnel. However, the Board believes that disclosing the individual remuneration and names of the key management personnel is not in the best interests of the Company. Given the highly competitive and sensitive nature of remuneration matters, along with the dynamic business environment in which the Company operates, such disclosure could potentially compromise the Company's commercial interests.

The Board is of the view that disclosing specific remuneration details of each key management personnel, particularly in narrow bands of S\$250,000, may heighten the risk of talent poaching and adversely impact the Company's ability to attract, retain, and nurture a sustainable talent pool. The departure of experienced and qualified senior management could disrupt business operations and continuity, which are critical to the achievement of the Company's strategic objectives.

Save for Mr Koh Wee Seng (Non-Executive Chairman) and Ms Koh Lee Hwee (Non-Executive Director) who are siblings, there was no employee of the Group who is a substantial shareholder of the Company, or is an immediate family member of a Director, the CEO or a substantial shareholder of the Company and was paid more than S\$100,000 during FY2025.

RISK MANAGEMENT AND INTERNAL CONTROLS (Principle 9)

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 Board acknowledges that it is responsible for the governance of risk and ensures that the Management maintains a sound system of risk management and internal controls to safeguard the shareholders' interests and the Group's assets, and determines the nature and extent of the significant risks which the Board is willing to take in achieving its strategic objectives and value creation.

The Company's internal control systems serve as the key in identifying and managing risks that are significant to the achievement of its business objectives. The process of risk management has been integrated into the Group's business planning and monitoring process. The Board regularly reviews the Group's business and operational activities to identify areas of significant business risks. Appropriate measures are taken to assess, control and mitigate these risks.

The AC reviews with the external auditors, as part of their statutory audit, the adequacy and effectiveness of the Group's internal controls relevant to the preparation of financial statements. In its review of the financial statements for FY2025, the AC is of the view that the financial statements are fairly presented in conformity with the relevant Singapore Financial Reporting Standards (International) in all material aspects. In the review of the financial statements for FY2025, the AC had discussed with the management and the external auditors on significant issues and assumptions that impact the financial statements. Key audit matters ("KAM") were reported by the external auditors can be found under the section entitled "Independent Auditor's Report - Key Audit Matters" of this Annual Report. The AC reviewed the KAM and concurred and agreed with the external auditor and the Management on their assessment, judgements and estimates on the significant matters reported by the external auditor.

CORPORATE GOVERNANCE REPORT

RISK MANAGEMENT AND INTERNAL CONTROLS (Principle 9) (CONTINUED)

The internal audit function of the Group performs risk assessment and conducts review on the adequacy and effectiveness of the Group's material internal controls, that addresses the Group's financial, operational, compliance and information technology controls, and risk management systems. Any material non-compliance or failures in internal controls and recommendations for improvements are reported to the AC. The AC also reviews and endorses the internal audit plan and internal audit reports of the Group.

The internal control systems maintained by the Management throughout the year and up to the date of this report, provides reasonable, but not absolute, assurance against material financial misstatements or loss, and include the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and best practice, and the identification and containment of business risk. The Board notes that no system of internal controls or risk management could provide absolute assurance against the occurrence of material errors, poor judgement in decision making, human error, losses, fraud or other irregularities. The adequacy and effectiveness of the Group's risk management and internal control systems and procedures will be reviewed by the AC annually. No material internal control weaknesses had been raised by the internal auditor in the course of their audits for FY2025.

Based on the Group's framework of management controls in place, the internal control policies and procedures established and maintained by the Group, work performed by the internal and external auditors and reviews performed by the Management, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems are adequate and effective as at 31 December 2025.

The Board has also received the assurance from:

- (a) the CEO and the Finance Director that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and
- (b) the CEO and the key management personnel who are responsible that they have evaluated the adequacy and effectiveness of the Company's risk management and internal control systems and assessed the internal auditors' reports on the Group's operations and external auditors' report on the financial statements and management letter, and noted that the Group's risk management and internal controls systems in place were adequate and effective to address the financial, operational, compliance and information technology risks in the context of the current scope of the Group's business operations.

AUDIT COMMITTEE (Principle 10)

Principle 10: The Board has an Audit Committee which discharges its duties objectively.

The AC comprises four (4) Directors, all of whom are Non-Executive Directors, and a majority of whom, including the AC Chairman, are independent and have accounting related or financial management experience. The members of the AC are as follows:

Yeo Yun Seng Bernard	Chairman	Lead Independent Director
Tan Soo Kiang	Member	Independent Director
Ng Bie Tjin @ Djuniarti Intan	Member	Independent Director
Koh Wee Seng	Member	Non-Executive Director

The AC meets at least on a half-yearly basis during the year.

The AC carries out its duties in accordance with a set of terms of reference which includes, mainly, the following:

- reviewing with the external auditors, the audit plan and their evaluation of the system of internal accounting controls as part of their statutory audit and monitor Management's response and actions to correct noted deficiencies;
- reviewing with the internal auditors of the Company, the adequacy, effectiveness, independence, scope and results of the internal audit and monitor Management's response to their findings to ensure that appropriate follow-up measures are taken;

CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE (Principle 10) (CONTINUED)

- reviewing the internal control systems and procedures and ensure coordination between the external auditors and Management;
- ensuring that the Company has programmes and policies in place to identify and prevent fraud;
- overseeing the establishment and operation of the whistle-blowing process in the Company;
- reviewing the assurance provided by the CEO and the Finance Director that the financial records have been properly maintained, and that the financial statements give a true and fair view of the Company's operations and finances;
- reviewing the effectiveness and adequacy of the Company's administrative, operating internal accounting and financial control procedures, and ensuring compliance with accounting standards, Catalist Rules and statutory/regulatory requirements;
- ensuring that internal and external auditors have direct and unrestricted access to the AC Chairman and the Chairman of the Board;
- reviewing the significant financial reporting issues and judgements so as to ensure the integrity of periodic financial results, financial statements, and any announcements on the Company's financial performance and recommend changes, if any, to the Board;
- reviewing and reporting to the Board at least annually the adequacy and effectiveness of the Company's risk management and internal controls systems in relation to financial reporting and other financial related risk and controls (and to the extent delegated to it by the Board);
- reviewing the interested person transactions and related party transactions;
- review any potential conflicts of interests that may arise in respect of any directors and/or controlling shareholders of the Company for the time being;
- evaluating the independence of the external auditors annually and recommend to the Board the appointment, re-appointment and removal of the external auditors, and its remuneration and terms of engagement; and
- reviewing the adequacy, effectiveness, scope and results of the external audit, and where external auditors provide non-audit services, to review the nature, extent and cost of such services and the independence and objectivity of the external auditors.

The AC has authority to investigate any matter within its terms of reference and have been given full access to, and the co-operation of, the Management and reasonable resources to enable it to discharge its function properly. The AC has full discretion to invite any Director or key management personnel to attend its meetings.

The AC is guided by its terms of reference which stipulate its principal functions. In performing its functions, the AC meets regularly with the Management and the external auditors to review auditing and risk management matters and discuss accounting implications of any major transactions including significant financial reporting issues. It also reviews the internal audit function of the Group to ensure that an effective system of internal controls is maintained in the Group. The AC has full access to the external auditors and the internal auditors and has met with them at least once during FY2025 without the presence of the Management. On a half-yearly basis, the AC also reviews the interested person transactions before their submission to the Board for approval. The AC is kept abreast by the Management and the external auditors of changes to accounting standards, Catalist Rules and other regulations which could have an impact on the Group's business and financial statements.

CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE (Principle 10) (CONTINUED)

The AC will review the independence of the external auditors annually. The AC undertook the review of the independence and objectivity of the external auditors, EY, through discussions with the external auditors as well as reviewing the non-audit services provided and the fees paid to them. A breakdown of the audit and non-audit fees paid to the external auditors can be found under the section entitled “Notes to the Financial Statements — 8. Profit Before Tax” of this Annual Report. Based on the review, the AC is of the opinion that EY is, and is perceived to be, independent for the purpose of the Group’s statutory audit. In reviewing the nomination of EY for re-appointment for the financial year ending 31 December 2026, the AC has considered the adequacy of the resources, experience and competence of EY, and has taken into account the Audit Quality Indicators relating to EY at the firm level and on the audit engagement level. Consideration was also given to the experience of the engagement partner and key team members in handling the audit. The AC also considered the audit team’s ability to work in a cooperative manner with Management whilst maintaining integrity and objectivity and to deliver their services professionally and within agreed timelines. On the basis of the above, the AC is satisfied with the standard and quality of work performed by EY. The AC has recommended to the Board that EY be nominated for re-appointment as the Company’s external auditors at the forthcoming AGM.

The Company has complied with Rules 712 and 715 of the Catalist Rules in appointing the audit firms for the Group. No former partner or director of the Company’s existing auditing firm is a member of the AC (a) within a period of two (2) years commencing on the date of their ceasing to be a partner or director of the audit firm; or (b) hold any financial interest in the audit firm.

The Company has put in place a whistle-blowing policy, endorsed by the AC where employees of the Company may in confidence, raise concerns about wrongdoing or malpractice within the Company and its subsidiaries and ensure arrangements are in place for the independent investigations of such matters and for appropriate follow up actions. The Company is committed to ensuring that whistle-blowers will be treated fairly, and protected against detrimental or unfair treatment for raising concerns in good faith. In order to facilitate whistle-blowing, details of the whistle-blowing policies, arrangements and communication channels have been made available to all employees on the Company’s intranet which is accessible by all employees. No such whistle-blowing letter was received during FY2025.

The internal audit function of the Group is conducted by the internal audit team of the Company. The internal audit team performs risk assessment and conducts the review of the adequacy and effectiveness of the Group’s internal controls, including financial, operational, compliance and information technology controls, and risk management systems. The internal auditors report primarily to the AC Chairman and has unrestricted access to the documents, records, properties and personnel of the Company and of the Group. The AC reviews and endorses the internal audit plan and internal audit reports of the Group. Any material non-compliance or failures in the internal audit function and recommendations for improvements are reported to the AC.

The internal audit function is independent of the activities it audits and carries out its activities in compliance with the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

The Board and the AC are of the opinion that the internal audit function is sufficiently resourced and internal audits are performed by competent professional staff. The AC will review annually the adequacy and effectiveness of the internal audit function to ensure that resources are adequate and that the internal audits are performed effectively.

The AC will also approve the appointment, removal, evaluation and compensation of the head of the internal audit function.

CORPORATE GOVERNANCE REPORT

SHAREHOLDER RIGHTS AND ENGAGEMENT (Principles 11 and 12)

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 the Company's performance, position and prospects.

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.

Shareholders are informed of shareholders' meetings through the notice of general meeting released through SGXNet, the Company's website and published in the Business Times, where necessary, within the same period. Reports and circulars are published on the Company's website and for those shareholders who opted for printed copies, they will also receive the reports and circular by post. The results of the general meetings are also released on SGXNet on the same day.

All registered shareholders are invited to attend the general meetings to put forth any questions they may have on the motions to be debated and decided upon. All shareholders are entitled to vote in accordance with the established voting rules and procedures at the general meetings. Each share is entitled to one vote. Matters which require shareholders' approval were presented and proposed as a separate resolution. The resolutions are not bundled or made inter-conditional on each other, unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are bundled, the Company will explain the reasons and material implications in the notice of meeting. The Company practices having separate resolutions at general meetings for each distinct issue. Each item of special business in the notice of general meeting is accompanied by an explanatory note, where appropriate. Shareholders can download a copy of the proxy form from the SGXNet and the Company's website.

All Directors, the Management, the Company Secretary, external auditors and legal advisors (if necessary) attend the general meetings of the Company. The procedures of the general meetings provide shareholders the opportunity to ask questions relating to each resolution tabled for approval. Shareholders are encouraged to provide their views on matters relating to the Company. All Directors attended the AGM held on 28 April 2025. The Company's external auditors, EY, were also present at the AGM and were available to assist the Directors in addressing any relevant queries by the shareholders relating to the conduct of the audit and the preparation and content of the auditors' report.

Voting in absentia such as voting via mail, electronic mail or facsimile at the general meetings may only be possible following careful study to ensure that integrity of the information and authentication of the identity of shareholders through the web is not compromised.

The forthcoming AGM to be held in respect of FY2025 ("**2026 AGM**"), will be convened and held physically at Aspial One, 55 Ubi Avenue 3 Level 1, Singapore 408864 on 28 April 2026. Shareholders will be able to raise questions and vote in person at the 2026 AGM. Arrangements relating to the attendance and voting at the 2026 AGM by shareholders or their duly appointed proxy(ies), are set out in the Notice of AGM and Proxy Form.

The Company Secretary prepares detailed minutes of the general meetings which include substantial and relevant comments or queries from shareholders relating to the agendas of the meetings, and responses from the Board and Management. These minutes are subsequently approved by the Board and made available to shareholders during office hours at the registered office. The minutes will be posted on the Group's website as soon as practicable, in any case, no later than one month from the date of the relevant general meeting. All material information relating to the Group is disclosed in an accurate and timely manner through publication on SGXNet and is made available to everyone, including the shareholders.

For greater transparency, the Company will put all resolutions to vote by poll at general meetings and an announcement of the detailed results of the number of votes cast for and against each resolution and the respective percentages will be made on the same day.

CORPORATE GOVERNANCE REPORT

SHAREHOLDER RIGHTS AND ENGAGEMENT (Principles 11 and 12) (CONTINUED)

The Company currently does not have a fixed dividend policy. The form, frequency and amount of declaration and payment of future dividends on our shares that the Directors may recommend or declare in respect of any particular financial year or period will take into consideration the Group's retained earnings and expected future earnings, operations, cash flow, capital requirements and general financing condition, as well as general business conditions and other factors which the Directors may deem appropriate. The Company may declare dividends by way of an ordinary resolution of the shareholders at a general meeting, but may not pay dividends in excess of the amount recommended by the Directors. The declaration and payment of dividends will be determined at the sole discretion of the Directors, subject to the approval of the shareholders. The Directors may also declare an interim dividend without the approval of the shareholders. Future dividends will be paid by the Company as and when approved by the Directors and the shareholders (if necessary). Any dividend payments are clearly communicated to shareholders via announcements on SGXNet.

The Board is mindful of the obligation to provide timely and fair disclosure of material information. The Board is accountable to the shareholders while the Management is accountable to the Board. The Management currently provides the Board with management accounts of the Group's position, performance and prospects on a quarterly basis and as and when deemed necessary, and the Board provides shareholders with an assessment of the Company's performance, position and prospects periodically via announcements of financial results and other ad-hoc announcements as required by the SGX-ST. The Board has taken adequate steps to ensure that there is compliance towards the legislative and regulatory requirements. The Board seeks the confirmation of the Company's legal advisors, if necessary, before deciding on significant matters.

Results and other material information are released through SGXNet on a timely basis for the dissemination to shareholders and public in accordance with the requirements of the SGX-ST.

The Company does not have a dedicated investor relations team. The CEO and Finance Director are responsible for the Company's communication with shareholders. The public can provide feedback to the Company Secretary via electronic mail address or registered address.

MANAGING STAKEHOLDERS RELATIONSHIPS (Principle 13)

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 Group takes a strategic and pragmatic approach in managing stakeholders' expectations to support its long-term strategy. The Group has regularly engaged its stakeholders through various medium and channels to ensure that the business interests are aligned with those of the stakeholders, to understand and address the concerns so as to improve services and products' standards, as well as to sustain business operations for long-term growth. The stakeholders have been identified as those who are impacted by the Group's business and operations and those who similarly are able to impact the Group's business and operations. Five (5) stakeholder groups have been identified through an assessment of their significance to the business operations. The Group has undertaken a process to determine the environmental, social and governance issues which are important to these stakeholders. These issues form the materiality matrix upon which targets, performance and progress are reviewed and endorsed by the Board annually. Having identified the stakeholders and the material issues, the Company has mapped out the key areas of focus in relation to the management of the respective stakeholder relationships. Please refer to the Group's Sustainability Report for further details.

The Group maintains a website at www.aspiallifestyle.com to communicate and engage with stakeholders. All material information on the performance and development of the Group and of the Company is disclosed in a timely, accurate and comprehensive manner through SGXNet, press releases and the Company's website. The Company does not practice selective disclosure of material information. The Company's website, which is updated regularly, contains various information on the Group and the Company which serves as an important resource for investors and all stakeholders.

CORPORATE GOVERNANCE REPORT

OTHER CORPORATE GOVERNANCE

MATTERS DEALING IN SECURITIES

In compliance with Rule 1204(19) of the Catalist Rules, the Group had adopted an internal securities code of compliance to provide to the Directors and all employees of the Group with regard to dealing in the Company's securities. During the financial year, the Company issues memos to its Directors, officers and employees prohibiting dealing in its shares during the period commencing one (1) month before the announcement of the Company's half year and full-year financial results and ending on the date of announcement of the relevant results. Directors and employees are also advised against dealing in the Company's securities when they are in possession of any unpublished material price-sensitive information of the Group at all times. In addition, the Company discourages the Directors and employees from dealing in the Company's securities on short-term considerations. All Directors are required to notify the Company Secretary of any change in his interest in the Company's shares within two (2) business days of the change. The Group confirms that it has adhered to its internal securities code of compliance for FY2025.

INTERESTED PERSON TRANSACTIONS

The Company has adopted an internal policy in respect of any transactions with interested persons and has set out the procedures for review and approval of the Company's interested person transactions. All interested person transactions ("IPT") are reported in a timely manner to the AC and are subject to the review of the AC when a potential conflict of interest arises. The Director concerned does not participate in discussions and decisions involving the issues of conflict and refrains from exercising any influence over other members of the Board.

The Group has a general mandate from shareholders for IPT as described in the Circular to Shareholders dated 24 June 2022. The IPT General Mandate which was approved and adopted by the shareholders at an extraordinary general meeting held on 12 July 2022 ("IPT General Mandate"), which expired on the date of the last AGM, being 28 April 2023. Accordingly, as at the date of this Annual Report, the Company does not have an IPT General Mandate.

The aggregate value of IPT above S\$100,000 entered into during FY2025 is as follows:

Name of interested person	Nature of relationship	Nature of transaction	Aggregate value of all IPT during FY2025 (excluding transactions less than S\$100,000 and transactions conducted under the IPT General Mandate)	Aggregate value of all IPT conducted under the IPT General Mandate (excluding transactions less than S\$100,000)
			(S\$'000)	(S\$'000)
Aspial Corporation Limited	The Company's controlling shareholder	Provision of management services	2,508	N.A.
		Subscription of shares	900	N.A.
Maxi Capital Wealth Holding Pte. Ltd.	A subsidiary of the Company's controlling shareholder, Aspial Corporation Limited and as associate of Directors, Mr Koh Wee Seng and Ms Koh Lee Hwee	Subscription of shares	600	N.A.
		Acquisition of Maxi Capital Financial Pte. Ltd. (formerly known as Maxi-Cash Financial Pte. Ltd.) and its subsidiaries	1,500	N.A.

CORPORATE GOVERNANCE REPORT

INTERESTED PERSON TRANSACTIONS (CONTINUED)

Name of interested person	Nature of relationship	Nature of transaction	Aggregate value of all IPT during FY2025 (excluding transactions less than S\$100,000 and transactions conducted under the IPT General Mandate)	Aggregate value of all IPT conducted under the IPT General Mandate (excluding transactions less than S\$100,000)
			(S\$'000)	(S\$'000)
World Class Global Pte. Ltd. and its subsidiaries	A subsidiary of the Company's controlling shareholder, Aspial Corporation Limited and as associate of Directors, Mr Koh Wee Seng and Ms Koh Lee Hwee	Provision of management services	119	N.A.
		Lease of premises	283	N.A.
World Class Land Pte. Ltd. and its subsidiaries	A subsidiary of the Company's controlling shareholder, Aspial Corporation Limited and as associate of Directors, Mr Koh Wee Seng and Ms Koh Lee Hwee	Provision of management services	144	N.A.
AF Global Limited and its subsidiaries	An associated company of the Company's controlling shareholder, Aspial Corporation Limited and an associated Directors, Mr Koh Wee Seng and Ms Koh Lee Hwee	Lease of premises	120	N.A.
Aspial Lifestyle Limited	-	Exchange offer from Series 004 Notes and/or subscription of Series 004 Notes		
		Mr Koh Wee Seng	1,030	N.A.
		Ms Ko Lee Meng and her child	331	N.A.
		Ms Tan Su Lan	2,908	N.A.
		Ms Lim Kwee Hua	448	N.A.
		DN Global Pte Ltd	560	N.A.
Total			11,451	N.A.

The term "controlling shareholder" and "associate" shall have the meaning ascribed to in the Catalist Rules.

CORPORATE GOVERNANCE REPORT

MATERIAL CONTRACTS

Save as disclosed above in the section entitled “Interested Person Transactions”, there were no material contracts of the Company or its subsidiaries involving the interest of any Director or controlling shareholder, either still subsisting at the end of FY2025 or if not then subsisting, entered into since the end of the financial year ended 31 December 2025.

NON-SPONSOR FEES

During the year, no non-sponsor fees were paid or payable to the Company’s Sponsor, SAC Capital Private Limited.

CORPORATE GOVERNANCE REPORT

ADDITIONAL INFORMATION ON DIRECTORS NOMINATED FOR RE-ELECTION - APPENDIX 7F OF THE CATALIST RULE

Pursuant to Rule 720(5) of the Catalist Rules, the information as set out Appendix 7F of the Catalist Rules relating to Mr Ng Kean Seen and Ms Koh Lee Hwee being Directors who are retiring in accordance with the Company's Constitution at the forthcoming AGM, is set out below:

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
Date of first appointment as a Director	1 April 2022	13 June 2025
Date of last re-appointment/re-election as a Director (if applicable)	28 April 2024	N.A.
Age	54	59
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The re-election of Mr Ng Kean Seen as a Director of the Company was recommended by the NC and the Board has accepted the recommendation, after taking into consideration his qualifications, skills, expertise, past experiences and overall contribution since he was appointed as a Director of the Company.	The re-election of Ms Koh Lee Hwee as a Director of the Company was recommended by the NC and the Board has accepted the recommendation, after taking into consideration her qualifications, skills, expertise, past experiences and overall contribution since she was appointed as a Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Yes	No
Title	Chief Executive Officer and Executive Director - responsible for driving the Group's business performance in Singapore and the region	Non-Executive and Non-Independent Director
Professional qualifications	Master of Science in Marketing, The City University of New York (US) Bachelor of Engineering with Management (Honours), University of Leeds (UK)	Bachelor of Arts, National University of Singapore
Working experience and occupation(s) during the past 10 year	April 2022 to present: Chief Executive Officer and Executive Director with Aspial Lifestyle Limited July 2021 to March 2022: Deputy Chief Executive Officer with Maxi-Cash Financial Services Corporation Ltd December 2000 to June 2021: Aspial-Lee Hwa Jewellery Singapore Pte Ltd Senior Director, Jewellery Business (2018 - June 2021)	August 1988 to present: Executive Director Aspial Corporation Limited June 2025 to present: Non-Executive Non-Independent Director with Aspial Lifestyle Limited April 2008 to 2023: Non-Executive Non-Independent Director with Aspial Lifestyle Limited
Shareholding interest in the listed issuer and its subsidiaries	<u>The Company</u> Direct Interest - 253,300 Ordinary Shares	<u>The Company</u> Direct Interest - 28,888,888 Ordinary Shares Deemed Interest - 1,318,181,395 Ordinary Shares

CORPORATE GOVERNANCE REPORT

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
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	Nil	Mr Koh Wee Seng (Chairman and Non-Executive Director and deemed controlling shareholder), Ms Ko Lee Meng (deemed controlling shareholder) and Ms Koh Lee Hwee are siblings
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) of the Catalist Rules has been submitted to the listed issuer	Yes	Yes
Other principal commitments (including directorships) - Past, for the last 5 years	<u>Past Directorship:</u> Goldheart Jewelry Pte Ltd Lee Hwa Jewellery Pte Ltd LuxeSTYLE (Australia) Pty Ltd Maxi-Cash Retail Pte Ltd Maxi-Cash Melbourne (VIC) Pty Ltd	<u>Past Directorship:</u> Advance Property Pte Ltd Aspial Capital Investment Pte Ltd Aspial Lifestyle Limited ACL International Services Sdn Bhd Dynamic Ideas Pty Ltd Gold Purple Pte Ltd Goldheart Jewelry Pte Ltd Headway Construction Pte Ltd Lee Hwa Jewellery Pte Ltd LuxeSTYLE (Australia) Pty Ltd Maxi Cash (Georgetown) Sdn Bhd Maxi-Cash Melbourne (VIC) Pty Ltd Maxi-Cash Retail Pte Ltd Penang Parade Hotels Sdn Bhd World Class Property Pte Ltd World Class Developments (Central) Pte Ltd
Other principal commitments (including directorships) — Present	<u>Present Directorships:</u> AL Capital (Ubi) Pte Ltd AL Treasury Pte Ltd Aspial Corporate Services Pte Ltd Aspial Lifestyle Jewellery Group Pte Ltd Aspial Lifestyle Jewellery Group (Malaysia) Sdn Bhd (formerly known as Maxi Cash Trading Sdn Bhd) Aspial Lifestyle Business Services Sdn Bhd BU2 Services Pte Ltd DRP1 Sdn Bhd DRP2 Sdn Bhd DRP3 Sdn Bhd DRP4 Sdn Bhd DRP5 Sdn Bhd DRP6 Sdn Bhd DRP7 Sdn Bhd DRP8 Sdn Bhd DRP9 Sdn Bhd DRP10 Sdn Bhd DRP Mulia Sdn Bhd Kedai Dremas Sdn Bhd LuxeSTYLE (Malaysia) Sdn Bhd	<u>Present Directorships:</u> AL Capital (Ubi) Pte Ltd AL Treasury Pte Ltd Aspial Corporate Services Pte Ltd Aspial Corporation Limited* Aspial International Pte Ltd Aspial Investment Holding Pte Ltd Aspial Lifestyle Business Services Sdn Bhd Aspial Lifestyle International Pte Ltd Aspial Lifestyle Jewellery Group Pte Ltd Aspial Treasury Pte Ltd Aspial Lifestyle Jewellery Group (Malaysia) Sdn Bhd (formerly known as Maxi Cash Trading Sdn Bhd) Bienven (M) Sdn Bhd BU2 Services Pte Ltd City Gate Shopping Mall Management Pte Ltd DIJAZ Investment Pte Ltd DN Global Pte Ltd DN Holdings Pte Ltd DN Property Investments Pte Ltd

CORPORATE GOVERNANCE REPORT

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
	<p>Maxi Capital Financial Pte Ltd (formerly known as Maxi-Cash Financial Pte Ltd)</p> <p>Maxi Capital Leasing Pte Ltd (formerly known as Maxi-Cash Leasing Pte Ltd)</p> <p>Maxi Cash (George Town) Sdn Bhd</p> <p>Maxi Cash (KL1) Sdn Bhd</p> <p>Maxi Cash (KL2) Sdn Bhd</p> <p>Maxi Cash (Malaysia) Sdn Bhd</p> <p>Maxi Cash (Penang) Sdn Bhd</p> <p>Maxi Cash (S1) Sdn Bhd</p> <p>Maxi Cash (S2) Sdn Bhd</p> <p>Maxi Cash (S3) Sdn Bhd</p> <p>Maxi Cash (Southern) Sdn Bhd</p> <p>Maxi-Cash (Australia) Pty Ltd</p> <p>Maxi-Cash (Central 2) Pte Ltd</p> <p>Maxi-Cash (Central) Pte Ltd</p> <p>Maxi-Cash (Clementi) Pte Ltd</p> <p>Maxi-Cash (East 2) Pte Ltd</p> <p>Maxi-Cash (East) Pte Ltd</p> <p>Maxi-Cash (HKI) Co Ltd</p> <p>Maxi-Cash (Hong Kong) Co Ltd</p> <p>Maxi-Cash (North East) Pte Ltd</p> <p>Maxi-Cash (North) Pte Ltd</p> <p>Maxi-Cash (West) Pte Ltd</p> <p>Maxi-Cash Assets Pte Ltd</p> <p>Maxi-Cash Capital Management Pte Ltd</p> <p>Maxi-Cash Capital Pte Ltd</p> <p>Maxi-Cash Group Pte Ltd</p> <p>Aspial Lifestyle International Pte Ltd</p> <p>Maxi-Cash Investment Holding Pte Ltd</p> <p>Maxi-Cash Jewellery Group Pte Ltd</p> <p>Maxi-Cash Property Pte Ltd</p> <p>Maxi-Cash Retail (HKI) Co Ltd</p> <p>Maxi-Cash Ventures Pte Ltd</p> <p>Maxion Holdings Sdn Bhd</p> <p>MC Client Service Pte Ltd</p> <p>Maxi Capital Solutions Pte Ltd (formerly known as Pit-Stop Credit (SG) Pte Ltd)</p> <p>Maxi Capital Wealth Holding Pte Ltd</p> <p>Maxi Properties Sdn Bhd</p> <p>Pajak Gadai Ion Sdn Bhd</p> <p>PG Ion Sdn Bhd</p> <p>PG Ion (BSJ) Sdn Bhd</p>	<p>DPMA Sdn Bhd</p> <p>Dynamic Project Management Services Pte Ltd</p> <p>Kensington Land Pte Ltd</p> <p>Kensington Village Pte Ltd</p> <p>LuxeSTYLE (Malaysia) Sdn Bhd</p> <p>Maxi Capital Financial Pte Ltd (formerly known as Maxi-Cash Financial Pte Ltd)</p> <p>Maxi Capital Funding Pte Ltd</p> <p>Maxi Capital Funding II Pte Ltd</p> <p>Maxi Capital Leasing Pte Ltd (formerly known as Maxi-Cash Leasing Pte Ltd)</p> <p>Maxi Capital Solutions Pte Ltd (formerly known as Pit-Stop Credit (SG) Pte Ltd)</p> <p>Maxi Capital Wealth Holding Pte Ltd</p> <p>Maxi Cash (KL1) Sdn Bhd</p> <p>Maxi Cash (KL2) Sdn Bhd</p> <p>Maxi Cash (Malaysia) Sdn Bhd</p> <p>Maxi Cash (Penang) Sdn Bhd</p> <p>Maxi Cash (S1) Sdn Bhd</p> <p>Maxi Cash (S2) Sdn Bhd</p> <p>Maxi Cash (S3) Sdn Bhd</p> <p>Maxi Cash (Southern) Sdn Bhd (Australia) Pty Ltd</p> <p>Maxi-Cash (Central 2) Pte Ltd</p> <p>Maxi-Cash (Central) Pte Ltd</p> <p>Maxi-Cash (Clementi) Pte Ltd</p> <p>Maxi-Cash (East 2) Pte Ltd</p> <p>Maxi-Cash (East) Pte Ltd</p> <p>Maxi-Cash (HKI) Co Ltd</p> <p>Maxi-Cash (Hong Kong) Co Ltd</p> <p>Maxi-Cash (North East) Pte Ltd</p> <p>Maxi-Cash (North) Pte Ltd</p> <p>Maxi-Cash (West) Pte Ltd</p> <p>Maxi-Cash Assets Pte Ltd</p> <p>Maxi-Cash Capital Management Pte Ltd</p> <p>Maxi-Cash Capital Pte Ltd</p> <p>Maxi-Cash Group Pte Ltd</p> <p>Maxi-Cash Investment Holding Pte Ltd</p> <p>Maxi-Cash Jewellery Group Pte Ltd</p> <p>Maxi-Cash Property Pte Ltd</p> <p>Maxi-Cash Retail (HKI) Co Ltd</p> <p>Maxi-Cash Ventures Pte Ltd</p> <p>Maxion Holdings Sdn Bhd</p> <p>MC Client Service Pte Ltd</p> <p>MLHS Holdings Pte Ltd</p> <p>Niessing (Australia) Pty Ltd</p> <p>Niessing (Hong Kong) Limited</p> <p>Niessing Asia Pacific Pte Ltd</p> <p>Niessing Group Pte Ltd</p> <p>PHC Hotels Sdn Bhd</p> <p>SBD 102 Pty Ltd</p>

CORPORATE GOVERNANCE REPORT

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
		<p>WCL (Bertam L) Sdn Bhd WCL (Bertam R) Sdn Bhd WCL (CNS) CBD Pty Ltd WCL (Macallum) Sdn Bhd WCL (Magazine) Sdn Bhd WCL (Noordin St) Sdn Bhd WCL (QLD) Albert St Pty Ltd WCL (QLD) Holdings Pty Ltd WCL (QLD) Margaret Pty Ltd WCL-A Beckett (VIC) Pty Ltd WCL-Cairns (QLD) Pty Ltd WCL-Central Park (QLD) Pty Ltd WCL-Southbank (VIC) Pty Ltd World Class Developments (Bedok) Pte Ltd World Class Developments (City Central) Pte Ltd World Class Developments (North) Pte Ltd World Class Developments Pte Ltd World Class Global Pte Ltd World Class Land (Australia) Pty Ltd World Class Land (Georgetown) Holdings Sdn Bhd World Class Land (Georgetown) Sdn Bhd World Class Land (Malaysia) Sdn Bhd World Class Land (Penang) Sdn Bhd World Class Land Pte Ltd</p>
	* Public listed company on SGX-ST	* Public listed company on SGX-ST
<p>Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any questions is “yes”, full details must be given.</p>		
(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

CORPORATE GOVERNANCE REPORT

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
(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 judgement 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
(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

CORPORATE GOVERNANCE REPORT

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
(f) Whether at any time during the last 10 years, judgement 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
(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, judgement 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	No	No

CORPORATE GOVERNANCE REPORT

Name of Directors	Mr Ng Kean Seen	Ms Koh Lee Hwee
(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	No	No
(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
(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,	No	No
in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?		
(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



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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 Aspial Lifestyle Limited (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 financial year ended 31 December 2025.

Opinion of the directors

In the opinion of the directors,

- (i) the 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 of the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (ii) 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.

Directors

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

Koh Wee Seng
Ng Kean Seen
Koh Lee Hwee (Appointed on 13 June 2025)
Tan Soo Kiang
Yeo Yun Seng, Bernard
Ng Bie Tjin @ Djuniarti Intan

In accordance with Regulation 88 and 89 of the Company's Constitution and/or Rule 720(5) of the Catalist Rules, Ng Kean Seen and Koh Lee Hwee retire and, being eligible, offer themselves for re-election. Tan Soo Kiang will retire at the forthcoming annual general meeting and will not seek for re-election as a Director of the Company.

Arrangements to enable directors to acquire shares or debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement 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.

DIRECTORS' STATEMENT

Directors' interests in shares or debentures

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

The Company	Direct interest held by directors*			Other shareholdings in which directors are deemed to have an interest		
	1 January 2025 or date of appointment	31 December 2025	21 January 2026	1 January 2025 or date of appointment	31 December 2025	21 January 2026
Aspial Lifestyle Limited						
<i>(Ordinary shares)</i>						
Koh Wee Seng	184,050,089	184,050,089	184,050,089	1,321,021,513	1,320,852,513	1,320,852,513
Koh Lee Hwee	28,888,888	28,888,888	28,888,888	1,328,350,395	1,328,181,395	1,328,181,395
Yeo Yun Seng, Bernard	247,378	247,378	247,378	-	-	-
Ng Kean Seen	-	253,300	253,300	-	-	-
<i>(Share awards - unvested)</i>						
Ng Kean Seen	-	506,600	506,600	-	-	-
Immediate holding company						
Aspial Corporation Limited						
<i>(Ordinary shares)</i>						
Koh Wee Seng	418,655,470	418,655,470	418,655,470	1,209,594,537	1,209,594,537	1,209,594,537
Ng Kean Seen	2,210,400	2,210,400	2,210,400	-	-	-
Koh Lee Hwee	30,890,888	30,890,888	30,890,888	1,250,248,306	1,250,248,306	1,250,248,306
Yeo Yun Seng, Bernard	225,000	225,000	225,000	-	-	-
Ng Bie Tjin @ Djuniarti Intan	1,105,200	1,105,200	1,105,200	-	-	-
Ultimate holding company						
MLHS Holdings Pte. Ltd.						
<i>(Ordinary shares)</i>						
Koh Wee Seng	1,410,000	1,410,000	1,410,000	-	-	-
Koh Lee Hwee	727,500	727,500	727,500	-	-	-
Related companies						
World Class Land Pte. Ltd.						
<i>(Ordinary shares)</i>						
Koh Wee Seng	250,000	250,000	250,000	4,500,000	4,500,000	4,500,000
Koh Lee Hwee	-	-	-	4,500,000	4,500,000	4,500,000
WCL (QLD) Margaret St Pty. Ltd.						
<i>(Ordinary shares)</i>						
Koh Wee Seng	2,740,000	2,740,000	2,740,000	8,905,000	8,905,000	8,905,000
Koh Lee Hwee	-	-	-	10,275,000	10,275,000	10,275,000
AF Global Limited						
<i>(Ordinary shares)</i>						
Koh Wee Seng	8,629,075	8,629,075	8,629,075	441,857,365	441,857,365	441,857,365
Koh Lee Hwee	182,000	182,000	182,000	440,948,535	440,948,535	440,948,535

* including interest in nominee account

By virtue of Section 7 of the Companies Act 1967, Koh Wee Seng and Koh Lee Hwee are deemed to have an interest in the shares of the Company and its subsidiaries to the extent held by Aspial Corporation Limited.

DIRECTORS' STATEMENT

Directors' interests in shares or debentures (continued)

At the beginning of the financial year, Koh Wee Seng held term notes issued by the Company aggregating to \$7,500,000 at 6.05% due 2025. As at the end of the financial year, Koh Wee Seng held term notes aggregating to \$13,000,000 at 6.25% due 2027 and \$4,000,000 at 5.10% due 2029. As at 21 January 2026, Koh Wee Seng held term notes aggregating to \$13,000,000 at 6.25% due 2027 and \$7,250,000 at 5.10% due 2029.

At the beginning of the financial year, Ng Kean Seen held term notes issued by the Company aggregating to \$250,000 at 6.25% due 2027. As at the end of the financial year and 21 January 2026, Ng Kean Seen held term notes issued by the Company aggregating to \$250,000 at 6.25% due 2027.

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, share options, warrants or debentures of the Company, or of related companies, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

Share awards and options

The Aspial Lifestyle Performance Share Plan 2022 (the "Share Plan") was approved and adopted by the shareholders of the Company at an Extraordinary General Meeting held on 29 April 2022.

The Share Plan is administered by the Remuneration Committee ("RC"). The members of the RC are Tan Soo Kiang (Chairman), Yeo Yun Seng Bernard and Koh Lee Hwee. A participant's award under the Share Plan will be determined at the absolute discretion of the RC.

During the year, the Company awarded shares through its Share Plan to eligible employees which are settled by the physical delivery of the ordinary shares of the Company. The weighted average market price of the share awards on dates of grant for the financial year was \$0.199 per share. The share awards expire on 30 September 2026 to 30 September 2027, and are vested over one to three years from the date of grant if the employees remain in service.

The following table illustrates the movement in share awards during the year:

	At 1 January 2025	Awarded	Vested	At 31 December 2025
No. of share awards	-	1,367,900	(456,500)	911,400

Information on director of the Company participating in the Aspial Lifestyle Performance Share Plan is as follows:

Name of director	At 1 January 2025	Awarded	Vested	At 31 December 2025
Ng Kean Seen	-	759,900	(253,300)	506,600

No options were issued by the Company during the financial year. As at 31 December 2025, there are no options on the unissued shares of the Company or any other body corporate which were outstanding.

DIRECTORS' STATEMENT

Audit Committee

The Audit Committee (“AC”) has carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967, including the following:

- (a) Reviewed the audit plans of the internal and external auditors of the Group and the Company, and reviewed the internal auditor’s evaluation of the adequacy of the Company’s system of controls and the assistance given by the Group and Company’s management to the external and internal auditors;
- (b) Reviewed the half year announcement and annual financial statements and the independent auditor’s report on the annual financial statements of the Group and Company before their submission to the board of directors;
- (c) Reviewed the effectiveness of the Group and the Company’s material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditor;
- (d) Met with the external auditor, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC;
- (e) Reviewed the independence and objectivity of the external auditor;
- (f) Reviewed the nature and extent of non-audit services provided by the external auditor; and
- (g) Recommend to the board of directors the external auditors to be nominated and reviewed the scope and results of the audit.

Further details regarding the Audit Committee are detailed in the Corporate Governance Report.

Auditor

Ernst & Young LLP has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors:

Koh Wee Seng
Director

Ng Kean Seen
Director

Singapore
2 April 2026

INDEPENDENT AUDITOR'S REPORT

To the members of Aspial Lifestyle Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Aspial Lifestyle Limited (the “**Company**”) and its subsidiaries (collectively, the “**Group**”), which comprise the statements of financial position of the Group and the Company as at 31 December 2025, the statements of changes in equity of the Group and the Company and the consolidated statement of comprehensive income and consolidated statement of cash flows of the Group for the 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, the statement of financial position and the statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)**”) 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 changes in equity of the Company for the 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* (“**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 period. 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

Allowance for expected credit losses on pawnshop loans and interest receivables on pawnshop loans

Trade receivables, in particular pawnshop loans and interest receivables on pawnshop loans, are significant to the Group. The collectability of trade receivables is a key element of the Group's working capital management.

The Group uses a provision matrix to estimate the allowance for expected credit losses (“**ECLs**”) on pawnshop loans and interest receivables on pawnshop loans. The key inputs of the Group's ECL model are the probability of default and loss given default. The Group has estimated the probability of default being the forfeiture of the customers' pledges based on historical non-redemption data and estimated future non-redemption rate on open pledges of its pawnshop outlets, taking into account the current economic environment. The Group has estimated the loss given default as the amount of loss exposure at default after considering the expected realisable value of the customers' pledges.

Significant judgement and estimation are involved in using the historical non-redemption data to derive the probability of default, estimating the expected realisable value of customers' pledges as well as considering any forward-looking information. Accordingly, we have identified the Group's ECL assessment on pawnshop loans and interest receivables on pawnshop loans from the Group's pawnbroking segment as a key audit matter.

INDEPENDENT AUDITOR'S REPORT

To the members of Aspial Lifestyle Limited

Key audit matters (continued)

Allowance for expected credit losses on pawnshop loans and interest receivables on pawnshop loans (continued)

As part of our audit, we tested the reasonableness of the key inputs and assumptions used by the Group in the ECLs model which is largely dependent on the Group's historical loss experience and loan-to-valuation data. We reviewed and tested the overall process and key controls relating to the collection of non-redemption data used in the ECL model including checking the arithmetic accuracy of the probability of default. We also analysed historical trend of expected realisable value of the customers' pledges and considered forward-looking macroeconomic factors, taking into consideration the economic environment and external information, that may affect the recoverability of the pawnshop loans and related interest receivables. Furthermore, we assessed the adequacy of the disclosures related to trade receivables in Note 19 to the financial statements.

Existence of pledges, cash and inventories

The total amount of pledges, cash and inventories are material to the financial statements, and there is a higher inherent risk of theft and pilferage.

As part of our audit, we obtained an understanding of the internal controls with respect to the physical safeguards over pledges, cash and inventories. We tested selected internal controls over cash receipts and disbursements, bank reconciliation reviews and movement of inventories. We obtained bank confirmations and an understanding of management's monitoring of cash balances, including monitoring of outlet cash float, physical transfer of cash between outlets and head office, and reconciliation of outlet cash flows to pledge movements.

On a sample basis, we attended and observed surprise outlet audits on daily cash counts and inventory counts at selected outlets. We obtained an understanding of internal controls with respect to the physical safeguards over pledges and inventories. We performed verification of pledges by taking a sample of pledges held on open pawn tickets and matched details of pledges to the physical pledges during our planned and surprise visit to the outlets. We also attended the year-end inventory count and cash count conducted at head office.

We assessed the adequacy of the disclosures relating to cash and bank balances, trade receivables (which comprise mainly pawnshop loans related to pledges held as collateral) and inventories in Notes 21, 19 and 18 respectively, to the financial statements.

Acquisition of subsidiaries

On 8 July 2024, the Group completed the acquisition of 100% equity interest of the issued share capital of Niessing Group Pte. Ltd. ("**NGPL**") together with its subsidiaries ("**Niessing Group**"), from Aspial Corporation Limited for a purchase consideration of \$18,000,000. The acquisition of Niessing Group was accounted for under common control. Included in Niessing Group was Niessing Schmuck-Kooperation GmbH & Co. KG ("**NSK**") which an additional 26.92% of equity interest was acquired on 3 July 2024, resulting in NSK becoming a subsidiary of Niessing Group. The acquisition of NSK by NGPL was accounted for using the acquisition method and the Group performed a purchase price allocation ("**PPA**") exercise as disclosed in Note 14 to the financial statements.

Significant judgement and estimates were made in the PPA exercise on the identification of intangible assets, valuation of the acquired assets and liabilities and fair valuation of the Group's existing 50% equity interest immediately before the acquisition. Given the quantitative materiality of this acquisition and the significant management judgement required in the PPA exercise, we considered the accounting for the acquisition of NSK as a key audit matter.

In auditing the accounting for the acquisition, we read the relevant agreements to obtain an understanding of the transaction and the key terms. We corroborated the identification of the acquired assets based on discussion with management and our understanding of the business operations of NSK. We engaged our internal valuation specialists to assist us in reviewing the nature and basis of the valuation adjustments to the purchase consideration and the acquired assets and we assessed the competency, capabilities and objectivity of the external valuers by considering their professional background, reputation and experience in similar industry. We reviewed the appropriateness of the valuation methodology used by management in the fair valuation of acquired assets and liabilities, including determining whether the assumptions used in valuing the acquired intangible assets were consistent with what a market participant would use. We also assessed the adequacy and appropriateness of the disclosures in Note 14 to the financial statements.

INDEPENDENT AUDITOR'S REPORT

To the members of Aspial Lifestyle Limited

Other information

Management is responsible for 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), 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:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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.

INDEPENDENT AUDITOR'S REPORT

To the members of Aspial Lifestyle Limited

Auditor's responsibilities for the audit of the financial statements (continued)

- 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.
- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group 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 control 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, related safeguards.

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 period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest 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 subsidiary corporations 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 Ho Shyan Yan.

Ernst & Young LLP
Public Accountants and
Chartered Accountants

Singapore
2 April 2026

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Revenue			
Material costs		(527,967)	(372,390)
Employee benefits expenses	5	(81,063)	(64,627)
Depreciation and amortisation		(38,213)	(35,040)
Finance costs	6	(32,656)	(34,519)
Other operating expenses		(69,108)	(46,100)
Interest income		134	232
Rental income	25	3,237	3,430
Other income	7	18,053	6,587
Share of results of associate		7	98
Profit before tax	8	102,507	45,230
Income tax expense	9(a)	(18,145)	(10,427)
Profit for the year		<u>84,362</u>	<u>34,803</u>
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss (net of tax):</i>			
Net fair value changes on equity securities at fair value through other comprehensive income ("FVOCI")		(113)	826
<i>Items that may be reclassified subsequently to profit or loss (net of tax):</i>			
Net (loss)/gain on cash flow hedge		(2,735)	370
Foreign currency translation		2,550	(334)
Other comprehensive income for the year, net of tax		<u>(298)</u>	<u>862</u>
Total comprehensive income for the year		<u>84,064</u>	<u>35,665</u>
Profit for the year attributable to:			
Owners of the Company		80,717	34,326
Non-controlling interests		3,645	477
		<u>84,362</u>	<u>34,803</u>
Total comprehensive income attributable to:			
Owners of the Company		79,899	35,369
Non-controlling interests		4,165	296
		<u>84,064</u>	<u>35,665</u>
Earnings per share (cents)			
Basic and diluted	10	<u>4.35</u>	<u>2.24</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Non-current assets					
Property, plant and equipment	11	159,473	135,524	1	8
Investment property	12	411	-	-	-
Right-of-use assets	25(a)	81,368	95,598	-	-
Intangible assets	13	24,805	27,278	-	-
Other receivables	19	3,655	4,166	-	-
Investment in subsidiaries	14	-	-	179,729	180,715
Investment in associate	15	637	84	-	-
Investment securities	17	1,302	1,415	1,302	-
Deferred tax assets	9(c)	2,098	898	5	-
		<u>273,749</u>	<u>264,963</u>	<u>181,037</u>	<u>180,723</u>
Current assets					
Inventories	18	245,536	218,312	-	-
Trade and other receivables	19	989,225	692,000	9	-
Prepayments		2,837	2,431	33	38
Due from subsidiaries (non-trade)	20	-	-	214,282	179,997
Due from related companies (non-trade)	20	1,435	87	-	-
Derivative financial instruments	16	-	14,914	-	-
Cash and bank balances	21	86,475	42,742	8,119	5,449
		<u>1,325,508</u>	<u>970,486</u>	<u>222,443</u>	<u>185,484</u>
Asset held for sale	12	-	4,950	-	-
		<u>1,325,508</u>	<u>975,436</u>	<u>222,443</u>	<u>185,484</u>
Total assets		<u>1,599,257</u>	<u>1,240,399</u>	<u>403,480</u>	<u>366,207</u>
Current liabilities					
Trade and other payables	22	390,967	218,119	2,188	2,239
Due to immediate holding company (non-trade)	20	4,440	8,308	56	3,948
Due to related companies (non-trade)	20	1,143	1,264	-	-
Derivative financial instruments	16	12,460	15,869	122	-
Provision for taxation		18,241	8,828	-	2
Interest-bearing loans	23	530,835	468,388	-	-
Medium-Term Notes	24	-	21,000	-	21,000
Lease liabilities	25(b)	24,076	25,140	-	-
		<u>982,162</u>	<u>766,916</u>	<u>2,366</u>	<u>27,189</u>
Net current assets		<u>343,346</u>	<u>208,520</u>	<u>220,077</u>	<u>158,295</u>
Non-current liabilities					
Other payables	22	313	470	-	-
Interest-bearing loans	23	107,212	72,411	-	-
Medium-Term Notes	24	126,469	69,350	126,469	69,350
Deferred tax liabilities	9(c)	4,728	4,339	-	1
Lease liabilities	25(b)	62,059	74,633	-	-
		<u>300,781</u>	<u>221,203</u>	<u>126,469</u>	<u>69,351</u>
Total liabilities		<u>1,282,943</u>	<u>988,119</u>	<u>128,835</u>	<u>96,540</u>
Net assets		<u>316,314</u>	<u>252,280</u>	<u>274,645</u>	<u>269,667</u>
Equity attributable to owners of the Company					
Share capital	26(a)	251,736	251,736	251,736	251,736
Treasury shares	26(b)	(957)	(19)	(957)	(19)
Other reserves	26(c)	(61,247)	(56,598)	106	(28)
Revenue reserve		111,491	45,243	23,760	17,978
		<u>301,023</u>	<u>240,362</u>	<u>274,645</u>	<u>269,667</u>
Non-controlling interests		15,291	11,918	-	-
Total equity		<u>316,314</u>	<u>252,280</u>	<u>274,645</u>	<u>269,667</u>
Total equity and liabilities		<u>1,599,257</u>	<u>1,240,399</u>	<u>403,480</u>	<u>366,207</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

Financial year ended 31 December 2025

	Attributable to owners of the Company							
	Note	Share capital	Treasury shares	Other reserves	Revenue reserve	Equity attributable to owners of the Company	Non-controlling interests	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Group								
At 1 January 2024		198,486	(19)	(56,315)	23,732	165,884	5,171	171,055
Profit for the year		-	-	-	34,326	34,326	477	34,803
<u>Other comprehensive income</u>								
Foreign currency translation		-	-	(153)	-	(153)	(181)	(334)
Net fair value changes in equity securities at FVOCI		-	-	826	-	826	-	826
Net gain on cash flow hedge		-	-	370	-	370	-	370
Other comprehensive income for the year, net of tax		-	-	1,043	-	1,043	(181)	862
Total comprehensive income for the year		-	-	1,043	34,326	35,369	296	35,665
<u>Contributions by and distributions to owners</u>								
Dividends on ordinary shares – Cash	30	-	-	-	(12,815)	(12,815)	-	(12,815)
Dividends paid to non-controlling interest of subsidiaries – Cash		-	-	-	-	-	(202)	(202)
Ordinary shares issued under rights issue	26(a)	35,637	-	-	-	35,637	-	35,637
Share issuance expenses	26(a)	(106)	-	-	-	(106)	-	(106)
Issuance of ordinary shares	26(a)	17,719	-	-	-	17,719	-	17,719
Capital contribution from non-controlling interest		-	-	-	-	-	480	480
Acquisition of subsidiaries	14	-	-	(1,326)	-	(1,326)	5,303	3,977
Adjustment		-	-	-	-	-	870	870
Total contributions by and distributions to owners		53,250	-	(1,326)	(12,815)	39,109	6,451	45,560
At 31 December 2024		251,736	(19)	(56,598)	45,243	240,362	11,918	252,280

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

Financial year ended 31 December 2025

Attributable to owners of the Company							
Note	Share capital	Treasury shares	Other reserves	Revenue reserve	Equity	Non-controlling interests	Total equity
					attributable to owners of the Company		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group							
At 1 January 2025	251,736	(19)	(56,598)	45,243	240,362	11,918	252,280
Profit for the year	-	-	-	80,717	80,717	3,645	84,362
<u>Other comprehensive income</u>							
Foreign currency translation	-	-	2,030	-	2,030	520	2,550
Net fair value changes in equity securities at FVOCI	-	-	(113)	-	(113)	-	(113)
Net loss on cash flow hedge	-	-	(2,735)	-	(2,735)	-	(2,735)
Other comprehensive income for the year, net of tax	-	-	(818)	-	(818)	520	(298)
Total comprehensive income for the year	-	-	(818)	80,717	79,899	4,165	84,064
<u>Contributions by and distributions to owners</u>							
Dividends on ordinary shares – Cash	30	-	-	(14,469)	(14,469)	-	(14,469)
Dividends paid to non-controlling interest of subsidiaries – Cash		-	-	-	-	(1,323)	(1,323)
Share-based compensation expense	26(c)	-	104	-	104	-	104
Purchase of treasury shares	26(b)	-	(1,025)	-	(1,025)	-	(1,025)
Treasury shares reissued pursuant to Aspiat Lifestyle Performance Share Plan	26(b)	-	87	(87)	-	-	-
Adjustment on the finalisation of purchase price allocation (“PPA”)		-	(1,955)	-	(1,955)	450	(1,505)
Capital contribution from non-controlling interest		-	-	-	-	1,038	1,038
Change in ownership interests in subsidiaries without a change in control		-	(1,893)	-	(1,893)	(957)	(2,850)
Total contributions by and distributions to owners		-	(938)	(3,831)	(14,469)	(19,238)	(792)
At 31 December 2025		251,736	(957)	(61,247)	111,491	301,023	15,291
							316,314

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

Financial year ended 31 December 2025

Company

At 1 January 2024

Profit for the year

Total comprehensive income for the year

Contributions by and distributions to owners

Dividends on ordinary shares – Cash

Ordinary shares issued under rights issue

Share issuance expenses

Issuance of ordinary shares

Total contributions by and distributions to owners

At 31 December 2024

At 1 January 2025

Profit for the year

Net fair value changes in equity securities at FVOCI

Total comprehensive income for the year

Contributions by and distributions to owners

Dividends on ordinary shares – Cash

Share-based compensation expense

Purchase of treasury shares

Treasury shares reissued pursuant to Aspiat Lifestyle Performance Share Plan

Total contributions by and distributions to owners

At 31 December 2025

Note	Share capital	Treasury shares	Other reserves	Revenue reserve	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
	198,486	(19)	(28)	4,801	203,240
	-	-	-	25,992	25,992
	-	-	-	25,992	25,992
	-	-	-	-	-
30	-	-	-	(12,815)	(12,815)
26(a)	35,637	-	-	-	35,637
26(a)	(106)	-	-	-	(106)
26(a)	17,719	-	-	-	17,719
	53,250	-	-	(12,815)	40,435
	<u>251,736</u>	<u>(19)</u>	<u>(28)</u>	<u>17,978</u>	<u>269,667</u>
	251,736	(19)	(28)	17,978	269,667
	-	-	-	20,251	20,251
	-	-	117	-	117
	-	-	117	20,251	20,368
	-	-	-	-	-
30	-	-	-	(14,469)	(14,469)
26(c)	-	-	104	-	104
26(b)	-	(1,025)	-	-	(1,025)
26(b)	-	87	(87)	-	-
	-	(938)	17	(14,469)	(15,390)
	<u>251,736</u>	<u>(957)</u>	<u>106</u>	<u>23,760</u>	<u>274,645</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

Financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Operating activities			
Profit before tax		102,507	45,230
Adjustments for:			
Depreciation of property, plant and equipment	8	9,226	8,385
Fair value loss on investment property	8	14	-
Depreciation of right-of-use assets	8	26,717	24,875
Write-off of inventories	8	839	43
Interest expense	6	32,656	34,519
Interest income		(134)	(232)
Allowance for expected credit losses on interest receivables	8	5,332	4,266
Loss on disposal/write-off of property, plant and equipment	8	993	747
Gain on sale and leaseback of property, plant and equipment	7	-	(539)
Gain on disposal of subsidiaries	7	(2,045)	-
Net fair value change on derivatives	8	8,769	46
Intangible assets written off	8	390	351
Amortisation of intangible assets	8	2,270	1,780
Unrealised foreign exchange differences		(9,063)	(1,026)
Share of results of associate		(7)	(98)
Share-based compensation expense		104	-
Gain on termination/modification of leases	7	(121)	(189)
Loss on disposal of asset held for sale	8	200	-
Operating cash flows before changes in working capital		178,647	118,158
<i>Changes in working capital</i>			
Increase in inventories		(26,244)	(20,844)
Increase in trade and other receivables		(291,194)	(215,957)
(Increase)/decrease in prepayments		(385)	209
Increase in trade and other payables		169,704	108,921
Total changes in working capital		(148,119)	(127,671)
Cash flows from/(used in) operations		30,528	(9,513)
Interest paid		(28,844)	(31,260)
Interest received		134	15
Income taxes paid		(9,653)	(5,415)
Net cash flows used in operating activities		(7,835)	(46,173)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

Financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Investing activities			
Purchase of property, plant and equipment	11	(33,611)	(10,707)
Interest received		125	232
Net cash inflow on acquisition of subsidiaries	14	-	6,793
Proceeds from disposal of investment property		4,750	-
Proceeds from disposal of property, plant and equipment		18	4,843
Purchase of intangible assets	13	(1,920)	(2,576)
(Increase)/decrease in amount due from a related company (non-trade)		(490)	697
Net cash flows used in investing activities		<u>(31,128)</u>	<u>(718)</u>
Financing activities			
Repayment of Medium-Term Notes	24	(21,000)	-
Proceeds from issuance of Medium-Term Notes	24	58,500	31,000
Medium-Term Notes issuance fee paid	24	(1,805)	(732)
Proceeds of short-term bank borrowings	24	143,317	127,162
Repayment from short-term bank borrowings	24	(56,250)	(73,645)
Proceeds from term loans	24	28,705	14,906
Repayment of term loans	24	(20,379)	(19,742)
Purchase of treasury shares	26(b)	(1,025)	-
Decrease in amount due to immediate holding company (non-trade), net		(2,787)	(485)
Decrease in amount due to related companies (non-trade), net		(342)	(17,171)
Proceeds from issuance of ordinary shares by subsidiaries to non-controlling interests		1,038	480
Proceeds from rights issue	26(a)	-	35,637
Rights issue expenses paid	26(a)	-	(106)
Dividends paid on ordinary shares	30	(14,469)	(12,815)
Dividends paid to non-controlling interest of subsidiary		(1,323)	(202)
Interest paid on lease liabilities	25(b)	(3,812)	(3,259)
Payment of principal portion of lease liabilities	25(b)	(26,124)	(24,101)
Acquisition of non-controlling interests in subsidiaries		(325)	-
Net cash flows from financing activities		<u>81,919</u>	<u>56,927</u>
Net increase in cash and cash equivalents		42,956	10,036
Effect of exchange rate changes on cash and cash equivalents		777	65
Cash and cash equivalents at the beginning of the financial year		<u>42,742</u>	<u>32,641</u>
Cash and cash equivalents at the end of the financial year	21	<u><u>86,475</u></u>	<u><u>42,742</u></u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

1. Corporate information

Aspial Lifestyle Limited (the “**Company**”) is a limited liability company incorporated and domiciled in Singapore and is listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”). The Company’s registered office is located at 80 Raffles Place, #32-01 UOB Plaza 1, Singapore 048624 and its principal place of business is located at 55 Ubi Avenue 3, #04-08, Singapore 408864.

The principal activities of the Company are investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 14 to the financial statements.

The Company’s immediate and ultimate holding companies are Aspial Corporation Limited and MLHS Holdings Pte. Ltd. respectively, both incorporated in Singapore.

Related companies refer to entities belonging to the Aspial Corporation Limited group of companies.

2. Material accounting policy information

2.1 *Basis of preparation*

The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company have been prepared in accordance with SFRS(I). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (“**SGD**” or “**\$**”) and all values in the tables are rounded to the nearest thousand (“**\$’000**”), except when otherwise indicated.

The financial statements of the Group and Company have been prepared on the basis that it will continue to operate as a going concern.

2.2 *Adoption of new and amended standards and interpretations*

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial period beginning on 1 January 2025. The adoption of these standards and interpretations did not have any material effect on the financial statements of the Group.

2.3 *Standards issued but not yet effective*

The Group has not adopted the following standards applicable to the Group that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Annual Improvements to SFRS(I)s Volume 11	1 January 2026
SFRS(I) 18: <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
Amendments to SFRS(I) 10 and SFRS(I) 1-28: <i>Sale of Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Date to be determined

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.3 *Standards issued but not yet effective (continued)*

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

SFRS(I) 18 is a new standard that replaces SFRS(I) 1-1 *Presentation of Financial Statements*. SFRS(I) 18 introduces new requirements for presentation within the consolidated statement of comprehensive income, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the consolidated statement of comprehensive income into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 *Statement of Cash Flows*, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

SFRS(I) 18, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. SFRS(I) 18 will apply retrospectively.

The amendments will have impact on disclosure in the financial statements but not on the measurement or recognition of any items in the Group's financial statements.

Except for SFRS(I) 18 described above, the directors expect that the adoption of the new and amendments to the standards above will have no material impact on the financial statements in the year of initial application.

2.4 *Basis of consolidation and business combination*

(a) *Basis of consolidation*

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

(b) *Business combination and goodwill*

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is an asset or liability are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.4 Basis of consolidation and business combination (continued)

(b) Business combination and goodwill (continued)

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

The cash-generating units to which goodwill have been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates.

2.5 Business combination involving entities under common control

Business combinations involving entities under common control are accounted for by applying the pooling of interest method which involves the following:

- The assets and liabilities of the combining entities are reflected at their carrying amounts reported in the consolidated financial statements of the controlling holding company.
- No adjustments are made to reflect the fair values on the date of combination, or recognise any new assets or liabilities.
- No additional goodwill is recognised as a result of the combination.
- Any difference between the consideration paid/transferred and the equity 'acquired' is reflected within the equity under other reserves.
- The statement of comprehensive income reflects the results of the combining entities prospectively from the date on which the business combination occurred.

2.6 Transactions with non-controlling interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.7 Foreign currency

The financial statements are presented in SGD, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(a) Transactions and balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the financial year. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the financial year are recognised in profit or loss.

(b) Consolidated financial statements

For consolidation purpose, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange ruling at the end of the reporting period and their profit or loss are translated at the exchange rates prevailing at the date of the transactions. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

2.8 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Freehold properties	- 50 years
Leasehold properties	- 36 to 69 years
Renovations, electrical fittings, furniture and fittings	- 1 to 23 years
Air-conditioners, office and security equipment	- 3 to 11 years
Showroom tools and machinery	- 2 to 15 years
Computers	- 2 to 5 years
Motor vehicles	- 2 to 8 years

Work-in-progress is not depreciated until it is ready for its intended use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset is included in profit or loss in the year the asset is derecognised.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.9 *Investment properties*

Investment properties are properties that are either owned by the Group that are held to earn rental or for capital appreciation, or both, rather than for use in the production or supply of goods or services, or for administrative purposes, or in the ordinary course of business. Investment properties comprise completed investment properties.

Investment properties are initially measured at cost, including transaction costs.

Subsequent to initial recognition, investment properties are measured at fair value. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the year in which they arise.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of retirement or disposal.

2.10 *Intangible assets*

Intangible assets acquired separately are measured initially at cost. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite useful lives are amortised on a straight-line basis over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year-end. 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.

Intangible assets with indefinite useful lives are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. Such intangible assets are 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.

Gains or losses arising from derecognition 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.

Customer relationships

Customer relationships were acquired in business combination and are amortised on a straight-line basis over its useful life of 5 years.

Computer software

Computer software is initially capitalised at cost, which includes the purchase price and other directly attributable cost of preparing the asset for its intended use. Costs associated with maintaining the computer software are recognised as an expense when they incurred.

Computer software is subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over the useful life of 3 to 7 years.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.10 *Intangible assets (continued)*

Trademark

Trademark acquired separately is measured on initial recognition at cost. Following initial recognition, it is carried at cost less accumulated amortisation and any accumulated impairment losses.

The useful lives of trademarks is assessed as indefinite.

For trademarks with indefinite useful lives, the trademarks are estimated to have indefinite useful lives based on the current market share of these trademarks. Hence, management believes that there is no foreseeable limit to the period over which the trademarks are expected to generate net cash inflows for the Group.

Work in progress is not amortised until it is ready for its intended use.

2.11 *Impairment of non-financial assets*

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss 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. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

2.12 *Subsidiaries*

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it 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.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

2.13 *Financial instruments*

(a) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

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.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.13 *Financial instruments (continued)*

(a) *Financial assets (continued)*

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, FVOCI and fair value through profit or loss ("FVPL"). The Group has debt instruments at amortised cost.

Amortised cost

Financial assets 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. Financial assets 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 amortisation process.

Investments in equity instruments

On initial recognition of an investment in equity instrument that is 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.

Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. Changes in fair value of derivatives are recognised in profit or loss.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss. For derecognition of equity instruments, cumulative fair value changes previously recognised in FVOCI will be transferred to retained earnings.

Regular way purchases and sales

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date i.e. the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned.

(b) *Financial liabilities*

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.13 *Financial instruments (continued)*

(b) *Financial liabilities (continued)*

Subsequent measurement

After initial recognition, 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 are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

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

2.14 *Hedge accounting*

The Group applies hedge accounting for certain hedging relationships which qualify for hedge accounting.

For the purpose of hedge accounting, hedges are classified as:

- In fair value hedges when hedging the exposure to changes in fair value of a recognised asset or liability or an unrecognised firm commitment;
- cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment; or
- hedges of a net investment in a foreign operation.

The Group applies hedge accounting for cash flow hedges.

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income, while any ineffective portion is recognised immediately in profit or loss.

The Group uses commodity swaps as hedges for its exposure to volatility in the commodity prices.

Amounts recognised as other comprehensive income are transferred to profit or loss when the hedged transaction affects profit or loss. Where the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognised as other comprehensive income are transferred to the initial carrying amount of the non-financial asset or liability.

When a cash flow hedge is discontinued, the cumulative gain or loss previously recognised in other comprehensive income will remain in the cash flow hedge reserve until the future cash flows occur if the hedged future cash flows are still expected to occur or reclassified to profit or loss immediately if the hedged future cash flows are no longer expected to occur.

2.15 *Impairment of financial assets*

The Group estimates the ECLs for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual 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 expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.15 *Impairment of financial assets (continued)*

The Group's estimation varies with respect to its various types of financial assets as follows:

Pawnshop loans and interest receivables on pawnshop loans

The Group uses the general approach and estimates on lifetime ECLs on the financial assets. ECLs are based on the difference between the contractual cash flows due in accordance with the contractual terms of the pawn tickets and all the cash flows that the Group expects to receive from the sale of collateral held or other credit enhancements that are integral to the contractual terms of the pawn tickets.

The Group considers the financial assets in default upon forfeiture of the collateral to the Group. When such default occurs, the Group has no reasonable expectations of recovering the interest receivable portion of the financial assets. Therefore, the Group writes off the interest receivable portion of the financial assets.

Notes receivables from secured lending, due from subsidiaries (non-trade), due from related companies (non-trade)

The Group uses the general approach and estimates for 12-months expected credit losses when there is no indication of significant deterioration in credit risk based on the financial performance of its related entities. When a significant increase in credit risk has occurred, the Group estimates the lifetime ECLs for such financial assets.

2.16 *Cash and cash equivalents*

Cash and cash equivalents comprise cash at banks including fixed deposits and cash on hand.

2.17 *Inventories*

Inventories are stated at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

Raw materials - purchase costs on a weighted average basis; and

Finished goods - cost of raw materials, labour and an attributable portion of overheads, determined on a specific identification basis.

Where necessary, allowance is provided for damaged, obsolete and slow moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.18 *Provisions*

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each financial year and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.19 *Financial guarantees*

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the terms of a debt instrument.

Financial guarantees are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, financial guarantees are measured at the higher of the amount of expected credit loss determined in accordance with the policy set out in Note 2.15 and the amount initially recognised less, when appropriate, the cumulative amount of income recognised over the period of the guarantee.

2.20 *Borrowing costs*

Borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.21 *Employee benefits*

(a) *Defined contribution plans*

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. The Singapore companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. The Malaysian companies in the Group make contributions to the Employee Provident Fund scheme in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) *Employee leave entitlement*

Employees' entitlement to annual leave is recognised as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before twelve months after the end of the financial year is recognised for services rendered by employees up to the end of the financial year.

(c) *Employee share award plan*

The Group issues share-based payment awards to employees and other eligible participants. Equity-settled share-based payments are measured at the fair value of the equity instruments granted at the grant date. The fair value is recognised as an expense on a straight-line basis over the vesting period, with a corresponding increase in equity, based on the Group's estimate of the number of awards that are expected to vest. Estimates of vesting conditions (other than market conditions) are revised at each reporting date.

2.22 *Leases*

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, 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 applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.22 Leases (continued)

Group as a lessee (continued)

(a) *Right-of-use assets*

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 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, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Leased properties	-	2 to 14 years
Land	-	37 years
Motor vehicles	-	3 to 12 years
Office equipment	-	5 years

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.

The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.11.

(b) *Lease liabilities*

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, and amounts expected to be paid under residual value guarantees. The lease payments also include the 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 (unless they are incurred to produce inventories) 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 because the interest rate implicit in the lease is not readily determinable. After the commencement date, the 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 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 rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(c) *Short-term leases and leases of low-value assets*

The Group applies the short-term lease recognition exemption to its short-term leases of retail stores (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.22 *Leases (continued)*

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 from operating lease is accounted for on a straight-line basis over the lease terms and is included in the consolidated statement of comprehensive income due to its operating nature. 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 as rental income in the period in which they are earned.

2.23 *Revenue*

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, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) *Sale of goods*

Revenue from sale of jewellery and branded merchandise and unredeemed articles are recognised upon satisfaction of identified performance obligation, which generally coincides with delivery and acceptance of promised goods sold, net of discounts, returns and applicable goods and services tax. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

(b) *Interest income*

Interest income is recognised using the effective interest method.

(c) *Rental income from operating leases*

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(d) *Platform service income*

Platform service income is accounted for over time based on the agreed percentage on the loans to property developers.

2.24 *Taxes*

(a) *Current income tax*

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the financial year, in Singapore where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.24 Taxes (continued)

(b) *Deferred tax*

Deferred tax is provided using the liability method on temporary differences at the end of the financial year between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each financial year and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each financial year and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of each financial year.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity.

(c) *Sales tax*

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of sales tax included.

The net amounts of sales tax recoverable from, or payable to, the taxation authorities are included as part of receivables or payables in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

2. Material accounting policy information (continued)

2.25 *Share capital and share issuance expenses*

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

3. Significant accounting judgments and estimates

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each financial year. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 *Judgments made in applying accounting policies*

In the process of applying the Group's accounting policies, management has made the following judgements which have the most significant effect on the amounts recognised in the consolidated financial statements:

Acquisition of a subsidiary

The Group has exercised significant judgement in the purchase price allocation relating to the acquisition of Niessing Schmuck-Kooperation GmbH & Co. KG ("**NSK**"), inter alia, regarding the allocation of the purchase price to the assets and liabilities acquired, including the identification of the intangible assets and key assumptions such as pre-tax discount rate, fair value adjustments to the carrying amount of assets and liabilities of the acquired business, fair valuation of the Group's existing 50% equity interest immediately before the acquisition and the allocation of the resultant goodwill.

Details of the acquisition of NSK is disclosed in Note 14 to the financial statements.

3.2 *Key sources of estimation uncertainty*

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the financial year are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Allowance for expected credit losses on pawnshop loans and interest receivables on pawnshop loans

The Group uses a provision matrix to estimate the allowance for ECLs on pawnshop loans and interest receivables on pawnshop loans. The Group has estimated the probability of default being the forfeiture of the customers' pledges based on historical non-redemption data of individual pawnshop outlets. The Group has estimated the loss given default based on the expected realisable value of the customers' pledges. Significant judgement and estimation is involved in using the historical non-redemption data to derive the probability of default well as considering any forward-looking information. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The carrying amount of the Group's trade receivables which include the pawnshop loans and interest receivables on pawnshop loans at the end of the financial year is disclosed in Note 19 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

4. Revenue

	Group	
	2025	2024
	\$'000	\$'000
Sale of jewellery and branded merchandise, recognised at a point in time	726,570	511,077
Sale of unredeemed articles, recognised at a point in time	3,103	2,089
Interest income from pawnbroking services	88,906	68,396
Interest income from secured lending	580	155
Platform service income	10,924	5,842
	<u>830,083</u>	<u>587,559</u>

5. Employee benefits expenses

	Group	
	2025	2024
	\$'000	\$'000
Employee benefits expenses:		
- Salaries and bonuses	71,998	57,591
- Contribution to defined contribution plans	8,961	7,036
- Share-based compensation expense	104	-
	<u>81,063</u>	<u>64,627</u>

6. Finance costs

	Note	Group	
		2025	2024
		\$'000	\$'000
Interest expense on:			
- Short-term bank borrowings		18,816	21,147
- Term loans		3,505	5,013
- Medium-Term Notes		5,589	4,187
- Advances from immediate holding company	27(a)	331	361
- Bank overdraft		5	11
- Lease liabilities	25(c)	3,812	3,259
- Others		174	222
		<u>32,232</u>	<u>34,200</u>
Amortisation of Medium-Term Note issuance fee	24	424	319
		<u>32,656</u>	<u>34,519</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

7. Other income

	Note	Group	
		2025	2024
		\$'000	\$'000
Net foreign exchange gain		10,704	1,730
Gain on forfeited customer advances		161	143
Gain on termination/modification of leases	25(c)	121	189
Management services to related companies	27(a)	348	283
Gain on disposal of subsidiaries	14	2,045	-
Administrative and processing fee income		3,172	2,594
Gain on sale and leaseback of property, plant and equipment		-	539
Miscellaneous income and grants		1,502	1,109
		<u>18,053</u>	<u>6,587</u>

8. Profit before tax

Other than items in Notes 4 to 7, the following items have been included in arriving at profit before tax:

	Note	Group	
		2025	2024
		\$'000	\$'000
Audit fees:			
- Auditor of the Company		465	428
- Other auditors – network firms		111	152
- Other auditors – non-network firms		82	58
Non-audit fees:			
(i) Audit-related services (“ARS”)			
- Auditor of the Company		17	15
- Other auditors – non-network firms		17	28
(ii) Non-ARS			
- Auditor of the Company		117	97
- Other auditors – non-network firms		47	35
Amortisation of intangible asset	13	2,270	1,780
Depreciation of property, plant and equipment	11	9,226	8,385
Depreciation of right-of-use assets	25(a)	26,717	24,875
Lease expense not capitalised in lease liabilities:		2,325	1,559
- Expense relating to short-term leases	25(c)	861	240
- Variable lease payments	25(c)	1,464	1,319
Loss on disposal/write-off of property, plant and equipment		993	747
Net fair value loss on derivative financial instruments		8,769	46
Allowance for expected credit losses on interest receivables	19	5,332	4,266
Write off of inventories	18	839	43
Loss on disposal of asset held for sale	12	200	-
Net fair value loss on investment property	12	14	-
Intangible assets written off		390	351

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

9. Income tax

(a) Major components of income tax expense

The major components of income tax expense for the years ended 31 December 2025 and 2024 are:

	Group	
	2025	2024
	\$'000	\$'000
<i>Consolidated statement of comprehensive income:</i>		
<i>Current income tax</i>		
Current income taxation	19,923	8,978
Over provision in respect of previous years	(692)	(135)
	<u>19,231</u>	<u>8,843</u>
<i>Deferred tax</i>		
Origination and reversal of temporary differences	(1,410)	1,410
Under provision in respect of previous years	127	106
	<u>(1,283)</u>	<u>1,516</u>
<i>Withholding tax</i>		
Income tax expense recognised in profit or loss	197	68
	<u>18,145</u>	<u>10,427</u>
<i>Deferred tax expense related to other comprehensive income</i>		
Net loss on fair value changes on equity securities	-	431
	<u>-</u>	<u>431</u>

(b) Relationship between tax expense and profit before tax

The reconciliation between tax expense and the product of profit before tax multiplied by the applicable corporate tax rate for the years ended 31 December 2025 and 2024 are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Profit before tax	102,507	45,230
Tax calculated at a tax rate of 17% (2024: 17%)	17,426	7,689
Adjustments:		
Differences in effective tax rate in other countries	(261)	829
Expenses not deductible for tax purposes	2,980	3,155
Income not subject to tax	(1,498)	(1,382)
Deferred tax assets not recognised	795	182
Utilisation of deferred tax assets previously not recognised	(761)	-
Effect of partial tax exemption and tax relief	(334)	(21)
Over provision in respect of previous years	(565)	(29)
Withholding tax paid	197	68
Others	166	(64)
Income tax expense recognised in profit or loss	<u>18,145</u>	<u>10,427</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

9. Income tax (continued)

(b) *Relationship between tax expense and profit before tax (continued)*

At the end of the reporting period, the Group has unutilised tax losses and unabsorbed capital allowances of approximately \$9,354,000 (2024: \$7,939,000) and \$853,000 (2024: \$142,000) that are available for offset against future taxable profits of the Group, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The use of these balances is subject to the agreement of the tax authorities and compliance with the relevant provisions of the tax legislation of the respective countries in which the companies operate.

The subsidiaries of the Group transferred tax losses of approximately \$5,545,000 (2024: \$3,237,000) to other subsidiaries within the Group and related companies under the group relief system, subject to compliance with the relevant rules and agreement of Inland Revenue Authority of Singapore.

(c) *Deferred tax*

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance at 1 January	3,441	(436)	1	(25)
Acquisition of subsidiaries	-	2,361	-	-
(Credited)/charged to profit or loss	(811)	1,085	(6)	26
Debited to other comprehensive income	-	431	-	-
Balance at 31 December	<u>2,630</u>	<u>3,441</u>	<u>(5)</u>	<u>1</u>

Deferred tax prior to offsetting of balances within the same tax jurisdiction as at 31 December relates to the following:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<i>Deferred tax liabilities/(assets)</i>				
Difference in depreciation	2,714	2,531	-	1
Lease liabilities	(12,602)	(14,362)	-	-
Right-of-use assets	12,045	13,917	-	-
Provisions	(222)	(651)	-	-
Unutilised tax losses and allowances	(1,863)	(380)	(5)	-
Allowance for expected credit losses	(538)	(298)	-	-
Intangible assets	3,279	2,721	-	-
Others	(183)	(37)	-	-
	<u>2,630</u>	<u>3,441</u>	<u>(5)</u>	<u>1</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

9. Income tax (continued)

(c) *Deferred tax (continued)*

Deferred tax assets and liabilities are offset when there is legally enforceable right to offset current income tax assets and current income tax liabilities and when deferred tax relate to the same fiscal authority. The amounts of deferred tax assets and liabilities determined after appropriate offsetting are as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Deferred tax liabilities	4,728	4,339	-	1
Deferred tax assets	(2,098)	(898)	(5)	-
	<u>2,630</u>	<u>3,441</u>	<u>(5)</u>	<u>1</u>

Tax consequences of proposed dividends

There are no income tax consequences (2024: \$Nil) attached to the dividends to the shareholders proposed by the Company but not recognised as a liability in the financial statements (Note 30).

10. Earnings per share

Basic earnings per share computation is calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares (excluding treasury shares).

Diluted earnings per share is similar to basic earnings per share as there were no potential dilutive ordinary shares existing during the respective financial years.

The following table reflects the profit and share data used in the computation of basic and diluted earnings per share for the years ended 31 December 2025 and 2024:

	Group	
	2025	2024
Profit for the year attributable to owners of the Company used in the computation of basic and diluted earnings per share (\$'000)	<u>80,717</u>	<u>34,326</u>
Weighted average number of ordinary shares (excluding treasury shares) for basic earnings per share computation	1,854,594,292	1,531,964,680
Effect of dilution:		
Share awards granted under the Aspial Lifestyle Performance Share Plan	<u>77,407</u>	<u>-</u>
Weighted average number of ordinary shares for diluted earnings per share computation	<u>1,854,671,699</u>	<u>1,531,964,680</u>
Earnings per share (cents)		
- basic and diluted	<u>4.35</u>	<u>2.24</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

11. Property, plant and equipment

Group	Freehold properties	Leasehold properties	Renovations, electrical fittings, furniture and fittings	Air-conditioners, office and security equipment	Showroom tools and machinery	Computers	Motor vehicles	Work-in-progress	Total
Cost									
At 1 January 2024	15,183	103,175	19,658	5,290	1,470	3,184	-	839	148,799
Additions	2	1,840	1,257	744	676	368	3	5,909	10,799
Acquisition of subsidiary (Note 14)	7,159	-	2,694	209	444	66	66	29	10,667
Disposals	-	(3,702)	(5,080)	(586)	(204)	(106)	-	(335)	(10,013)
Transfer in/(out)	-	-	4,533	619	-	28	-	(5,180)	-
Transfer from intangible assets	-	-	-	-	-	69	-	-	69
Translation difference	(191)	-	(6)	13	(12)	8	-	(9)	(197)
At 31 December 2024 and 1 January 2025	22,153	101,313	23,056	6,289	2,374	3,617	69	1,253	160,124
Additions	74	26,684	725	730	434	100	6	4,943	33,696
Disposals	-	-	(863)	(372)	(643)	(471)	(43)	(708)	(3,100)
Transfer in/(out)	-	-	3,228	382	831	220	-	(4,661)	-
Transfer from intangible assets	-	-	-	-	-	174	-	-	174
Transfer to investment property (Note 12)	-	(425)	-	-	-	-	-	-	(425)
Translation difference	477	69	277	31	79	17	12	7	969
At 31 December 2025	22,704	127,641	26,423	7,060	3,075	3,657	44	834	191,438

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

11. Property, plant and equipment (continued)

Group	Freehold properties	Leasehold properties	Renovations, electrical fittings, furniture and fittings		Air-conditioners, office and security equipment		Showroom tools and machinery		Motor vehicles	Work-in-progress	Total
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000			
Accumulated depreciation and impairment loss											
At 1 January 2024	40	4,711	10,437	3,469	899						22,054
Depreciation	80	2,240	4,560	626	354			19			8,385
Disposals	-	(431)	(4,736)	(530)	(33)						(5,831)
Translation difference	(7)	1	(4)	7	(9)			(1)			(8)
At 31 December 2024 and 1 January 2025	113	6,521	10,257	3,572	1,211			18			24,600
Depreciation	155	2,243	4,979	759	545			23			9,226
Disposals	-	-	(807)	(166)	(643)			(23)			(2,089)
Transfer to investment property (Note 12)	-	(1)	-	-	-			-			(1)
Translation difference	23	2	120	13	50			8			229
At 31 December 2025	291	8,765	14,549	4,178	1,163			26			31,965
Net carrying amount											
At 31 December 2024	22,040	94,792	12,799	2,717	1,163			51		1,253	135,524
At 31 December 2025	22,413	118,876	11,874	2,882	1,912			18		834	159,473

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

11. Property, plant and equipment (continued)

Company	Renovations, electrical fittings, furniture and fittings	Air- conditioners, office and security equipment	Showroom tools and machinery	Computers	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Cost					
At 1 January 2024, 31 December 2024 and 1 January 2025	6	15	5	266	292
Disposals	-	(15)	(5)	(205)	(225)
At 31 December 2025	6	-	-	61	67
Accumulated depreciation					
At 1 January 2024	3	15	5	244	267
Depreciation charge for the year	1	-	-	16	17
At 31 December 2024 and 1 January 2025	4	15	5	260	284
Depreciation charge for the year	1	-	-	6	7
Disposals	-	(15)	(5)	(205)	(225)
At 31 December 2025	5	-	-	61	66
Net carrying amount					
At 31 December 2024	2	-	-	6	8
At 31 December 2025	1	-	-	-	1

As at 31 December 2025, floating charge on property, plant and equipment of certain subsidiaries and fixed charge freehold properties and leasehold properties with carrying amounts of \$10,121,000 (2024: \$10,368,000), \$20,527,000 (2024: \$20,201,000) and \$118,876,000 (2024: \$94,792,000) respectively are pledged to banks as security for bank borrowings (Note 23).

Additions for the year for the Group includes reinstatement costs capitalised during the year of \$85,000 (2024: \$92,000) (Note 22).

12. Investment property/Asset held for sale

Investment property held by the Group is as follows:

Description and location	Existing use	Tenure	Unexpired lease term
No. 33A, Jalan Pusat Perniagaan Ixora 4, Pusat Perniagaan Ixora 2, 70450 Seremban, Negeri Sembilan Darul Khusus, Malaysia	Retail	Leasehold	84 years

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

12. Investment property/Asset held for sale (continued)

		Group	
		2025	2024
		\$'000	\$'000
At 1 January		-	4,950
Transfer from property, plant and equipment	11	424	-
Transfer to asset held for sale		-	(4,950)
Fair value loss recognised in profit or loss	8	(14)	-
Translation difference		1	-
At 31 December		411	-
<u>Consolidated statement of comprehensive income:</u>			
Rental income from investment properties		12	203
Direct operating expenses arising from rental generating properties		-	(21)

During the financial year ended 31 December 2025, the Group transferred a leasehold property amounting \$424,000 from Property, plant and equipment to Investment property due to a change in use for lease to third parties under operating leases, details of which are disclosed in Note 25 to the financial statements.

The Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

As at 31 December 2025, investment property with a carrying value of \$411,000 (2024: \$Nil) is pledged to banks as security for bank borrowings (Note 23).

Transfer to asset held for sale

During the financial year ended 31 December 2024, the Group entered into an option to sell its investment property at 709 Ang Mo Kio Avenue 8 #01-2593, Singapore with a potential buyer. Accordingly, the property was classified as asset held for sale as at 31 December 2024. The asset held for sale was pledged as security for bank borrowings (Note 23).

The sale was completed in April 2025 for a consideration of \$4,750,000 and a loss on disposal of asset held for sale amounting to \$200,000 (Note 8) was recognised in "Other operating expenses" in the consolidated statement of comprehensive income.

Details of asset held for sale by the Group at 31 December 2024 was as follows:

Description and location	Existing use	Tenure	Estimated gross floor area (in square metres)
709 Ang Mo Kio Avenue 8 #01-2593, Singapore	Retail	Leasehold	152

Valuation of investment properties

The valuations were performed by external appraisers with a recognised and relevant professional qualification and with recent experience in the location and category of the properties being valued. Details of valuation techniques and inputs used are disclosed in Note 32.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

13. Intangible assets

Group	Trademark	Goodwill	Customer relationships	Computer software	Licence	Work-in-progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cost							
At 1 January 2024	-	5,680	3,076	4,036	500	-	13,292
Additions	-	-	-	526	-	2,050	2,576
Disposals	-	-	-	-	-	(351)	(351)
Transfer in/(out)	-	-	-	1,245	-	(1,245)	-
Transfer to property, plant and equipment	-	-	-	-	-	(69)	(69)
Acquisition of a subsidiary (Note 14)	3,726	9,177	-	614	-	349	13,866
Adjustment	-	870	-	-	-	-	870
Translation difference	(96)	151	191	(17)	-	(1)	228
At 31 December 2024 and 1 January 2025	3,630	15,878	3,267	6,404	500	733	30,412
Additions	-	-	-	13	-	1,907	1,920
Disposals	-	-	-	-	-	(390)	(390)
Transfer in/(out)	-	-	-	721	-	(721)	-
Transfer to property, plant and equipment	-	-	-	-	-	(174)	(174)
Disposal of subsidiaries	-	-	-	-	(500)	-	(500)
Adjustment on the finalisation of PPA	-	(1,505)	-	-	-	-	(1,505)
Translation difference	240	135	126	53	-	6	560
At 31 December 2025	3,870	14,508	3,393	7,191	-	1,361	30,323
Accumulated amortisation							
At 1 January 2024	-	-	614	688	-	-	1,302
Amortisation	-	-	626	1,154	-	-	1,780
Translation difference	-	-	65	(13)	-	-	52
At 31 December 2024 and 1 January 2025	-	-	1,305	1,829	-	-	3,134
Amortisation	-	-	653	1,617	-	-	2,270
Translation difference	-	-	75	39	-	-	114
At 31 December 2025	-	-	2,033	3,485	-	-	5,518
Net carrying amount							
At 31 December 2024	3,630	15,878	1,962	4,575	500	733	27,278
At 31 December 2025	3,870	14,508	1,360	3,706	-	1,361	24,805

As at 31 December 2025, customer relationships have remaining useful life of 2 years (2024: 3 years).

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

13. Intangible assets (continued)

Impairment testing of goodwill

For the purpose of management's impairment assessment, goodwill is allocated to BigFundr, Goldheart Jewelry Pte. Ltd. ("**GHJ**"), Maxion Holdings Sdn. Bhd. and its subsidiaries ("**Maxion Group**") and Niessing Schmuck Kooperation GmbH & Co. KG and its subsidiaries ("**NSK**") as cash-generating units ("**CGUs**").

The carrying amount of goodwill allocated to each CGU is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Goldheart Jewelry Pte. Ltd.	3,221	3,221
Maxion Holdings Sdn. Bhd. and its subsidiaries	3,615	3,480
BigFundr Private Limited	3,133	3,133
Niessing Schmuck Kooperation GmbH & Co. KG and its subsidiaries	4,539	6,044

Goodwill is tested for impairment by comparing the carrying amount with the recoverable amount of the respective cash-generating unit ("**CGU**").

The recoverable amounts of the Group's CGUs have been determined based on value-in-use calculations using cash flow projections from financial budgets approved by management covering a five-year period.

The calculation of value-in-use for the CGUs are the most sensitive to the following assumptions:

Pre-tax discount rate – Discount rate represents the current market assessment of the risks specific to the CGUs, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the respective CGUs and derived from its weighted average cost of capital. The pre-tax discount rates applied to the cash flow projections reflect management's estimation of the risks specific to the CGUs.

	Pre-tax discount rate	
	2025	2024
	%	%
Goldheart Jewelry Pte. Ltd.	12.7	10.9
Maxion Holdings Sdn. Bhd. and its subsidiaries	7.5	10.6
BigFundr Private Limited	16.4	18.3
Niessing Schmuck Kooperation GmbH & Co. KG and its subsidiaries	18.4	13.3

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

13. Intangible assets (continued)

Impairment testing on goodwill (continued)

Growth rates – The forecasted growth rates applied in the financial budgets are based on management's judgement which include average revenue growth rates for budget covering 5 years and a terminal growth rate to extrapolate the cashflows beyond the 5 year period.

	Growth rate		Terminal Growth rate	
	2025	2024	2025	2024
	%	%	%	%
Goldheart Jewelry Pte. Ltd.	1.2 – 3.8	1.2 – 10.6	1.7	1.8
Maxion Holdings Sdn. Bhd. and its subsidiaries	5.0 – 7.0	6.4 – 10.7	2.2	2.2
BigFundr Private Limited	29.0 – 39.0	32.0 – 63.0	1.7	1.7
Niessing Schmuck Kooperation GmbH & Co. KG and its subsidiaries	1.4 – 5.0	5.0	1.7	1.4

Sensitivity analysis

With respect to the assessment of value-in-use for the respective CGUs, management believes that no reasonable possible changes in any of the key assumptions would cause the carrying values of the CGUs to materially exceed their recoverable amounts.

14. Investment in subsidiaries

	Company	
	2025	2024
	\$'000	\$'000
Unquoted equity shares, at cost	180,729	180,715
Less: Allowance for impairment loss	(1,000)	-
Balance at end of the year	179,729	180,715

During the financial year, management performed the impairment assessment on the recoverable amount of its investment in Maxi-Cash Investment Holding Pte. Ltd. and an impairment loss of \$1,000,000 (2024: \$Nil) was recognised as the subsidiary has become inactive during the year.

Movement in allowance for impairment loss on investment in subsidiaries during the financial year is as follows:

	Company	
	2025	2024
	\$'000	\$'000
At 1 January	-	-
Charge for the year	1,000	-
At 31 December	1,000	-

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

The Company has the following subsidiaries:

Name of Company	Country of incorporation and place of business	Principal activities	Proportion (%) of ownership interest	
			2025	2024
<i>Held by the Company</i>				
(a) Maxi-Cash Group Pte. Ltd.	Singapore	Investment holding and provision of management services	100	100
(a) Maxi-Cash Jewellery Group Pte. Ltd.	Singapore	Trading and retailing of jewellery and branded merchandise	100	100
(a) Maxi-Cash Property Pte. Ltd.	Singapore	Real estate activities	100	100
(a) Maxi-Cash Investment Holding Pte. Ltd.	Singapore	Investment holding	100	100
(a) Maxi-Cash Capital Management Pte. Ltd.	Singapore	Secured lending and investment holding	100	100
(a) Aspial Lifestyle International Pte. Ltd.	Singapore	Investment holding and provision of management services	100	100
(a) Maxi-Cash Retail Pte. Ltd.	Singapore	Jewellery retailing	100	100
(a) Aspial Lifestyle Jewellery Group Pte. Ltd.	Singapore	Jewellery manufacturing	100	100
(d) BU2 Services Pte. Ltd.	Singapore	Investment holding	100	100
(a) AL Capital (Ubi) Pte. Ltd.	Singapore	Real estate activities	50*	50*
(a) Niessing Group Pte. Ltd.	Singapore	Investment holding and provision of management services	100	100
<i>Held by Maxi-Cash Jewellery Group Pte. Ltd.</i>				
(a) AL Treasury Pte. Ltd.	Singapore	Provision of other financial services	100	100
<i>Held by Maxi-Cash Group Pte. Ltd.</i>				
(a) Maxi-Cash (North) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a) Maxi-Cash (East) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a) Maxi-Cash (Central) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a) Maxi-Cash (West) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a) Maxi-Cash (Clementi) Pte. Ltd.	Singapore	Pawn brokerage	70	70
(a) Maxi-Cash Capital Pte. Ltd.	Singapore	Pawn brokerage	100	100

* 50% held by the Company and 50% held by Aspial Lifestyle Jewellery Group Pte. Ltd.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

	Name of Company	Country of incorporation and place of business	Principal activities	Proportion (%) of ownership interest	
				2025	2024
<i>Held by the Maxi-Cash Group Pte. Ltd. (continued)</i>					
(a)	Maxi-Cash Assets Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a)	Maxi-Cash Ventures Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a)	Maxi-Cash (Central 2) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a)	Maxi-Cash (East 2) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(a)	Maxi-Cash (North East) Pte. Ltd.	Singapore	Pawn brokerage	100	100
(d)	MC Client Service Pte. Ltd.	Singapore	Inactive	100	100
<i>Held by Maxi-Cash Capital Management Pte. Ltd.</i>					
(a)	Maxi Capital Financial Pte. Ltd. (F.K.A Maxi-Cash Financial Pte. Ltd.)	Singapore	Investment holding and provision of management services	-	100
(h)(m)	BigFundr Private Limited	Singapore	Agent and facilitator of secured lending through online platform	90	70
<i>Held by Maxi Capital Financial Pte. Ltd.</i>					
(e)	Maxi Capital Solutions Pte. Ltd. (F.K.A Pit-Stop Credit (SG) Pte. Ltd.)	Singapore	Inactive	-	100
(a)	Maxi Capital Leasing Pte. Ltd. (F.K.A Maxi-Cash Leasing Pte. Ltd.)	Singapore	Inactive	-	100
<i>Held by Aspial Lifestyle Jewellery Group Pte. Ltd.</i>					
(a)	Lee Hwa Jewellery Pte. Ltd.	Singapore	Jewellery retailing	100	100
(a)	Goldheart Jewelry Pte. Ltd.	Singapore	Jewellery retailing	100	100
(a)	AL Capital (Ubi) Pte. Ltd.	Singapore	Real estate activities	50*	50*
<i>Held by AL Capital (Ubi) Pte. Ltd.</i>					
(l)	The Shin Table Pte. Ltd.	Singapore	Operator of restaurant	100	-
<i>Held by Aspial Lifestyle International Pte. Ltd.</i>					
(b)	Maxi Cash (Malaysia) Sdn. Bhd.	Malaysia	Investment holding and provision of management services	100	100
(c)	Maxi-Cash (Australia) Pty. Ltd.	Australia	Investment holding and provision of management services	100	100
(b)	Maxi-Cash (Hong Kong) Co. Ltd.	Hong Kong	Inactive	100	100
(b)	Aspial Lifestyle Business Services Sdn. Bhd.	Malaysia	Investment holding and provision of management services	100	100

* 50% held by the Company and 50% held by Aspial Lifestyle Jewellery Group Pte. Ltd.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

Name of Company	Country of incorporation and place of business	Principal activities	Proportion (%) of ownership interest	
			2025	2024
<i>Held by Maxi Cash (Malaysia) Sdn. Bhd.</i>				
Maxi Cash (Penang) Sdn. Bhd.	Malaysia	Inactive	-	100
(b) Maxi Cash (Southern) Sdn. Bhd.	Malaysia	Investment holding and provision of management services	100	100
(b) LuxeSTYLE (Malaysia) Sdn. Bhd.	Malaysia	Inactive	100	100
(b) Maxi Cash Trading Sdn. Bhd.	Malaysia	Inactive	100	100
(b) MX Properties Sdn. Bhd.	Malaysia	Real estate activities	65	65
(b) Maxion Holdings Sdn. Bhd.	Malaysia	Investment holding and provision of management services	65	65
<i>Held by Maxi Cash (Southern) Sdn. Bhd.</i>				
(b) Maxi Cash (S1) Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) Maxi Cash (S2) Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) Maxi Cash (S3) Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) Maxi Cash (KL1) Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) Maxi Cash (KL2) Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
<i>Held by Maxion Holdings Sdn. Bhd.</i>				
(b) Pajak Gadai Ion Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) PG Ion Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) PG Ion (BSJ) Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP1 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP2 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP3 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP4 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP5 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP6 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP7 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP8 Sdn. Bhd.	Malaysia	Pawn brokerage	100	100
(b) DRP9 Sdn. Bhd.	Malaysia	Dormant	100	100
(b) DRP10 Sdn. Bhd.	Malaysia	Dormant	100	100

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

	Name of Company	Country of incorporation and place of business	Principal activities	Proportion (%) of ownership interest	
				2025	2024
Held by Maxon Holdings Sdn. Bhd. (continued)					
(b)	Kedai Dremas Sdn. Bhd.	Malaysia	Trading and retailing of jewellery and branded merchandise	100	100
(b)	DRP Mulia Sdn. Bhd.	Malaysia	Dormant	100	-
Held by Maxi-Cash (Hong Kong) Co. Ltd.					
(b)	Maxi-Cash (HKI) Co. Ltd.	Hong Kong	Inactive	100	100
(b)	Maxi-Cash Retail (HKI) Co. Ltd.	Hong Kong	Inactive	100	100
Held by Niessing Group Pte. Ltd.					
(a)	Niessing Asia Pacific Pte. Ltd.	Singapore	Jewellery retailing and regional sales office	100	100
(f)	Niessing Manufaktur GmbH & Co. KG	Germany	Jewellery trading and manufacturing	75	75
(k)	Niessing Schmuck-Kooperation GmbH & Co. KG	Germany	Jewellery retailing	50 [^]	50 [^]
Held by Niessing Asia Pacific Pte. Ltd.					
(g)	Niessing (Hong Kong) Limited	Hong Kong	Jewellery retailing	100	100
(c)	Niessing (Australia) Pty. Ltd.	Australia	Jewellery retailing	100	100
(i)	Niessing Vreden Commercial (Shanghai) Limited	People's Republic of China	Jewellery retailing and regional sales office	100	100
(j)	Niessing (Malaysia) Sdn. Bhd	Malaysia	Jewellery retailing	100	100
Held by Niessing Manufaktur GmbH & Co. KG					
(k)	Niessing Schmuck-Kooperation GmbH & Co. KG	Germany	Jewellery retailing	26.92 [^]	26.92 [^]
(d)	Niessing GmbH	Germany	Acting as the general partner of Niessing Manufaktur GmbH & Co. KG and Niessing Stores GmbH & Co. KG, being limited partnerships	100	100
(d)	Niessing Stores GmbH & Co. KG	Germany	Jewellery trading	100	100

[^] held as to 50% by Niessing Group Pte. Ltd. and 26.92% by Niessing Manufaktur Kooperation GmbH & Co. KG with a resultant effective interest of 70.19%

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

	Name of Company	Country of incorporation and place of business	Principal activities	Proportion (%) of ownership interest	
				2025	2024
Held by Niessing Schmuck-Kooperation GmbH & Co. KG					
(d)	Niessing Verwaltungs GmbH	Germany	Investment holding and provision of management services	100	100
(k)	Niessing Retail Switzerland GmbH	Switzerland	Jewellery trading	100	100
(a)	Audited by Ernst & Young LLP, Singapore				
(b)	Audited by a member firm of EY Global				
(c)	Audited by The Field Group, Melbourne				
(d)	Exempted from statutory audit in country of incorporation				
(e)	Audited by Acumen Associates LLP, Singapore				
(f)	Audited by Reviscon GmbH				
(g)	Audited by Tam, Hui, Tse & Ho CPA Limited, Hong Kong				
(h)	Audited by Baker Tilly TFW LLP, Singapore				
(i)	Audited by Shanghai Huashen Certified Public Accountants				
(j)	Audited by Baker Tilly Monteiro Heng, Malaysia				
(k)	Audited by Ernst & Young LLP, Singapore for consolidation purposes				
(l)	The subsidiary was incorporated during the financial year end, and the first set of audited financial statements will be for the period ended 31 December 2026				
(m)	During the year ended 31 December 2025, the Group acquired additional 20% interest in the issued share capital of BigFunder Private Limited which was accounted for within equity as transaction with owners. The remaining 10% interest in the issued share capital of BigFunder Private Limited is held by a director of BigFunder Private Limited and key management personnel of the Group's immediate holding company.				

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

Interest in subsidiaries with material non-controlling interest ("NCI")

The Group has the following subsidiaries that have NCI which is material to the Group:

Name of subsidiary	Principal place of business	Proportion of ownership interest held by non-controlling interest	Profit	Accumulated	Dividends paid to NCI
			allocated to NCI during the reporting period	NCI at the end of the reporting period	
			\$'000	\$'000	\$'000
2025					
Maxi-Cash (Clementi) Pte. Ltd.	Singapore	30%	241	1,359	-
Maxion Holdings Sdn. Bhd. and its subsidiaries	Malaysia	35%	2,640	8,563	-
Niessing Manufaktur GmbH & Co. KG	Germany	25%	1,009	4,700	745
2024					
Maxi-Cash (Clementi) Pte. Ltd.	Singapore	30%	158	1,118	-
Maxion Holdings Sdn. Bhd. and its subsidiaries	Malaysia	35%	437	5,586	-
Niessing Manufaktur GmbH & Co. KG	Germany	25%	159	4,205	202

Summarised financial information about subsidiary with material NCI

Summarised financial information and consolidation adjustments but before intercompany eliminations of subsidiaries with material non-controlling interests are as follows:

Summarised statement of financial position

	Niessing Manufaktur GmbH & Co. KG		Maxion Holdings Sdn. Bhd. and its subsidiaries		Maxi-Cash (Clementi) Pte. Ltd.	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current						
Assets	34,157	29,222	72,214	45,095	13,527	10,231
Liabilities	(20,539)	(14,631)	(50,576)	(32,373)	(9,121)	(6,572)
Net current assets	13,618	14,591	21,638	12,722	4,406	3,659
Non-current						
Assets	15,021	14,531	6,244	6,626	124	69
Liabilities	(9,840)	(12,301)	(3,415)	(3,387)	-	-
Net non-current assets	5,181	2,230	2,829	3,239	124	69
Net assets	18,799	16,821	24,467	15,961	4,530	3,728

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

Summarised financial information about subsidiary with material NCI (continued)

Summarised statement of comprehensive income

	Niessing Manufaktur GmbH & Co. KG		Maxion Holdings Sdn. Bhd. and its subsidiaries		Maxi-Cash (Clementi) Pte. Ltd.	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue	32,153	16,065	47,000	21,631	2,971	2,617
Profit before income tax	5,059	1,039	10,315	2,681	895	585
Income tax expense	(1,023)	(403)	(2,773)	(1,433)	(92)	(58)
Profit for the year, representing total comprehensive income	4,036	636	7,542	1,248	803	527

Other summarised information

	Niessing Manufaktur GmbH & Co. KG		Maxion Holdings Sdn. Bhd. and its subsidiaries		Maxi-Cash (Clementi) Pte. Ltd.	
	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net cash flows from/ (used in) operations	3,848	1,232	(16,371)	2,681	(2,318)	578

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

Acquisition of BigFundr

On 22 February 2024, the Group, through its wholly owned subsidiary, Maxi-Cash Capital Management Pte. Ltd., completed the acquisition of an additional 55% stake in the issued share capital of BigFundr Private Limited ("**BigFundr**") for a purchase consideration of \$2,720,000, which was satisfied via offset against an existing receivable. Upon completion of the acquisition, BigFundr became a 70% owned subsidiary of the Group.

The purpose of the acquisition is to expand the Group's secured lending segment as BigFundr's business is complementary and synergistic with the Group's existing business.

The fair values of the identifiable assets and liabilities of BigFundr as at the acquisition date were:

	Fair value recognised on acquisition
	\$'000
Property, plant and equipment	7
Intangible assets	749
Trade and other receivables	127
Prepayment	15
Cash and bank balances	1,195
	<hr/>
	2,093
Trade and other payables	(765)
Deferred tax liabilities	(33)
Total identifiable net assets at fair value	1,295
Non-controlling interest measured at the non-controlling interest's proportionate share of BigFundr's net identifiable assets	(389)
Goodwill arising from acquisition	3,133
	<hr/>
	<u>4,039</u>
 <u>Consideration transferred for the acquisition of BigFundr</u>	
Consideration	2,720
Fair value of equity interest in BigFundr held by the Group immediately before the acquisition	1,319
	<hr/>
	<u>4,039</u>
 <u>Effect of the acquisition of subsidiaries on cash flows</u>	
Cash and bank balances of BigFundr acquired, representing net cash inflow on acquisition	1,195
	<hr/>
	<u>1,195</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

Acquisition of BigFundr (continued)

Gain on remeasuring previously held equity interest in BigFundr to fair value at acquisition date

The Group recognised a gain of \$309,000 as a result of measuring at fair value its 15% equity interest in BigFundr held before the business combination. The gain is included in the "Net fair value changes on equity securities at FVOCI" line item in the Group's other comprehensive income for the year ended 31 December 2024.

Goodwill arising from acquisition

Goodwill arising from acquisition amounted to \$3,133,000 representing the difference between the fair values of the identifiable assets and liabilities of BigFundr and the total consideration transferred for the acquisition of BigFundr. None of the goodwill recognised is expected to be deductible for income tax purposes.

Impact of acquisition on profit or loss

From the acquisition date, BigFundr contributed revenue of \$2,535,000 and loss for the year of \$1,677,000 respectively to the Group for the financial year ended 31 December 2024. The acquisition had taken place at the beginning of 2024, the revenue in prior year would have increased by \$247,000 and profit for the year would have decreased by \$195,000.

Acquisition of subsidiaries under common control

On 8 July 2024, the Company acquired 100% equity interests in Niessing Group Pte. Ltd. and its subsidiaries ("**Niessing Group**"), for a total consideration of up to \$18,000,000 from its immediate holding company, Aspial Corporation Limited ("**ACL**"), which was satisfied by issuance of 140,625,000 ordinary shares amounting to \$17,719,000 (Note 26(a)).

The reason for the acquisition is to leverage on the jewellery retailing as part of the Group's strategic plans of increasing its product offerings in the market.

The above acquisition is considered to be a business combination under common control and the acquired assets and liabilities transferred have been included in the consolidated financial statements at their carrying amounts. The consolidated financial statements include the financial position and financial performance of Niessing Group from the date of acquisition.

From the date of acquisition, Niessing Group contributed revenue of \$23,912,000 and profit for the year of \$277,000. If the acquisition had taken place at the beginning of 2024, the Group's revenue and profit in prior year would have increased by \$15,746,000 and decreased by \$803,000 respectively.

Finalisation of purchase price acquisition ("**PPA**") accounting

On 3 July 2024, Niessing Manufaktur GmbH & Co. KG, a subsidiary of Niessing Group, acquired 26.92% of equity interest in NSK, an associate of Niessing Group. Subsequent to this acquisition, NSK became a subsidiary of Niessing Group.

In 2024, management had performed a preliminary Purchase Price Allocation ("**PPA**") exercise and had up to 12 months from the date of acquisition to complete and finalise the PPA exercise. As at 31 December 2025, the PPA exercise has been finalised and adjustments as described below, are not material and have been recorded in the current year.

The value of goodwill decreased by \$1,505,000, non-controlling interest decreased by \$450,000, resulting in a decrease in merger reserve of \$1,955,000.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

14. Investment in subsidiaries (continued)

Acquisition of subsidiaries under common control (continued)

Carrying values of Niessing Group

The carrying values of the assets and liabilities of Niessing Group as the acquisition date were:

	Fair value recognised on acquisition
	\$'000
Property, plant and equipment	10,660
Right-of-use assets	8,940
Intangible assets	3,940
Goodwill	6,044
Deferred tax assets	503
Inventories	27,421
Trade and other receivables	6,613
Cash and bank balances	5,598
	<hr/>
Trade and other payables	(24,990)
Interest-bearing loans	(10,958)
Lease liabilities	(9,531)
Provision for taxation	(102)
Deferred tax liabilities	(2,831)
	<hr/>
Total net assets at carrying value	21,307
Non-controlling interest	(4,914)
Issuance of shares	(17,719)
	<hr/>
Merger reserve (Note 26(c))	(1,326)
	<hr/> <hr/>
 <u>Effect of the acquisition of subsidiaries on cash flows</u>	
Cash and bank balances of subsidiaries acquired, representing net cash inflow on acquisition	5,598
	<hr/> <hr/>

Disposal of ownership in interest in subsidiary

On 1 December 2025, the Group completed the disposal of 100% of its interest in its wholly-owned subsidiary, Maxi Capital Financial Pte. Ltd. and its subsidiaries ("**MF Group**"), at its carrying value at a consideration of \$1,500,000 which was offset against amounts owing to immediate holding company.

The gain on disposal amounting to \$2,045,000 was recognised in "Other income" in the consolidated statement of comprehensive income (Note 7).

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

15. Investment in associate

Alchemist Studio & Associates Pte. Ltd.
Maxi Capital Wealth Holding Pte. Ltd.

	Group	
	2025	2024
	\$'000	\$'000
	49	84
	588	-
	<u>637</u>	<u>84</u>

The Group has the following associates:

	Name of Company	Country of incorporation and place of business	Principal activities	Proportion (%) of ownership interest	
				2025	2024
<i>Held by Aspiat Lifestyle Jewellery Group Pte. Ltd.</i>					
(a)	Alchemist Studio & Associates Pte. Ltd.	Singapore	Interior design consultancy and interior fit out/renovation	30	30
<i>Held by Maxi-Cash Capital Management Pte. Ltd.</i>					
(b)	Maxi Capital Wealth Holding Pte. Ltd.	Singapore	Investment holding and provision for management services	40	-
<i>Held by Maxi-Cash Wealth Holding Pte. Ltd.</i>					
(c)	Maxi Capital Financial Pte. Ltd. (F.K.A Maxi-Cash Financial Pte. Ltd.)	Singapore	Investment holding and provision for management services	100	-
<i>Held by Maxi Capital Financial Pte. Ltd.</i>					
(d)	Maxi Capital Solutions Pte. Ltd. (F.K.A Pit-Stop Credit (SG) Pte. Ltd.)	Singapore	Inactive	100	-
(c)	Maxi Capital Leasing Pte. Ltd. (F.K.A Maxi-Cash Leasing Pte. Ltd.)	Singapore	Inactive	100	-
(a)	Exempted from audit in the country of incorporation				
(b)	The associate company was incorporated during the financial year end, and the first set of audited financial statements will be for the period ended 31 December 2026				
(c)	Audited by Ernst & Young LLP, Singapore				
(d)	Audited by Acumen Associates LLP, Singapore				

The Group does not have material associates.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

16. Derivative financial instruments

	2025			2024		
	Contract notional amount	Assets	Liabilities	Contract notional amount	Assets	Liabilities
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group						
Forward currency contracts	265,810	-	(8,394)	363,850	14,914	(14,960)
Commodity swaps	24,564	-	(3,645)	24,755	-	(909)
Interest rate swaps	150,750	-	(421)	-	-	-
		-	(12,460)		14,914	(15,869)
Company						
Interest rate swaps	48,829	-	(122)	-	-	-
		-	(122)		-	-

The Group entered into foreign currency forward contracts mainly to hedge exposures to Australian Dollar ("AUD") and United States Dollar ("USD") (2024: AUD), maturing within the next 12 months (2024: 12 months) to mitigate its exposure to foreign currency risk from AUD and USD (2024: AUD) receivables.

The Group entered into commodity swaps in USD (2024: USD) in order to hedge the financial risks related to the highly probable forecasted sale of commodities which is accounted for as cash flow hedges.

The Group entered into interest rate swaps to mitigate its exposure to interest rate risk from interest-bearing loans that bear interests at floating rate. The interest rate swaps received fixed interest ranging from 1.50% to 2.90% (2024: Nil), maturing within the next 12 months (2024: Nil).

The Company entered into interest rate swaps on behalf of its subsidiaries to mitigate its exposure to interest rate risk from interest-bearing loans that bear interests at floating rate. The interest rate swaps received fixed interest ranging from 2.47% to 2.57% (2024: Nil), maturing within the next 12 months (2024: Nil).

17. Investment securities

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Non-current:				
At fair value through other comprehensive income				
- Equity securities (quoted)				
Lippo Malls Indonesia Retail Trust	1,302	1,415	1,302	-
Total financial assets measured at fair value through other comprehensive income	1,302	1,415	1,302	-

The Group elected to measure these equity securities at FVOCI due to the Group's intention to hold these equity securities for long-term appreciation.

Investment pledged as security

A floating charge has been placed on investment securities with a carrying value of \$Nil (2024: \$1,415,000) as security for bank borrowings (Note 23).

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

18. Inventories

	Note	Group	
		2025	2024
		\$'000	\$'000
Consolidated statement of financial position:			
Finished goods		219,115	193,610
Raw materials		25,664	24,082
Packing materials		757	620
		<u>245,536</u>	<u>218,312</u>
Consolidated statement of comprehensive income:			
Inventories recognised as an expense:			
- Material costs		527,967	372,390
- Write-off of inventories	8	<u>839</u>	<u>43</u>

A floating charge has been placed on inventories with a carrying value of \$213,362,000 (2024: \$192,704,000) as security for bank borrowings (Note 23).

19. Trade and other receivables

	Note	Group		Company	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Trade and other receivables (current):					
Trade receivables		641,538	496,850	9	-
Other receivables		3,745	6,316	-	-
Notes receivables		337,368	185,870	-	-
Security deposits		6,574	2,964	-	-
		<u>989,225</u>	<u>692,000</u>	<u>9</u>	<u>-</u>
Other receivables (non-current):					
Security deposits		3,655	4,166	-	-
Total trade and other receivables (current and non-current)		<u>992,880</u>	<u>696,166</u>	<u>9</u>	<u>-</u>
Add/(less):					
Due from subsidiaries (non-trade)	20	-	-	214,282	179,997
Due from related companies (non-trade)	20	1,435	87	-	-
Cash and bank balances	21	86,475	42,742	8,119	5,449
GST receivable, net		(2,599)	(1,025)	-	-
Total financial assets carried at amortised cost		<u>1,078,191</u>	<u>737,970</u>	<u>222,410</u>	<u>185,446</u>

Trade receivables comprise pawnshop loans, interest receivables on pawnshop loans, notes receivables from secured lending business and trade receivables from retail business.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

19. Trade and other receivables (continued)

Pawnshop loans are loans extended to customers under pawnbroking business which are interest-bearing at rates ranging between 1.0% to 2.0% per month for the first month and 1.5% to 2.0% per month for the subsequent 6 months (2024: 1.0% to 2.0% for the first month and 1.5% to 2.0% for the subsequent 6 months). The quantum of loans granted to customers is based on a portion of the value of the collaterals pledged to the Group.

Notes receivables originated through the Group's secured lending business denominated in Australian Dollars are held and administered by a subsidiary as agent/nominee for third party investors and are recognised to reflect the Group's legal holding/administration on their behalf (Note 22). These are measured at amortised cost using the effective interest rate method which are interest bearing at rates of 6.0% to 20.0% (2024: 3.0% to 14.3%) per annum and are secured by way of debenture over properties (2024: debenture over properties). These receivables have remaining maturities of 1 to 12 months (2024: 3 to 12 months).

Trade receivables from retail business are non-interest-bearing and generally on 30 days' terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

A floating charge has been placed on trade and other receivables with a carrying value of \$634,819,000 (2024: \$494,842,000) as security for bank borrowings (Note 23).

Trade and other receivables denominated in foreign currencies are as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
United States Dollar	1,340	289	-	-
Australian Dollar	309,682	5,299	-	-
Renminbi	-	852	-	-

Expected credit losses on interest receivables on pawnshop loans

The movement in allowance for expected credit losses of trade receivables computed based on lifetime ECL is as follows:

	Note	Group	
		2025	2024
		\$'000	\$'000
Movement in allowance accounts:			
At 1 January		-	-
Charge for the year	8	(5,332)	(4,266)
Written off		5,332	4,266
At 31 December		-	-

When a customer default occurs, the Group has no reasonable expectation of recovering the interest receivable and therefore, the Group writes off the interest receivable portion of the financial assets. However, this loss is expected to be recoverable when the forfeited pledges are subsequently sold to customers under the Group's retail business segment (Note 29).

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

20. Due from subsidiaries (non-trade) Due from/(to) related companies (non-trade) Due to immediate holding company (non-trade)

The amounts due from subsidiaries are unsecured, receivable on demand and are to be settled in cash. These amounts are interest-free except for amounts due from subsidiaries of \$57,370,000 (2024: \$37,712,000) which bear interest at rates ranging from 3.06% to 7.10% (2024: 4.86% to 6.94%) per annum.

The amounts due to immediate holding company are unsecured, receivable/(repayable) on demand and are to be settled in cash. These amounts are interest-free except for amounts due to immediate holding company of \$Nil (2024: \$3,300,000) which bear interest at rates ranging from 6.37% to 6.48% (2024: 5.47% to 6.52) per annum.

The amounts due from/(to) related companies are unsecured, interest-free, receivable/(repayable) on demand and are to be settled in cash.

21. Cash and bank balances

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash at banks and on hand	86,475	42,742	8,119	5,449

A floating charge has been placed on cash and bank balances with a carrying value of \$19,004,000 (2024: \$17,473,000) as security for bank borrowings (Note 23).

Cash and bank balances denominated in foreign currencies are as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
United States Dollar	3,965	154	1,543	83
Australian Dollar	13,549	554	-	-

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

22. Trade and other payables

Note	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Trade and other payables (current):				
Trade payables	12,786	9,607	153	140
Other payables	20,921	6,209	15	34
Loan payables	323,417	176,270	-	-
Accrued operating expenses				
- Payroll related	10,781	9,616	-	-
- Others	17,563	12,721	2,020	2,065
Deposits received	5,499	3,696	-	-
	<u>390,967</u>	<u>218,119</u>	<u>2,188</u>	<u>2,239</u>
Other payables (non-current):				
Other payables	313	470	-	-
Total trade and other payables (current and non-current)	391,280	218,589	2,188	2,239
Add/(less):				
Due to immediate holding company (non-trade)	20	4,440	8,308	56
Due to related companies (non-trade)	20	1,143	1,264	-
Interest-bearing loans	23	638,047	540,799	-
Medium-Term Notes	24	126,469	90,350	126,469
Accrued operating expenses				
- Payroll related	(1,464)	(1,418)	-	-
- Provision for reinstatement cost	(1,029)	(937)	-	-
- GST payable, net	(5,450)	(3,416)	(153)	(140)
Total financial liabilities carried at amortised cost	<u>1,153,436</u>	<u>853,539</u>	<u>128,560</u>	<u>96,397</u>

Trade and other payables are unsecured, non-interest bearing and settled based on agreed payment terms.

Loan payables to investors of the secured lending business bear interest at rates ranging from 4.7% to 8.0% (2024: 5.0% to 8.0%) per annum with maturity within 12 months.

Trade and other payables denominated in foreign currencies are as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
United States Dollar	3,850	2,940	-	-
Euro	4,002	350	-	-
Hong Kong Dollar	532	651	-	-
Renminbi	4,488	1,086	-	-
Australian Dollar	20,587	-	-	-
	<u>20,587</u>	<u>-</u>	<u>-</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

22. Trade and other payables (continued)

Provision for reinstatement cost

Provision for reinstatement costs is recognised when the Group enters into a lease agreement for its premises. It includes the estimated cost of demolishing and removing the renovations made by the Group to the premises. The premises shall be reinstated to the conditions set out in the lease agreement upon the expiration of the lease agreement.

Movement of provision for reinstatement cost is as follows:

	Group	
	2025	2024
	\$'000	\$'000
At 1 January	937	897
Acquisition of subsidiaries	-	12
Provision	85	92
Utilised	(8)	(83)
Translation difference	15	19
At 31 December	1,029	937

23. Interest-bearing loans

	Note	Group		Company	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Secured borrowings					
<i>Current</i>					
Short-term bank borrowings		522,805	434,570	-	-
Term loans		8,030	33,818	-	-
		530,835	468,388	-	-
<i>Non-current</i>					
Term loans		107,212	72,411	-	-
		638,047	540,799	-	-
Add:					
Medium-Term Notes	24	126,469	90,350	126,469	90,350
Total loans and borrowings		764,516	631,149	126,469	90,350

(a) **Details of securities in relation to interest-bearing loans are as follows:**

Short-term bank borrowings

Short-term bank borrowings of \$506,805,000 (2024: \$417,482,000) are secured by way of fixed and floating charges on all assets of certain subsidiaries and corporate guarantee by the Company.

Short-term bank borrowings of \$16,000,000 (2024: \$16,000,000) are secured by way of legal mortgage over the freehold and leasehold properties (Note 11) and investment properties (Note 12), and corporate guarantee by the Company.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

23. Interest-bearing loans (continued)

(a) **Details of securities in relation to interest-bearing loans are as follows: (continued)**

Short-term bank borrowings (continued)

Short-term bank borrowings of \$Nil (2024: \$1,088,000) are secured by way of legal mortgage over the assets held for sale (Note 12) and corporate guarantee by the Company.

Term loans

Term loans of \$110,987,000 (2024: \$94,207,000) bear interest at rates ranging from 1.0% to 5.7% (2024: 1.0% to 7.6%) per annum, are secured by way of legal mortgage over the freehold and leasehold properties (Note 11) and investment properties (Note 12) and corporate guarantee by the Company and/or the immediate holding company.

In 2024, term loans of \$2,121,000 bear interest at rates ranging from 1.7% to 4.6% per annum, are secured by way of legal mortgage over the assets held for sale (Note 12) and corporate guarantee by the Company and/or the immediate holding company.

Term loans of \$3,872,000 (2024: \$4,439,000) bear interest at rates ranging from 2.4% to 4.9% (2024: 1.0% to 4.9%) per annum, are secured by way of charge on trade receivables and inventories.

Term loans of \$210,000 (2024: \$5,362,000) bear interest at rates ranging from 2.0% to 2.5% (2024: 2.0% to 6.7%) per annum and are secured by way of corporate guarantee by the Company.

Term loans of \$173,000 (2024: \$100,000) bear interest at rates ranging from 1.5% to 4.5% (2024: 4.5%) per annum and are unsecured.

Term loans amounting to \$110,987,000 (2024: \$96,327,000) are secured against freehold and leasehold properties and/or asset held for sale. Financial covenants require the respective subsidiaries to maintain an aggregate outstanding debts secured against the relevant properties not exceeding 75% to 100% (2024: 75% to 100%) market valuation at all times. The Company, as financial guarantors for certain properties, are required to remain listed on SGX-ST.

There is no indication that the Group will have difficulty complying with these covenants.

(b) **Effective interest rate**

Weighted average effective annual interest rates of interest-bearing loans at the end of the financial year are as follows:

	Group	
	2025	2024
Short-term bank borrowings	3.93%	5.19%
Term loans	3.16%	4.49%

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

24. Medium-Term Notes

	Aggregate principal amount outstanding			
	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Series 003 Notes	-	21,000	-	21,000
	-	21,000	-	21,000
Non-current				
Series 004 Tranche 1 Notes	33,090	69,350	33,090	69,350
Series 004 Tranche 2 Notes	19,818	-	19,818	-
Series 005 Notes	73,561	-	73,561	-
	126,469	69,350	126,469	69,350
Total	126,469	90,350	126,469	90,350

In 2017, the Company established a Multicurrency Medium-Term Note programme ("**MTN Programme**"), under which the Company may issue notes from time to time. Unless previously redeemed or purchased and cancelled, the Medium-Term Notes are redeemable at the principal amount on the maturity date and interest is payable semi-annually. The Medium-Term Notes issued by the Company under the MTN Programme are unsecured.

Series 003 Notes issued on 24 January 2022 bearing interest at 6.05%

On 24 January 2025, the remaining Series 003 notes of \$21,000,000 are fully redeemed by the Company on maturity.

Series 004 Tranche 1 Notes issued on 24 September 2024 bearing interest at 6.25%

On 24 September 2024, the Company issued \$70,000,000 6.25% notes due 24 September 2027 (Series 004 Tranche 1 Notes) comprising \$39,000,000 in aggregate principal amount of Exchange Offer Notes and \$31,000,000 additional notes. On 29 October 2025, \$36,500,000 of Series 004 Tranche 1 Notes was cancelled and exchanged to Series 005 Notes. Following such cancellation and exchange, the aggregate principal amount of the Series 004 Tranche 1 Notes outstanding is \$53,500,000.

Series 004 Tranche 2 Notes issued on 24 April 2025 bearing interest at 6.25%

On 24 April 2025, the Company issued \$20,000,000 6.25% notes due 24 September 2027 (Series 004 Tranche 2 Notes) to be consolidated and form a single series with the Series 004 Tranche 1 Notes.

Series 005 Notes issued on 29 October 2025 bearing interest at 5.10%

On 29 October 2025, the Company issued \$75,000,000 5.10% notes due 29 October 2029 (Series 005 Notes) comprising \$36,500,000 in aggregate principal amount of Exchange Offer Notes and \$38,500,000 additional notes.

The Group is required to maintain a Consolidated Tangible Net Worth not less than \$70,000,000 and ratio of Consolidated Total Borrowings to Consolidated Total Assets not exceeding 0.70:1 at all times. There is no indication that the Group will have difficulty complying with these covenants.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

24. Medium-Term Notes (continued)

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

Group	1 January	Net cash flows from financing activities	Medium-Term Notes issuance fee	Non-cash changes			31 December
				Translation difference	Acquisition of subsidiaries	Amortisation of Medium-Term Note issuance fee	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025							
Medium-Term Notes	90,350	37,500	(1,805)	-	-	424	126,469
Short-term bank borrowings	434,570	87,067	-	1,168	-	-	522,805
Term loans	106,229	8,326	-	687	-	-	115,242
Total	631,149	132,893	(1,805)	1,855	-	424	764,516
2024							
Medium-Term Notes	59,763	31,000	(732)	-	-	319	90,350
Short-term bank borrowings	380,084	53,517	-	969	-	-	434,570
Term loans	100,379	(4,836)	-	(272)	10,958	-	106,229
Total	540,226	79,681	(732)	697	10,958	319	631,149

25. Leases

Group as a lessee

The Group has lease contracts for land and retail stores used in its operations. Leases of land have lease terms of 37 years and retail stores generally have lease terms between 2 and 14 years. The Group's obligations under the leases are secured by the respective lessors' title to the leased assets. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The Group also has certain leases of retail stores with lease terms of 12 months or less. The Group applies the 'short-term lease' recognition exemption for these leases.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

25. Leases (continued)

Group as a lessee (continued)

(a) Carrying amounts of right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

Group	Land	Leased premises	Motor vehicles	Office equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 January 2024	7,335	74,801	263	-	82,399
Additions	-	23,407	261	218	23,886
Depreciation	(232)	(24,261)	(174)	(208)	(24,875)
Modification	431	8,667	-	-	9,098
Termination	-	(3,680)	-	-	(3,680)
Acquisition of subsidiaries (Note 14)	-	7,487	258	1,195	8,940
Translation difference	-	(149)	7	(28)	(170)
At 31 December 2024 and 1 January 2025	7,534	86,272	615	1,177	95,598
Additions	-	912	165	-	1,077
Depreciation	(244)	(25,829)	(251)	(393)	(26,717)
Modification	270	12,942	(2)	-	13,210
Termination	-	(2,270)	-	-	(2,270)
Disposal of subsidiaries	-	(7)	-	-	(7)
Translation difference	-	390	22	65	477
At 31 December 2025	7,560	72,410	549	849	81,368

Sales and leaseback

During the financial year ended 31 December 2024, the Group sold one of its leasehold properties classified as property, plant and equipment for a consideration of \$4,680,000. Subsequent to and upon completion of the sale, the Group entered into an agreement to lease back the property. The Group recognised a net gain on sale and lease back on property, plant and equipment of \$539,000 (Note 7).

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

25. Leases (continued)

Group as a lessee (continued)

(b) *Lease liabilities*

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group	
	2025	2024
	\$'000	\$'000
As at 1 January	99,773	84,515
Cash flow:		
Payments	(29,936)	(27,360)
Non-cash changes:		
Accretion of interest	3,812	3,259
Additions	1,077	24,755
Modification	13,210	9,024
Termination	(2,391)	(3,795)
Acquisition of subsidiaries (Note 14)	-	9,531
Disposal of subsidiaries	(7)	-
Translation difference	597	(156)
As at 31 December	<u>86,135</u>	<u>99,773</u>
Current portion	24,076	25,140
Non-current portion	<u>62,059</u>	<u>74,633</u>
	<u>86,135</u>	<u>99,773</u>

The maturity analysis of lease liabilities is disclosed in Note 31(a).

(c) *Amounts recognised in profit or loss*

The following are the amounts recognised in profit or loss:

	Note	Group	
		2025	2024
		\$'000	\$'000
Depreciation of right-of-use assets	8	26,717	24,875
Interest expense on lease liabilities	6	3,812	3,259
Gain on termination/modification of leases	7	(121)	(189)
Lease expenses relating to short-term leases (included in other operating expenses)	8	861	240
Variable lease payments (included in other operating expenses)	8	1,464	1,319
Total amount recognised in profit or loss		<u>32,733</u>	<u>29,504</u>

(d) *Total cash outflow*

The Group had total cash outflows for leases of \$32,261,000 (2024: \$28,919,000) in 2025.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

25. Leases (continued)

Group as a lessee (continued)

(e) Extension options

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. These have been capitalised in the right-of-use assets and lease liabilities.

Group as a lessor

The Group has entered into commercial property subleases of its leasehold properties and investment property/asset held for sale. These non-cancellable leases have remaining lease terms of less than three years.

Rental income recognised by the Group during the year is \$3,237,000 (2024: \$3,430,000).

Future minimum rentals receivable under non-cancellable operating leases contracted for as at 31 December are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Not later than one year	2,082	2,544
Later than one year but not later than five years	1,522	1,062
	<u>3,604</u>	<u>3,606</u>

26. Share capital, treasury shares and other reserves

(a) Share capital

	Group and Company			
	2025		2024	
	No. of shares	\$'000	No. of shares	\$'000
Issued and fully paid ordinary shares:				
Balance at 1 January	1,856,305,214	251,736	1,418,700,821	198,486
Issuance of ordinary shares	-	-	140,625,000	17,719
Ordinary shares issued under rights issues	-	-	296,979,393	35,637
Share issuance expenses	-	-	-	(106)
Balance at 31 December	<u>1,856,305,214</u>	<u>251,736</u>	<u>1,856,305,214</u>	<u>251,736</u>

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. The ordinary shares have no par value.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

26. Share capital, treasury shares and other reserves (continued)

(a) *Share capital (continued)*

On 8 July 2024, the Company completed the acquisition of subsidiaries which was partly settled by way of issuance of 140,625,000 new ordinary shares of the Company at an issue price of \$0.126 (Note 14).

On 5 November 2024, the Company issued 296,979,393 new ordinary shares at an issue price of \$0.12 for each rights share, on basis of one (1) rights share for every five (5) existing ordinary shares in the capital of the Company.

(b) *Treasury shares*

	Group and Company			
	2025		2024	
	No. of shares	\$'000	No. of shares	\$'000
At 1 January and 31 December	108,322	19	108,322	19
Share buyback through open market	5,368,700	1,025	-	-
Treasury shares reissued pursuant to Aspial Lifestyle Performance Share Plan	(456,500)	(87)	-	-
Balance at 31 December	<u>5,020,522</u>	<u>957</u>	<u>108,322</u>	<u>19</u>

Between 15 August 2025 and 23 September 2025, the Company purchased an aggregate of 5,368,700 shares, which are held as treasury shares.

On 12 December 2025, the Company issued 456,500 treasury shares to eligible employees under the Aspial Lifestyle Performance Share Plan.

(c) *Other reserves*

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Fair value adjustment reserve	(1,390)	(1,277)	117	-
Loss on reissuance of treasury shares	(28)	(28)	(28)	(28)
Foreign currency translation reserve	2,315	285	-	-
Merger reserve	(56,590)	(54,635)	-	-
Change in ownership interest in subsidiary without a change in control	(1,927)	(34)	-	-
Hedging reserve	(3,644)	(909)	-	-
Share-based compensation reserves	17	-	17	-
	<u>(61,247)</u>	<u>(56,598)</u>	<u>106</u>	<u>(28)</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

26. Share capital, treasury shares and other reserves (continued)

(c) *Other reserves (continued)*

Fair value adjustment reserve

This represents the cumulative fair value changes, net of tax, of financial assets until they are disposed of or impaired.

Loss on reissuance of treasury shares

This represents the loss arising from treasury shares re-issued pursuant to Aspial Lifestyle Performance Share Plan.

Foreign currency translation reserve

This 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.

Merger reserve

This represents reserve on acquisition of subsidiaries under common control from ACL as follows:

- Acquisition of Niessing Group in 2024 amounting to \$3,281,000 (Note 14),
- Acquisition of Aspial Lifestyle Jewellery Group Pte. Ltd. and BU2 Services Pte. Ltd. in 2022 amounting to \$47,895,000,
- Acquisition of Aspial Property Investment Pte. Ltd. (Amalgamated with Maxi-Cash Property Pte. Ltd. pursuant to Section 215A and Section 215D of the Companies Act 1967, with Maxi-Cash Property Pte. Ltd. remaining as the surviving entity) in 2019 amounting to \$3,913,000, and
- Acquisition of Maxi-Cash Retail Pte. Ltd. (previously known as Citigems Pte. Ltd.) in 2018 amounting to \$1,501,000.

Hedging reserve

This represents the cumulative fair value changes on commodity swaps accounted for as cash flow hedge.

Share-based compensation reserves

This represents the equity-settled share granted to employees. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share and is reduced by the issuance of the share.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

27. Related party transactions

(a) *Sale and purchase of goods and services*

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place on terms agreed between the parties during the financial year:

	Note	Group	
		2025	2024
		\$'000	\$'000
Sales to a related company		(8)	(52)
Management services to related companies	7	(348)	(283)
Corporate services charged by a related company		144	144
Management services charged by immediate holding company		2,508	644
Interest expense on advances from immediate holding company	6	331	361
Rental income from related companies		(403)	(485)
Services provided by an associate company		3,444	5,130
		<u>3,444</u>	<u>5,130</u>

(b) *Compensation of key management personnel*

	Group	
	2025	2024
	\$'000	\$'000
Short-term employee benefits	2,924	2,375
Central Provident Fund contributions	114	102
Share-based compensation expense	90	-
Total compensation paid to key management personnel	<u>3,128</u>	<u>2,477</u>
<i>Comprise amounts paid to:</i>		
Directors of the Company	1,258	1,071
Other key management personnel	1,870	1,406
	<u>3,128</u>	<u>2,477</u>

28. Contingent liabilities

Guarantees

The Company has provided corporate guarantees to banks for an aggregate amount of \$578,596,000 (2024: \$486,470,000) in respect of bank borrowings of certain subsidiaries (Note 23).

29. Segmental information

Business segments

The segment reporting format is determined to be business segments as the Group's risks and rates of return are affected predominantly by differences in the respective products and services. The operating businesses are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and services and serves different markets.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

29. Segmental information (continued)

The Group is organised into three main operating business segments, namely:

- (a) Pawnbroking;
- (b) Secured lending;
- (c) Retail which relates to retail and trading of jewellery and branded merchandise; and
- (d) "Others" segment includes rental of properties, provision of other support services, share of result of associate and investment holding (including investment properties) which are mainly intersegment transactions.

Allocation basis and transfer pricing

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Transfer prices between business segments are based on contractual agreements. Segment revenue, expenses and results include transfers between business segments. These transfers are eliminated on consolidation.

Capital expenditure comprises additions to property, plant and equipment.

	Pawnbroking	Secured lending	Retail	Others	Elimination	Note	Total
	\$'000	\$'000	\$'000	\$'000	\$'000		\$'000
2025							
Revenue	92,009	11,504	726,570	-	-		830,083
Inter-segment revenue	56,640	-	10	-	(56,650)	A	-
Results							
Segment results	61,486	2,345	65,266	28,549	(22,624)		135,022
Share of result of associate	-	(12)	-	19	-		7
Interest income	4	30	90	6,155	(6,145)		134
Finance costs	(19,166)	(936)	(7,166)	(12,953)	7,565		(32,656)
Profit before tax	42,324	1,427	58,190	21,770	(21,204)	B	102,507
Segment assets	738,767	381,293	397,240	460,566	(379,246)	C	1,598,620
Investment in associate	-	588	-	49	-		637
Total assets							<u>1,599,257</u>
Segment liabilities	620,126	383,663	274,205	386,549	(381,600)	D	1,282,943
Total liabilities							<u>1,282,943</u>
Capital expenditure	2,827	3	3,905	26,961	-		33,696
Depreciation and amortisation	10,690	187	24,150	3,294	(108)		38,213
Other significant non-cash expenses/(income)	273	(2,045)	1,818	224	-	E	270

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

29. Segmental information (continued)

	Pawnbroking	Secured lending	Retail	Others	Elimination	Note	Total
	\$'000	\$'000	\$'000	\$'000	\$'000		\$'000
2024							
Revenue	70,485	5,997	511,077	-	-		587,559
Inter-segment revenue	57,192	113	12	-	(57,317)	A	-
Results							
Segment results	44,032	910	27,914	34,886	(28,323)		79,419
Share of result of associate	-	-	(10)	108	-		98
Interest income	5	57	398	3,830	(4,058)		232
Finance costs	(19,743)	(106)	(7,364)	(11,493)	4,187		(34,519)
Profit before tax	24,294	861	20,938	27,331	(28,194)	B	45,230
Segment assets	582,500	210,756	350,596	397,099	(300,636)	C	1,240,315
Investment in associate	-	-	-	84	-		84
Total assets							1,240,399
Segment liabilities	494,254	212,082	256,924	325,506	(300,647)	D	988,119
Total liabilities							988,119
Capital expenditure	3,014	1	5,714	2,070	-		10,799
Depreciation and amortisation	10,368	108	21,388	3,176	-		35,040
Other significant non-cash expenses/(income)	65	307	505	(464)	-	E	413

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

29. Segmental information (continued)

Notes

- A Inter-segment revenues are eliminated on consolidation.
- B The following items are deducted from segment profit to arrive at "profit before tax" presented in the consolidated statements of comprehensive income:

	Group	
	2025	2024
	\$'000	\$'000
Profit from inter-segment sales	(21,204)	(28,194)

- C The following items are deducted from segment assets to arrive at total assets reported in the consolidated statements of financial position:

	Group	
	2025	2024
	\$'000	\$'000
Inter-segment assets	(379,246)	(300,636)

- D The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statements of financial position:

	Group	
	2025	2024
	\$'000	\$'000
Inter-segment liabilities	(381,600)	(300,647)

- E Other non-cash expenses consist of the following items, as presented in the respective notes to the financial statements:

	Note	Group	
		2025	2024
		\$'000	\$'000
Loss on disposal/write-off of property, plant and equipment	8	993	747
Fair value loss on investment property	8	14	-
Gain on sale and leaseback of property, plant and equipment	7	-	(539)
Write-off of inventories	8	839	43
Intangible assets written off	8	390	351
Loss on disposal of asset held for sale	8	200	-
Gain on termination/modification of leases	7	(121)	(189)
Gain on disposal of subsidiaries	7	(2,045)	-
		270	413

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

29. Segmental information (continued)

Geographical segments

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Group			
	Revenue		Non-current assets	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Singapore	728,539	531,804	228,344	245,884
Others	101,544	55,755	37,713	12,516
	830,083	587,559	266,057	258,400

Non-current assets information presented above comprise property, plant and equipment, investment properties, right-of-use assets and intangible assets as presented in the consolidated statement of financial position.

30. Dividends

	Group and Company	
	2025	2024
	\$'000	\$'000
<i>Dividends on ordinary shares paid during the year</i>		
Final exempt (one-tier) dividend in respect of profits for 2024: 0.38 (2024: profits for 2023 0.38 cent per share) based on 1,856,196,892 (2024: 1,418,592,499) shares	7,054	5,390
Interim exempt (one-tier) dividend in respect of profits for 2025: 0.40 (2024: profits for 2024 0.40 cent per share) based on 1,853,851,992 (2024: 1,856,196,892) shares	7,415	7,425
	14,469	12,815

Dividends proposed but not recognised as a liability

On 25 February 2026, the Company proposed a one-tier interim exempt dividend of \$14,810,000 (0.80 cent per share) for the financial year ended 31 December 2025.

31. Financial risk management objectives and policies

The Group and the Company are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include liquidity risk, interest rate risk, credit risk and commodity price risk. The board of directors reviews and agrees policies and procedures for the management of these risks, which are executed by the Finance Director. The Audit Committee provides independent oversight to the effectiveness of the risk management process. It is, and has been throughout the current and previous financial years, the Group's policy that no derivatives shall be undertaken except for use as hedging instruments where appropriate and cost-efficient.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

31. Financial risk management objectives and policies (continued)

The following sections provide details regarding the Group's and Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) *Liquidity risk*

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities for its business. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group and the Company monitor and maintain a level of cash and cash equivalents deemed adequate by the management to finance the Group's and the Company's operations and mitigate the effect of fluctuations in cash flows.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial assets and liabilities at the end of the financial year based on contractual undiscounted repayment obligations.

	1 year or less	1 to 5 years	Over 5 years	Total
	\$'000	\$'000	\$'000	\$'000
Group				
2025				
Financial liabilities:				
Trade and other payables	383,024	313	-	383,337
Due to immediate holding company (non-trade)	4,440	-	-	4,440
Due to related companies (non-trade)	1,143	-	-	1,143
Interest-bearing loans	535,355	51,967	83,882	671,204
Derivative financial instruments	12,460	-	-	12,460
Medium-Term Notes	7,169	139,721	-	146,890
Lease liabilities	29,673	55,532	17,088	102,293
Total undiscounted financial liabilities	973,264	247,533	100,970	1,321,767
2024				
Financial liabilities:				
Trade and other payables	212,348	470	-	212,818
Due to immediate holding company (non-trade)	8,308	-	-	8,308
Due to related companies (non-trade)	1,264	-	-	1,264
Interest-bearing loans	473,820	28,330	69,959	572,109
Derivative financial instruments	15,869	-	-	15,869
Medium-Term Notes	25,455	76,913	-	102,368
Lease liabilities	28,409	66,495	20,011	114,915
Total undiscounted financial liabilities	765,473	172,208	89,970	1,027,651

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

31. Financial risk management objectives and policies (continued)

(a) *Liquidity risk (continued)*

	1 year or less	1 to 5 years	Over 5 years	Total
	\$'000	\$'000	\$'000	\$'000
Company				
2025				
Financial liabilities:				
Trade and other payables	2,035	-	-	2,035
Medium-Term Notes	7,169	139,721	-	146,890
Due to immediate holding company (non-trade)	56	-	-	56
Total undiscounted financial liabilities	9,260	139,721	-	148,981
Financial guarantees*	477,755	37,668	63,173	578,596
2024				
Financial liabilities:				
Trade and other payables	2,099	-	-	2,099
Medium-Term Notes	25,455	76,913	-	102,368
Due to immediate holding company (non-trade)	3,948	-	-	3,948
Total undiscounted financial liabilities	31,502	76,913	-	108,415
Financial guarantees*	422,921	12,860	50,689	486,470

* This shows the contractual expiry by maturity of the Company's contingent liabilities. The maximum amount of the financial guarantee contracts is allocated to the earliest period in which the guarantee could be called.

(b) *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from its term loans and short term borrowings. Other than the Medium-Term Notes and certain bank borrowings which are at fixed rates, the Group's loans are at floating rates which are contractually repriced at intervals of less than 6 months from the end of the reporting period.

The Group's policy is to manage interest cost by using a mix of fixed and floating rate debts. At the end of the reporting period, term notes of \$126,469,000 (2024: \$90,350,000) and interest-bearing loans of \$210,000 (2024: \$5,362,000) are at fixed rates of interest.

Sensitivity analysis for interest rate risk

At the end of the reporting period, if interest rates had been 50 (2024: 50) basis points lower/higher with all other variables held constant, the Group's profit net of tax would have been \$2,021,000 (2024: \$2,222,000) higher/lower, arising mainly as a result of lower/higher interest expense on floating rate term loans and short term borrowings.

(c) *Credit risk*

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade receivables and quoted debt instruments. The Group minimises credit risk by requiring collateral and/or dealing with credit worthy counterparties.

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.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

31. Financial risk management objectives and policies (continued)

(c) *Credit risk (continued)*

The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments.

The Group considers “low risk” to be an investment grade credit rating with at least one major rating agency for those investments with credit rating. To assess whether there is a significant increase in credit risk, the Group compares the risk of a 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 the following indicators:

- External credit rating;
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower’s ability to meet its obligations;
- Actual or expected significant changes in the operating results of the borrower;
- Significant increases in credit risk on other financial instruments of the same borrower;
- Significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements; and
- Significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the Group and changes in the operating results of the borrower.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is past due in making contractual payment.

The Group determined that its financial assets are credit-impaired when:

- There is significant difficulty of the issuer or the borrower;
- A breach of contract, such as a default or past due event;
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; and
- There is a disappearance of an active market for that financial asset because of financial difficulty.

Financial assets are written off when there is no reasonable expectation of recovery. Where loans and receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due, where legally enforceable or practicable. Where recoveries are made, these are recognised in profit or loss.

The following are classes of financial assets that are exposed to credit risk:

Notes receivables from secured lending (Note 19)

The Group assesses ECL for each individual loan made using the general approach of ECL. The ECL impact is not expected to be significant as there has been no indication of credit-risk impairment. There is no deferral of interest, principal repayment deferral or history of default. For notes receivables which are secured by way of collateralised real estate held by the investment trustee. Although the collateral does not influence whether the financial instrument has a low credit risk, the expected cash flows in the assessment of net lifetime expected credit losses will include cash flows from the sale of collateral held.

Pawnshop loans (Note 19)

Collateralised nature of the pawnshop loans whereby the quantum of loans granted to customers is based on a fraction of the value of the collaterals pledged to the Group. Although the collateral does not influence whether the financial instrument has a low credit risk, the expected cash flows in the assessment of net lifetime expected credit losses will include cash flows from the sale of collateral held.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

31. Financial risk management objectives and policies (continued)

(c) **Credit risk (continued)**

Interest receivables on pawnshop loans (Note 19)

When customer default occurs, the Group has no reasonable expectations of recovering the interest receivable and therefore, the Group writes off the interest receivable portion of the financial assets. However, this loss is expected to be recoverable when the forfeited pledges are subsequently sold to customers under the Group's retail business segment (Note 29).

Expected credit losses of pawnshop loans and interest receivables on pawnshop loans

The Group uses a provision matrix to estimate the allowance for expected credit losses ("ECLs") on pawnshop loans and interest receivables on pawnshop loans. The key inputs of the Group's ECLs model are the probability of default and loss given default. The Group has estimated the probability of default being the forfeiture of the customers' pledges based on historical non-redemption data of its pawnshop outlets. The Group has estimated the loss given default after considering the expected realisable value of the customers' pledges.

Significant judgement and estimation are involved in using the historical non-redemption data to derive the probability of default as well as considering any forward-looking information.

Exposure to credit risk

At the end of the reporting period, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the balance sheets.

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring significant counterparties of its trade receivables on an ongoing basis. At the end of the financial year, 100% (2024: 100%) of the Group's notes receivables in the secured lending business segment were due from 10 (2024: 6) debtors.

(d) **Commodity price risk**

Cash flow hedges

The Group's pawnbroking and retail businesses obtains a continuous supply of gold from the forfeiture of pawned and trade in gold items. The Group's objective is to hedge a portion of forfeited pawned and trade in gold items that will eventually be sold to wholesalers. As such, the Group enters into commodity swaps on an ongoing basis to hedge against the fluctuation in gold prices for its highly probable forecasted sale of gold to wholesalers. The Group designated only the spot-to-spot movement of the entire commodity swap as the hedged risk.

The terms of the commodity swap contracts have been negotiated to match the terms of the highly probable forecasted sale transactions and, accordingly, the cash flow hedges are assessed to be highly effective.

The carrying amount and notional amount are disclosed in Note 16. The amount reclassified from OCI to "revenue" in the consolidated statement of comprehensive income during the year is \$7,972,000 (2024: \$6,406,000). The weighted average hedged rate for the year is USD2,845/troy ounce (2024: USD2,093/troy ounce).

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

32. Fair value of assets and liabilities

(a) *Fair value hierarchy*

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and

Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

(b) *Assets and liabilities measured at fair value*

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the financial year:

		Quoted prices in active markets for identical assets (Level 1)	Significant observable inputs other than quoted prices (Level 2)	Significant un- observable inputs (Level 3)	Total
Note		\$'000	\$'000	\$'000	\$'000
Group					
2025					
<u>Financial assets</u>					
<i>At fair value through other comprehensive income</i>					
- Equity securities (quoted)	17	1,302	-	-	1,302
		<u>1,302</u>	<u>-</u>	<u>-</u>	<u>1,302</u>
<u>Non-financial assets</u>					
- Investment property	12	-	-	411	411
<u>Financial liabilities</u>					
<i>At fair value through profit or loss</i>					
- Forward currency contracts	16	-	(8,394)	-	(8,394)
- Commodity swaps	16	-	(3,645)	-	(3,645)
- Interest rate swaps	16	-	(421)	-	(421)
		<u>-</u>	<u>(12,460)</u>	<u>-</u>	<u>(12,460)</u>

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

32. Fair value of assets and liabilities (continued)

(b) *Assets and liabilities measured at fair value (continued)*

	Note	Quoted prices in active markets for identical assets (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant un-observable inputs (Level 3) \$'000	Total \$'000
Group					
2024					
<u>Financial assets</u>					
<i>At fair value through other comprehensive income</i>					
- Equity securities (quoted)	17	1,415	-	-	1,415
<i>At fair value through profit or loss</i>					
- Forward currency contracts	16	-	14,914	-	14,914
		1,415	14,914	-	16,329
<u>Financial liabilities</u>					
<i>At fair value through profit or loss</i>					
- Forward currency contracts	16	-	(14,960)	-	(14,960)
- Commodity swaps	16	-	(909)	-	(909)
		-	(15,869)	-	(15,869)
Company					
2025					
<u>Financial assets</u>					
<i>At fair value through other comprehensive income</i>					
- Equity securities (quoted)	17	1,302	-	-	1,302
<u>Financial liabilities</u>					
<i>At fair value through profit or loss</i>					
- Interest rate swaps	16	-	(122)	-	(122)

There are no transfers of assets or liabilities between Levels 1, 2 and 3.

(c) **Level 2 fair value measurements**

The following is a description of the valuation techniques and inputs used in the fair value measurement for assets and liabilities that are categorised within Level 2 of the fair value hierarchy:

Forward currency contracts, commodity swaps and interest rate swaps

Forward currency contracts, commodity swaps and interest rate swaps are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing, using present value calculations. The models incorporate various inputs including the foreign exchange spot, commodity spot, interest rate spot, forward rates, and forward rate curves.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

32. Fair value of assets and liabilities (continued)

(d) *Level 3 fair value measurements*

(i) *Information about significant unobservable inputs used in Level 3 fair value measurements*

The following table shows the information about fair value measurements using significant unobservable inputs (Level 3).

Description	Fair value at 31 December	Valuation techniques	Unobservable inputs	Range of unobservable inputs
	\$'000			
2025				
Recurring fair value measurements				
Investment property (Note 12)	411	Market comparable approach	Price per square feet	\$190 to \$241
Put options (Note 14)	-	Income approach and market approach	Weighted average cost of capital	6.09%
			Terminal growth rate	2.2%
			Price-earnings ratio	15.4 to 32.5 times
2024				
Recurring fair value measurements				
Put options (Note 14)	-	Income approach and market approach	Weighted average cost of capital	8.54%
			Terminal growth rate	2.2%
			Price-earnings ratio	16.2 to 39.5 times

Note 1 – Investment property

As at 31 December 2025, a significant increase/(decrease) in price per square feet based on management's assumptions would result in a significantly higher/(lower) fair value measurement.

Note 2 – Put options

A significant increase/(decrease) in weighted average cost of capital and price-earnings ratio would not result in a significantly (lower)/higher fair value measurement and significant increase/(decrease) in terminal growth rate would not result in a significantly higher/(lower) fair value measurement.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

32. Fair value of assets and liabilities (continued)

(d) *Level 3 fair value measurements (continued)*

(ii) *Movements in Level 3 assets and liabilities measured at fair value*

The following table presents the reconciliation for all assets and liabilities measured at fair value based on significant unobservable inputs (Level 3):

	Fair value measurements using significant unobservable inputs (Level 3)		
	Equity securities (unquoted)	Investment properties	Total
	\$'000	\$'000	\$'000
Group			
2025			
Opening balance	-	-	-
Transfer from property, plant and equipment	-	424	424
Fair value loss recognised in profit or loss	-	(14)	(14)
Translation difference	-	1	1
Closing balance	-	411	411
2024			
Opening balance	1,010	4,950	5,960
Transfer to assets held for sale	-	(4,950)	(4,950)
Acquisition of a subsidiary	(1,010)	-	(1,010)
Closing balance	-	-	-

Fair value loss on investment properties is recognised in "Other operating expenses" in the consolidated statement of comprehensive income.

(iii) *Valuation policies and procedures*

The Group's Finance Director oversees the Group's financial reporting valuation process and is responsible for setting and documenting the Group's valuation policies and procedures.

For all significant financial reporting valuations using valuation models and significant unobservable inputs, it is the Group's policy to engage external valuation experts who possess the relevant credentials and knowledge on the subject of valuation, valuation methodologies and SFRS(I) 13 fair value measurement guidance to perform the valuation.

For valuations performed by external valuation experts, the appropriateness of the valuation methodologies and assumptions adopted are reviewed along with the appropriateness and reliability of the inputs (including those developed internally by the Group) used in the valuations.

Significant changes in fair value measurements from period to period are evaluated for reasonableness. Key drivers of the changes are identified and assessed for reasonableness against relevant information from independent sources, or internal sources if necessary and appropriate.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

32. Fair value of assets and liabilities (continued)

- (e) *Fair values of financial instruments by classes that are not carried at fair values and whose carrying amounts are not reasonable approximation of fair values*

The fair values of financial assets and liabilities by classes that are not carried at fair values and whose carrying amounts are not reasonable approximation of fair values are as follows:

	Fair value measurements at the end of the financial year using		
	Quoted prices in active markets for identical assets (Level 1) \$'000	Significant unobservable inputs (Level 3) \$'000	Carrying amount \$'000
Group			
2025			
Financial assets:			
<i>Non-current:</i>			
Deposits	-	3,408	3,655
Financial liabilities:			
<i>Current:</i>			
Term notes	127,435	-	126,469
2024			
Financial assets:			
<i>Non-current:</i>			
Deposits	-	3,611	4,166
Financial liabilities:			
<i>Current:</i>			
Term notes	21,027	-	21,000
<i>Non-current:</i>			
Term notes	68,941	-	69,350

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

32. Fair value of assets and liabilities (continued)

- (e) *Fair values of financial instruments by classes that are not carried at fair values and whose carrying amounts are not reasonable approximation of fair values (continued)*

	Fair value measurements at the end of the financial year using		
	Quoted prices in active markets for identical assets (Level 1)	Significant unobservable inputs (Level 3)	Carrying amount
	\$'000	\$'000	\$'000
Company			
2025			
Financial liabilities:			
<i>Non-current:</i>			
Medium-Term Notes	127,435	-	126,469
2024			
<i>Current:</i>			
Medium-Term Notes	21,027	-	21,000
<i>Non-current:</i>			
Medium-Term Notes	68,941	-	69,350

Determination of fair value

Trade and other receivables

The fair values of deposits as disclosed in the table above are estimated by discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the end of the financial year.

Medium-Term Notes

The fair values as disclosed in the table above are determined directly by reference to the bid price quotation of the Medium-Term Notes at the end of the financial year.

33. Commitments

The Group has entered into lease agreements for retail outlets with lease terms that have not yet commenced as at 31 December 2025. The future lease payments for these non-cancellable lease contracts are \$321,000 (2024: \$Nil) within one year, \$3,768,000 (2024: \$Nil) within five years and \$1,564,000 (2024: \$Nil) thereafter.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

34. Capital management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 2024. The Group does not have any externally imposed capital requirements.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, trade and other payables, due to related companies (non-trade), due to immediate holding company (non-trade), derivative financial instruments, interest-bearing loans, Medium-Term Notes and lease liabilities, less cash and bank balances. Capital refers to equity attributable to owners of the Company.

	Note	Group	
		2025	2024
		\$'000	\$'000
Trade and other payables	22	391,280	218,589
Due to related companies (non-trade)	20	1,143	1,264
Due to immediate holding company (non-trade)	20	4,440	8,308
Derivative financial instruments	16	12,460	15,869
Interest-bearing loans	23	638,047	540,799
Medium-Term Notes	24	126,469	90,350
Lease liabilities	25(b)	86,135	99,773
Less: Cash and bank balances	21	(86,475)	(42,742)
Net debt		1,173,499	932,210
Equity attributable to owners of the Company		301,023	240,362
Capital and net debt		1,474,522	1,172,572
Gearing ratio		79.6%	79.5%

35. Events occurring after the reporting period

Issuance of Series 005 Tranche 2 Notes

On 20 January 2026, the Company issued \$25,000,000, 5.10% notes due 29 October 2029 (Series 005 Tranche 2 Notes) to be consolidated and form a single series with existing \$75,000,000, 5.10% Notes due 29 October 2029 issued on 29 October 2025 (Series 005 Tranche 1 Notes).

Proposed acquisition

On 10 March 2026, the Group's wholly-owned subsidiary, Maxi Cash (Malaysia) Sdn. Bhd. made an offer to the shareholders of Ion World Sdn. Bhd., Kedai Emas Ion Sdn. Bhd. and Focus Resources Sdn. Bhd. (together, the "**Target Group**") to acquire 100% equity interest in the Target Group. On 10 March 2026, eight (8) of fourteen (14) of the shareholders, representing 51% of the equity interests of the Target Group, have accepted the offer and entered into separate Sale and Purchase Agreements for the Group's acquisition of the shares. The remaining shareholders have up to 7 April 2026 to accept the offer, failing which the offer to these remaining shareholders shall lapse.

Ion World Sdn. Bhd. is a company incorporated in Malaysia and has three wholly-owned subsidiaries, namely Ion Properties Sdn. Bhd., Ion Capital Sdn. Bhd., Ion World Development Sdn. Bhd. and two 50% owned associate companies, namely Laubros Ion World Sdn. Bhd. and Ion Sand Sdn. Bhd., and a 35% owned associate company Maxon Holdings Sdn. Bhd. and its subsidiaries (collectively, the "**Ion Group**"). The principal activities of Ion Group include secured lending, property development, pawnbroking and retail.

NOTES TO THE FINANCIAL STATEMENTS

Financial year ended 31 December 2025

35. Events occurring after the reporting period (continued)

Proposed acquisition (continued)

Kedai Emas Ion Sdn. Bhd. is a company incorporated in Malaysia and its principal activities is that of retailing of jewellery and branded merchandise.

Focus Resources Sdn. Bhd. is a company incorporated in Malaysia and its principal activity is that of investment holding whose primary asset is a property used for the business of the Target Group.

The proposed acquisition will increase the Group's stake in Maxion Holdings Sdn. Bhd. as part of a strategic expansion of its interest in the pawnbroking business in Malaysia. The Group is bullish on the prospects of the pawnbroking business in Malaysia, and the acquisition of the Target Group will allow the Group to further expand its network of pawnbroking and gold retailing outlets in Malaysia.

The fair values of the identifiable assets and liabilities at acquisition date are not disclosed because management is in the midst of finalising the acquisition and has up to 12 months from the date of acquisition to complete and finalise the PPA.

36. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Board of Directors dated 2 April 2026.

STATISTICS OF SHAREHOLDINGS

As at 17 March 2026

NO. OF ISSUED SHARES (EXCLUDING TREASURY SHARES)	:	1,851,284,692
CLASS OF SHARES	:	ORDINARY SHARES
NUMBER/PERCENTAGE OF TREASURY SHARES	:	5,020,522 (0.27%)
VOTING RIGHTS (EXCLUDING TREASURY SHARES AND SUBSIDIARY HOLDINGS)	:	ONE VOTE PER SHARE
NUMBER OF SUBSIDIARY HOLDINGS	:	NIL

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	391	13.63	17,290	0.00
100 - 1,000	625	21.79	311,240	0.02
1,001 - 10,000	770	26.85	3,402,692	0.18
10,001 - 1,000,000	1,043	36.37	88,577,676	4.78
1,000,001 & ABOVE	39	1.36	1,758,975,794	95.02
TOTAL	2,868	100.00	1,851,284,692	100.00

TOP TWENTY SHAREHOLDERS AS AT 17 MARCH 2026

	NAME OF SHAREHOLDERS	NO. OF SHARES	%
1	ASPIAL CORPORATION LTD	1,216,574,525	65.72
2	RHB BANK NOMINEES PTE LTD	94,000,000	5.08
3	PHILLIP SECURITIES PTE LTD	92,482,491	5.00
4	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	69,819,925	3.77
5	MAYBANK SECURITIES PTE. LTD.	58,035,184	3.13
6	HSBC (SINGAPORE) NOMINEES PTE LTD	50,948,708	2.75
7	DBS NOMINEES PTE LTD	45,598,951	2.46
8	CGS INTERNATIONAL SECURITIES SINGAPORE PTE LTD	23,945,335	1.29
9	RAFFLES NOMINEES (PTE) LIMITED	14,908,544	0.80
10	TIGER BROKERS (SINGAPORE) PTE. LTD.	8,522,844	0.46
11	NG SHENG TIONG	7,606,870	0.41
12	XAVIER KOH HONGWEI	7,213,740	0.39
13	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	6,755,669	0.36
14	ON FOO LIN	6,270,000	0.34
15	DBSN SERVICES PTE LTD	6,078,715	0.33
16	IFAST FINANCIAL PTE LTD	4,540,472	0.25
17	MOH TSER LOONG ALVIN	4,477,300	0.24
18	LIM SWEE ANN	3,674,071	0.20
19	CITIBANK NOMINEES SINGAPORE PTE LTD	3,055,636	0.17
20	ENG KOON HOCK	2,953,300	0.16
	TOTAL :	1,727,462,280	93.31

STATISTICS OF SHAREHOLDINGS

As at 17 March 2026

SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders)

Name of Shareholders	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Aspial Corporation Limited ⁽¹⁾	1,310,574,525	70.79	-	-
Koh Wee Seng ⁽²⁾⁽³⁾	184,050,089	9.94	1,310,852,513	70.81
Koh Lee Hwee ⁽²⁾⁽⁵⁾	28,888,888	1.56	1,318,181,395	71.20
Ko Lee Meng ⁽²⁾⁽⁴⁾	2,913,326	0.16	1,326,802,057	71.67
MLHS Holdings Pte Ltd ⁽¹⁾	-	-	1,310,574,525	70.79

Notes:

- MLHS Holdings Pte Ltd is the controlling shareholder of Aspial Corporation Limited, holding approximately 54.27% of the shareholdings of Aspial Corporation Limited as at 17 March 2026. MLHS Holdings Pte Ltd is a private limited company incorporated in Singapore on 14 January 1994. It is an investment holding company. The shareholders of MLHS Holdings Pte Ltd are Koh Wee Seng (47.00%), Ko Lee Meng (25.75%), Koh Lee Hwee (24.25%), Tan Su Lan @ Tan Sou Lung (2.00%) and the estate of Koh Chong Him @ Ko Chong Sung (1.00%). Tan Su Lan @ Tan Sou Lung and Koh Chong Him @ Ko Chong Sung (deceased) are the parents of Koh Wee Seng, Koh Lee Hwee and Ko Lee Meng. Aspial Corporation Limited's direct interest derived from 1,216,574,525 shares held in its own name and 94,000,000 shares held in nominee accounts.
- Koh Wee Seng, Ko Lee Meng and Koh Lee Hwee are directors and substantial shareholders of Aspial Corporation Limited through their shareholdings in MLHS Holdings Pte Ltd. In addition, Koh Wee Seng has 18.87% direct interest in Aspial Corporation Limited as at 17 March 2026. Koh Wee Seng is the chief executive officer of Aspial Corporation Limited. Koh Lee Hwee is an executive director and Ko Lee Meng is a non-executive director of Aspial Corporation Limited.
- Koh Wee Seng's direct interest derived from 184,050,089 shares held in nominee accounts. The deemed interest derived from 277,988 shares held by his spouse, 1,310,743,525 shares held by Aspial Corporation Limited by virtue of Section 7 of the Singapore Companies Act 1967.
- Ko Lee Meng's direct interest derived from 2,913,326 shares held in nominee accounts. The deemed interest derived from 16,227,532 shares held by her spouse and 1,310,574,525 shares held by Aspial Corporation Limited by virtue of Section 7 of the Singapore Companies Act 1967.
- Koh Lee Hwee's direct interest derived from 28,888,888 shares held in nominee accounts. The deemed interest derived from 7,606,870 shares held by her spouse and 1,310,574,525 shares held by Aspial Corporation Limited by virtue of Section 7 of the Singapore Companies Act 1967.

SHAREHOLDINGS HELD IN THE HANDS OF THE PUBLIC

Based on the information provided to the Company as at 17 March 2026 and to the best knowledge of the Directors, approximately 15.48% of the issued ordinary shares of the Company was held in the hands of the public as defined in the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading (the "**Catalist Rules**"). Accordingly, Rule 723 of the Catalist Rules which requires at least 10% of a listed issuer's shares to be held in public hands has been complied with.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Aspial Lifestyle Limited (the “**Company**”) will be convened and held at 55 Ubi Avenue 3, #04-01, Singapore 408864 on Tuesday, 28 April 2026 at 10.00 a.m., for the purpose of transacting the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors’ Statement and the Auditors’ Report thereon. **Resolution 1**
2. To approve the payment of Directors’ fees of S\$231,794 for the financial year ended 31 December 2025. (2024: S\$221,131) **Resolution 2**
3. To note the retirement of Mr Tan Soo Kiang as a Director of the Company, who is retiring pursuant to Regulation 89 of the constitution of the Company and will not be seeking for re-election as a Director.
(See Explanatory Notes)
4. To re-elect Mr Ng Kean Seen, a Director retiring by rotation pursuant to Regulation 89 of the constitution of the Company. **Resolution 3**
(See Explanatory Notes)
5. To re-elect Ms Koh Lee Hwee, a Director retiring pursuant to Regulation 88 of the constitution of the Company. **Resolution 4**
(See Explanatory Notes)
6. To re-appoint Messrs Ernst & Young LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **Resolution 5**

SPECIAL BUSINESS

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

7. **Authority to issue shares** **Resolution 6**

That pursuant to Section 161 of the Companies Act 1967 of Singapore (“**Companies Act**”) and Rule 806 of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”), 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; and
- (iii) issue additional Instruments arising from adjustments made to the number of Instruments previously issued in the event of rights, bonus or capitalisation issues,

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

NOTICE OF ANNUAL GENERAL MEETING

- (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 while this Resolution was in force,

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) to be issued pursuant to this Resolution shall not exceed 100% 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 to be issued other than on a pro-rata basis to shareholders of the Company shall not exceed 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) or any such other limit as may be prescribed by the Catalist Rules as at the date this Resolution is passed;
- (2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the percentage of total number of issued shares (excluding treasury shares and subsidiary holdings) 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 passing of this Resolution, after adjusting for:
- (a) new shares arising from the conversion or exercise of any convertible securities;
- (b) new shares arising from exercising share options or vesting of share awards, provided that the share options or awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
- (c) any subsequent bonus issue, consolidation or subdivision of shares.

Adjustments in accordance with the above Paragraph 2(a) and 2(b) are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of the resolution approving the mandate;

- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules of the SGX-ST for the time being in force (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 Annual General Meeting of the Company is required by law to be held, whichever is earlier.

(See Explanatory Notes)

In the event that the Company is transferred from the Catalist Board of the SGX-ST to the Mainboard of the SGX-ST, That pursuant to Section 161 of the Companies Act 1967 of Singapore ("**Companies Act**") and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") ("**Listing Manual**"), 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; and

NOTICE OF ANNUAL GENERAL MEETING

- (iii) issue additional Instruments arising from adjustments made to the number of Instruments previously issued in the event of rights, bonus or capitalisation issues,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may 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 while this Resolution was in force,

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) to be issued pursuant to this Resolution shall not exceed 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 to be issued other than on a pro-rata basis to shareholders of the Company shall not exceed 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) or any such other limit as may be prescribed by the Listing Manual as at the date this Resolution is passed;
- (2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the percentage of total number of issued shares (excluding treasury shares and subsidiary holdings) 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 passing of this Resolution, after adjusting for:
 - (a) new shares arising from the conversion or exercise of any convertible securities;
 - (b) new shares arising from exercising share options or vesting of share awards, provided that the share options or awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Listing Manual; and
 - (c) any subsequent bonus issue, consolidation or subdivision of shares.

Adjustments in accordance with the above Paragraph 2(a) and 2(b) are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of the resolution approving the mandate;

- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual for the time being in force (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 Annual General Meeting of the Company is required by law to be held, whichever is earlier.

(See Explanatory Notes)

NOTICE OF ANNUAL GENERAL MEETING

8. **Authority to issue shares under the Aspial Lifestyle Performance Share Plan 2022** **Resolution 7**

That pursuant to Section 161 of the Companies Act, authority be and is hereby given to the Directors of the Company to grant awards in accordance with the rules of the Aspial Lifestyle Performance Share Plan 2022 and, subject to the provisions of the Companies Act and the constitution of the Company, to issue from time to time such number of new shares and/or transfer from time to time such number of treasury shares as may be required to be delivered pursuant to the vesting of such awards, provided that the total number of new shares which may be issued and/or treasury shares which may be transferred pursuant to awards granted under the Aspial Lifestyle Performance Share Plan 2022 on any date, when aggregated with the total number of new shares issued and to be issued and/or treasury shares transferred and to be transferred in respect of all awards granted under the Aspial Lifestyle Performance Share Plan 2022, and all options and awards granted under any other share option scheme, performance share plan or share incentive scheme implemented by the Company and for the time being in force, shall not exceed 15% of the total number of shares in the issued share capital of the Company (excluding treasury shares and subsidiary holdings) on the day preceding that date and that such authority shall from time to time, unless revoked or varied by the Company in a general meeting, 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 earlier.

(See Explanatory Notes)

9. **Authority to issue shares under the Aspial Lifestyle Limited Scrip Dividend Scheme** **Resolution 8**

That pursuant to Section 161 of the Companies Act and Rule 806 of the Catalist Rules, the Directors of the Company be and are hereby authorised and empowered to issue such number of shares in the Company as may be required to be issued pursuant to the Aspial Lifestyle Limited Scrip Dividend Scheme from time to time and that such authority shall, unless revoked or varied by the Company in a general meeting, 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 earlier.

(See Explanatory Notes)

10. **Proposed renewal of the Share Purchase Mandate** **Resolution 9**

That for the purposes of Sections 76C and 76E of the Companies Act, the Directors of the Company be and are hereby authorised to make purchases of shares in the capital of the Company from time to time (whether by way of market purchases or off-market purchases on an equal access scheme) of up to 10% of the issued ordinary shares in the capital of the Company (ascertained as at date of the passing of this Resolution 9) at the price of up to but not exceeding the Maximum Price, in accordance with the **"Guidelines on Share Purchases"** set out in Annex A of the Appendix to Shareholders dated 13 April 2026 for the renewal of the Share Purchase Mandate (the **"Appendix"**) and this mandate shall, unless revoked or varied by the Company in general meeting, continue in force until the date that the next Annual General Meeting of the Company is held or is required by law to be held, whichever is the earlier.

NOTICE OF ANNUAL GENERAL MEETING

In this Ordinary Resolution, “**Maximum Price**” means the maximum price at which the shares can be purchased pursuant to the Share Purchase Mandate, which shall not exceed 105% of the average closing price of the shares over the period of five (5) Market Days (“**Market Day**” being a day on which the SGX-ST is open for securities trading) in which transactions in the shares on the SGX-ST were recorded, preceding the day on which such purchase is made in the case of a market purchase, and in the case of an off-market purchase, the maximum price at which shares can be purchased shall not exceed 120% of the average closing price over the last five (5) Market Days immediately preceding the date of offer by the Company, as the case may be, and adjusted for any corporate action that occurs during the relevant five (5) days period and the day on which market purchase was carried out.

(See Explanatory Notes)

OTHER BUSINESS

11. To transact any other business.

BY ORDER OF THE BOARD

Lim Swee Ann
Company Secretary
Singapore
13 April 2026

Explanatory Notes:

Mr Tan Soo Kiang will not be seeking re-election and will retire as a Director at the conclusion of the forthcoming AGM of the Company. Upon his retirement, Mr Tan Soo Kiang will relinquish his position as an Independent Director, Chairman of the Remuneration Committee and a member of the Audit Committee of the Company.

Resolution 3

Mr Ng Kean Seen will, upon re-election as a Director of the Company, remain as Chief Executive Officer and Executive Director of the Company. Detailed information on Mr Ng Kean Seen can be found under the sections entitled “Board of Directors”, “Corporate Governance Report” and “Directors’ Statement” of the Company’s Annual Report 2025.

Resolution 4

Ms Koh Lee Hwee will, upon re-election as a Director of the Company, remain as Non-Executive Non-Independent Director of the Company and member of the Remuneration Committee. Detailed information on Ms Koh Lee Hwee can be found under the sections entitled “Board of Directors”, “Corporate Governance Report” and “Directors’ Statement” of the Company’s Annual Report 2025.

Resolution 6

The Ordinary Resolution no. 6, if passed, will empower the Directors of the Company, effective 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, or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, 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 100%, or 50% when the Company is transferred to the Mainboard, of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which 50%, or 20% when the Company is transferred to Mainboard, may be issued other than on a pro-rata basis to the shareholders of the Company.

NOTICE OF ANNUAL GENERAL MEETING

For determining the aggregate number of shares that may be issued, the percentage of the total number of issued shares (excluding treasury shares and subsidiary holdings) 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 outstanding or subsisting at the time when this Ordinary Resolution is passed and any subsequent bonus issue, consolidation or subdivision of shares.

Resolution 7

The Ordinary Resolution no. 7, if passed, will empower the Directors of the Company, to issue from time to time such number of new Shares and/or transfer from time to time such number of treasury shares as may be required to be delivered pursuant to the vesting of such awards, provided that the total number of new shares which may be issued and/or treasury shares which may be transferred pursuant to awards granted under the Aspial Lifestyle Performance Share Plan 2022 on any date, when aggregated with the total number of new shares issued and to be issued and/or treasury shares transferred and to be transferred in respect of all awards granted under the Aspial Lifestyle Performance Share Plan 2022, and all options and awards granted under any other share option scheme, performance share plan or share incentive scheme implemented by the Company and for the time being in force, shall not exceed 15% of the total number of shares in the issued share capital of the Company (excluding treasury shares and subsidiary holdings) on the day preceding that date.

Resolution 8

The Ordinary Resolution no. 8, if passed, will empower the Directors of the Company, effective 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 or when such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue shares in the Company from time to time pursuant to the Aspial Lifestyle Limited Scrip Dividend Scheme. Please refer to the Company's announcement dated 9 March 2016 for details on the Aspial Lifestyle Limited Scrip Dividend Scheme.

Resolution 9

The Ordinary Resolution no. 9, if passed, will empower the Directors of the Company, from the date of the Annual General Meeting of the Company until the date the next Annual General Meeting of the Company is to be held or is required by law to be held, whichever is the earlier, to make purchases (whether by way of market purchases or off-market purchases on an equal access scheme) from time to time of up to 10% of the total number of issued shares (excluding treasury shares and subsidiary holdings) at prices up to but not exceeding the Maximum Price. The rationale for, the authority and limitation on, the sources of funds to be used for the purchase or acquisition including the amount of financing and the financial effects of the purchase or acquisition of shares by the Company pursuant to the Share Purchase Mandate are set out in greater detail in Annex A of the Appendix.

Notes:

- (1) The Annual General Meeting will be held, in a **wholly physical format**, at 55 Ubi Avenue 3 Level 1 Singapore 408864 on Tuesday, 28 April 2026 at 10.00 a.m. **There will be no option for members of the Company ("Members") to participate virtually.** Printed copies of this Notice of AGM, the accompanying proxy form and the Request Form will be sent by post to Members (collectively, the "**Documents**"). The Documents will also be published on the Company's website at the URL <https://www.aspiallifestyle.com/investor-relations/> and on the SGX website at the URL <https://www.sgx.com/securities/company-announcements>.
- (2) A member of the Company (other than a Relevant Intermediary as defined in Note 3 below) entitled to attend and vote at the Annual General Meeting is entitled to appoint not more than two (2) proxies to attend and vote in his or her stead. A proxy need not be a member of the Company and where a member appoints two (2) proxies, he or she shall specify the proportion of his or her shareholding to be represented by each proxy in the instrument appointing the proxies.
- (3) A member of the Company who is a Relevant Intermediary entitled to attend and vote at the Annual General Meeting is entitled to appoint more than two (2) proxies to attend and vote in his or her stead, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. A proxy need not be a member of the Company and where a member appoints more than two (2) proxies, the number and class of shares to be represented by each proxy must be stated.

"Relevant Intermediary" means:

- (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
- (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 of Singapore ("**SFA**") and who holds shares in that capacity; or
- (c) the Central Provident Fund Board ("**CPF Board**") established by the Central Provident Fund Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the CPF Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

NOTICE OF ANNUAL GENERAL MEETING

- (4) A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf.
- (5) The signed instrument appointing a proxy, together with the power of attorney or other authority under which it is signed (if applicable) or a certified copy thereof, must be:
- (a) lodged at registered office of the Company's Share Registrar, B.A.C.S. Private Limited, 77 Robinson Road #06-03 Robinson 77 Singapore 068896; or
 - (b) submitted by email to aspiallifestyleAGM@aspiallifestyle.com.

in either case, by no later than 10.00 a.m. on 25 April 2026, being 72 hours before the time appointed for holding this AGM, failing which the Company shall be entitled to regard the instrument appointing a proxy as invalid.

The instrument appointing a proxy must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy is executed by a corporation, it must be either under its common seal or signed on its behalf by an attorney or a duly authorised officer of the corporation. Where the instrument appointing a proxy is signed on behalf of the appointor by an attorney, the letter or power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.

The Company shall be entitled to reject the instrument appointing a proxy 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 (such as in the case where the appointor submits more than one (1) instrument of proxy).

In the case of a member whose shares are entered against his/her name in the Depository Register (as defined in Section 815F of the SFA, the Company may reject any instrument appointing a proxy lodged if such member, being the appointor, is not shown to have shares entered against his/her name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Members who hold their shares through a Relevant Intermediary (as defined in Section 181 of the Companies Act (including Central Provident Fund ("CPF") Investment Scheme members or Supplementary Retirement Scheme ("SRS") investors) and who wish to exercise their votes by appointing a proxy should approach their respective Relevant Intermediaries (including their CPF agent banks or SRS approved banks) to submit their voting instructions at least seven (7) working days prior to the date of the AGM.

- (6) Submission of Questions in Advance.

Members may submit questions ahead of the AGM or raise questions at the AGM. For members who would like to submit questions ahead of the AGM, they may do so by 6.00 p.m. on 20 April 2026:

- (a) by post to the registered office of the Company's Share Registrar, B.A.C.S. Private Limited, 77 Robinson Road #06-03 Robinson 77 Singapore 068896; or
- (b) by email to aspiallifestyleAGM@aspiallifestyle.com.

Members submitting questions are requested to state: (a) their full name; and (b) the member's identification/registration number, failing which the Company shall be entitled to regard the submission as invalid.

The Company will endeavour to answer all substantial and relevant questions received by 6.00 p.m. on 20 April 2026 by publishing the Company's responses to such questions on the SGXNet at <https://www.sgx.com/securities/company-announcements> by 10.00 a.m. on 23 April 2026, being at least forty-eight (48) hours before the closing date and time for the lodgement of proxy form. The Company will address any subsequent clarification sought, or substantial and relevant follow-up questions (which are related to the resolutions to be tabled for approval at the AGM) received after the 20 April 2026 submission deadline which have not already been addressed prior to the AGM, as well as those substantial and relevant questions received at the AGM, at the AGM itself. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed. The minutes of the AGM will be published on the SGXNet within one (1) month after the date of the AGM.

NOTICE OF ANNUAL GENERAL MEETING

- (7) The Annual Report for the financial year ended 31 December 2025 (the “**Annual Report 2025**”) and the Letter to Shareholders dated 13 April 2026 in relation to the proposed renewal of the share purchase mandate (“**Letter to Shareholders**”) have been published and may be accessed at the Company’s website at the URL <https://www.aspiallifestyle.com/investor-relations/> by clicking on “Annual Report 2025”:

The above documents may also be accessed at the SGX website at the URL <https://www.sgx.com/securities/company-announcements>. Members may request for printed copies of these documents by completing and submitting the Request Form sent to them by post together with printed copies of this Notice and the accompanying proxy form, or otherwise made available on the Company’s website at the URL <https://www.aspiallifestyle.com/investor-relations/> and the SGX website at the URL <https://www.sgx.com/securities/company-announcements>, on 13 April 2026.

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

The contact person for the Sponsor is Ms Lee Khai Yinn, at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542, telephone (65) 6232 3210.

PERSONAL DATA PRIVACY:

By attending the AGM of the Company and/or any adjournment thereof or submitting an instrument appointing a proxy to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents) for the purpose of the preparation and compilation of the minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “**Purposes**”). The member’s personal data may be disclosed or transferred by the Company to its subsidiaries, its share registrar and/or other agents or bodies for any of the Purposes, and retained for such period as may be necessary for the Company’s verification and record purposes. Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the AGM. Accordingly, the personal data of a member of the Company (such as his/ her name, his/her presence at the AGM and any questions he/she may raise or motions he/she proposes/ seconds) may be recorded by the Company for such purpose.

ASPIAL LIFESTYLE LIMITED

(Incorporated in the Republic of Singapore)
(Company Registration number: 200806968Z)

PROXY FORM – ANNUAL GENERAL MEETING

I/We*, _____ NRIC/ Passport / Co. Reg. No* _____

of _____ (Address)
being a member/members* of ASPIAL LIFESTYLE LIMITED (the “Company”) hereby appoint:

Name	Address	NRIC/Passport No.	Proportion of Shareholdings (%)

and/or*

Name	Address	NRIC/Passport No.	Proportion of Shareholdings (%)

or failing him/her*, the Chairman of the Annual General Meeting (“AGM”) of the Company as my/our proxy/proxies* to attend and to vote for me/us* on my/our* behalf at the AGM of the Company to be held at 55 Ubi Avenue 3, Level 1, Singapore 408864 on Tuesday, 28 April 2026 at 10.00 a.m., and at any adjournment thereof.

I /We* direct my/our* proxy/proxies* to vote for or against the resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given, the proxy/proxies* will vote or abstain from voting at his/their* discretion, as he/they* will on any other matters arising at the AGM.

All resolutions put to the vote of the AGM shall be decided by the way of poll. Please indicate the number of votes as appropriate.

*Delete as appropriate.

No.	Ordinary Resolutions	Number of Votes For**	Number of Votes Against**	Number of Votes Abstain**
Ordinary Business				
1.	To receive, consider and adopt the Audited Financial Statements for the financial year ended 31 December 2025 and the Directors’ Statement and the Auditors’ Report thereon.			
2.	To approve the payment of Directors’ fees of S\$231,794 for the financial year ended 31 December 2025.			
3.	To re-elect Mr Ng Kean Seen, a Director retiring by rotation pursuant to Regulation 89 of the constitution of the Company.			
4.	To re-elect Ms Koh Lee Hwee, a Director retiring pursuant to Regulation 88 of the constitution of the Company.			
5.	To re-appoint Messrs Ernst & Young LLP as the Auditors of the Company and to authorise the Directors to fix their remuneration.			
Special Business				
6.	To grant the Directors the authority to issue shares.			
7.	To grant the Directors the authority to issue shares under the Aspial Lifestyle Performance Share Plan 2022.			
8.	To grant the Directors the authority to issue shares under the Aspial Lifestyle Limited Scrip Dividend Scheme.			
9.	To approve the proposed renewal of the Share Purchase Mandate.			

** If you wish to exercise all your votes “For” or “Against” or to “Abstain”, please indicate with a “X” within the box provided. Alternatively, please indicate the number of votes as appropriate. **In the absence of specific directions in respect of a resolution, the appointment of the Chairman as your proxy for that resolution will be treated as invalid.**

Dated this _____ day of _____ 2026.

Total number of shares Held	
CDP Register	
Member’s Register	
TOTAL	

Signature(s) of Member(s) or Common Seal

IMPORTANT: PLEASE READ THE NOTES OVERLEAF



Notes:

1. 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 of Singapore (“SFA")), 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, 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. If no number is inserted, the instrument appointing a proxy shall be deemed to relate to all the shares in the capital of the Company held by you.
2. A member of the Company (other than a Relevant Intermediary as defined in Note 3 below) entitled to attend and vote at the AGM of the Company is entitled to appoint not more than two (2) proxies to attend and vote on his or her behalf. A proxy need not be a member of the Company and where a member appoints two (2) proxies, the member must specify the proportion of shareholdings to be represented by each proxy. If no such proportion or number is specified, the first named proxy shall be treated as representing 100% of the shareholding and any second named proxy as an alternate to the first named.
3. A member of the Company who is a Relevant Intermediary entitled to attend and vote at the Annual General Meeting is entitled to appoint more than two (2) proxies to attend and vote in his or her stead, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. A proxy need not be a member of the Company and where a member appoints more than two (2) proxies, the number and class of shares to be represented by each proxy must be stated.

“Relevant Intermediary” means:

- (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
 - (b) a person holding a capital markets services licence to provide custodial services for securities under the SFA and who holds shares in that capacity; or
 - (c) the Central Provident Fund Board (“**CPF Board**”) established by the Central Provident Fund Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the CPF Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
4. The signed instrument appointing a proxy shall be submitted by email to aspiallifestyleAGM@aspiallifestyle.com **OR** registered office of the Company’s Share Registrar, B.A.C.S. Private Limited, 77 Robinson Road #06-03 Robinson 77 Singapore 068896, in either case, by no later than 10.00 a.m. on 25 April 2026, being 72 hours before the time appointed for holding the AGM of the Company, failing which the Company shall be entitled to regard the instrument appointing a proxy as invalid.
 5. The instrument appointing a proxy must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy is executed by a corporation, it must be executed either under its common seal or signed its attorney or a duly authorised officer of the corporation.
 6. Where an instrument appointing a AGM is signed on behalf of the appointor by an attorney, the letter or power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
 7. A corporation which is a member may authorise by resolution of its Directors or other governing body such person as it thinks fit to act as its representative at the AGM of the Company, in accordance with Section 179 of the Companies Act 1967 of Singapore.
 8. The Company shall be entitled to reject the instrument appointing a proxy 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 on the instrument appointing a proxy (such as in the case where the appointor submits more than one (1) instrument of proxy). In the case of a member whose shares are entered against his/her name in the Depository Register (as defined in Section 81SF of the SFA, the Company may reject any instrument appointing a proxy lodged if such member, being the appointor, is not shown to have shares entered against his/her name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

PERSONAL DATA PRIVACY:

By attending the AGM of the Company and/or any adjournment thereof or submitting an instrument appointing a proxy to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents) for the purpose of the preparation and compilation of the minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “**Purposes**”). The member’s personal data may be disclosed or transferred by the Company to its subsidiaries, its share registrar and/or other agents or bodies for any of the Purposes, and retained for such period as may be necessary for the Company’s verification and record purposes. Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the AGM. Accordingly, the personal data of a member of the Company (such as his/ her name, his/her presence at the AGM and any questions he/she may raise or motions he/she proposes/seconds) may be recorded by the Company for such purpose.

Aspial Lifestyle

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