



KSH HOLDINGS LIMITED



BUILT ON STRENGTH
GUIDED BY RESILIENCE

ANNUAL REPORT 2026

OUR VISION

To be a leader in building construction services in Singapore and a sizeable investor in property development in the region.

OUR MISSION

We are committed to contributing social and economic benefits to our society through the provision of high quality and cost-effective services in construction and niche property development activities in the region.

We provide innovative solutions in an efficient and professional manner to meet our customers' requirements in building and property businesses by bringing together the best available resources and continually improving our processes to deliver excellence.

As we achieve the above, we will also generate fair and satisfying economic value for our shareholders.

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*The Arcady @ Boon Keng
Artist Impression*

CORPORATE PROFILE



KSH Holdings Limited (“**KSH**” or the “**Group**”) (“**金成兴控股有限公司**”) is a well-established Construction, Property Development and Property Investment group that was incorporated in 1979 and has been listed on the Mainboard of the SGX-ST since 8 February 2007.

KSH is an A1-graded contractor under BCA CW01, with the ability to tender for Public Sector construction projects of unlimited value, and is a main contractor for both the public and private sectors in Singapore. The Group also has an A2 grade under BCA’s CW02 category for civil engineering, allowing KSH to tender for Public Sector projects for values of up to \$105 million.

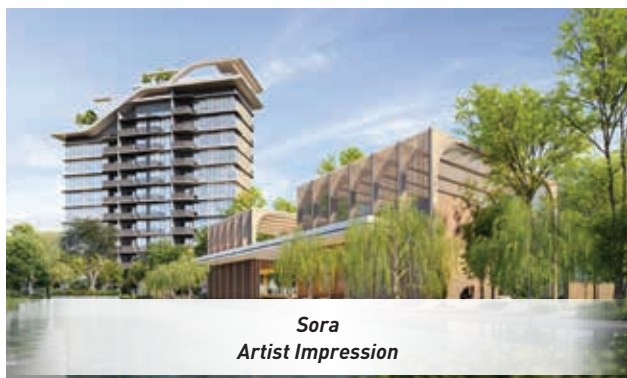
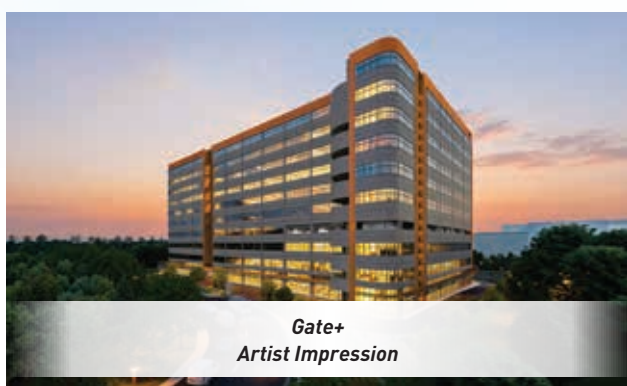
KSH has an established track record of handling construction projects across a broad spectrum of industries, and its projects have performed well in CONQUAS, a standard assessment system on the quality of building projects. KSH has won several BCA Construction Excellence Awards including that for Fullerton Bay Hotel and NUS University Town’s Education Resource Centre in 2013, Madison Residences in 2014, as well as Mount Alvernia Hospital in 2016, amongst others. In 2019, KSH received the BCA Construction Excellence Award (Excellence) for NUS University Sports Centre and Construction Excellence Award (Merit) for Heartbeat@Bedok.

Through strategic alliances and joint ventures, KSH’s property development and investment presence spans across various real estate sectors including residential, commercial, industrial, hospitality, and mixed-use developments. Apart from having successfully executed residential and mixed-use development projects in Singapore and the People’s Republic of China (the “**PRC**”), the Group has jointly acquired properties in other geographies including the United Kingdom, Australia, Malaysia and Japan. It will continue to explore opportunities in new geographies with favourable real estate cycles with a focus on Southeast Asia.

On the Property Investment front, the Group invests in yield-accretive assets that generate a sustainable stream of income with potential capital gains. These include a 36-Storey retail and office complex, Tianjin Tianxing Riverfront Square, in the heart of the business district of Tianjin, the PRC.

The Group seeks to continue broadening its businesses and projects, and explore opportunities in new markets while striving towards sustainable growth to enhance shareholder value.

ONGOING PROJECTS



CONSTRUCTION PROJECTS Singapore

1. Redevelopment of a Government Office Building
2. Proposed Additions & Alterations to 2nd Storey and Driveway Ramp and Fitting Out Works to Basement of Existing Block
3. Proposed New Erection of 5-Storey Substation
4. Proposed Erection of a 4-Storey Building with Agri-, Aqua- and Food-Tech Facilities
5. Proposed Erection of 2-Storey Building with One Basement, Amphitheatre, and Linkways

PROPERTY DEVELOPMENT PROJECTS Singapore

Residential & Mixed Development

1. One Sophia/The Collective at One Sophia
2. The Arcady at Boon Keng
3. Sora
4. Bagnall Haus

Industrial

1. Gate+
2. Tukang Innovative Drive (Plot B)
3. Thomson Gem at 680 Upper Thomson Road

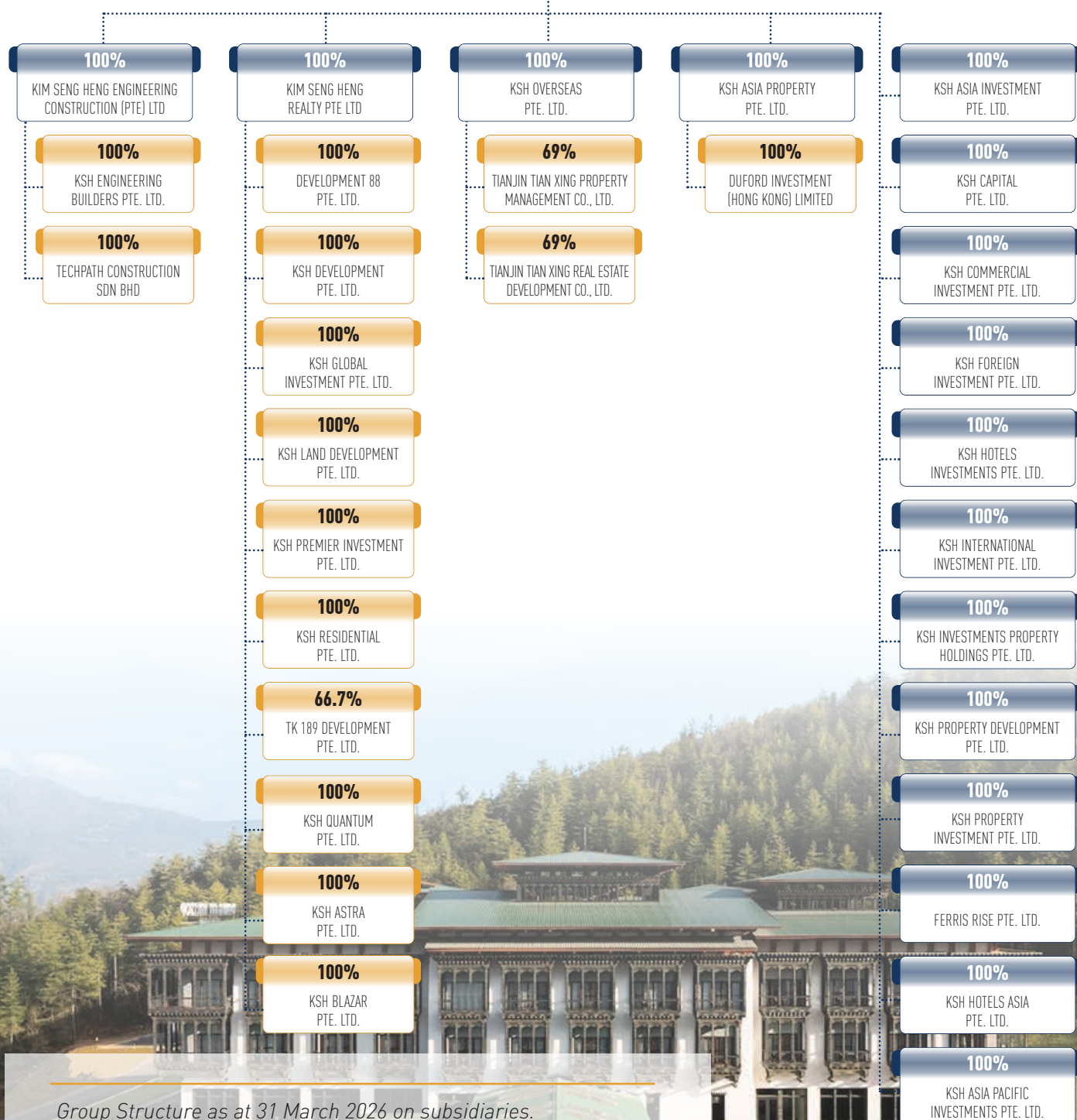
People's Republic of China

1. Sino-Singapore Health City – Zhong Xin Yue Lang (中新健康城-中新悦朗) at Gaobeidian
2. Zhong Xin Yue Shang (中新悦上) at Gaobeidian

GROUP STRUCTURE



KSH HOLDINGS LIMITED



Group Structure as at 31 March 2026 on subsidiaries.

* Associates and joint ventures are disclosed in Note 7 and Note 8 in Notes to the Financial Statements of this Annual Report.

MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR



FY2026 marked a return to full-year profitability for the Group – a milestone that reflects the resilience, discipline and competence of our team as we navigated a period of global uncertainty.

On behalf of the Board of Directors, I am pleased to present our Annual Report for the financial year ended 31 March 2026 (“**FY2026**”).

谨代表董事会，我很荣幸向大家呈交截至2026年3月31日止财政年度（“2026财年”）的年度报告。

FY2026 marked a pivotal turning point for the Group. After navigating a period of elevated project cost pressures and market volatility, we are pleased to have returned to full-year profitability. This achievement did not come easily. The operating environment remained challenging, shaped by elevated energy and material costs as well as persistent global economic uncertainty. The Group navigated these headwinds to deliver S\$6.8 million in net profit attributable to Owners of the Company is a testament to the resilience, discipline and competence of our management, team, and every member of the KSH family. I am deeply grateful for their unwavering commitment.

2026财年对集团而言是一个关键的转折之年。在历经项目成本压力攀升与市场波动的考验之后，我们欣然宣布，集团已重返全年盈利轨道，这一成绩来之不易。经营环境依然严峻，能源与原材料成本持续高企，全球宏观经济不确定性阴云未散。集团在此逆境中实现归属于公司拥有人的净利润680万新元，充分印证了管理层、团队及集团每一位同仁的坚韧意志、严格纪律与卓越能力。我谨向他们始终如一的奉献精神致以最深切的谢意。

The Ministry of Trade and Industry (“**MTI**”) maintained Singapore’s growth forecast for 2026 at “2.0 to 4.0%”, although downside risks have risen significantly as a result of the US-Israel-Iran conflict¹. The Monetary Authority of Singapore noted that ongoing uncertainty around shipping flows through the Strait of Hormuz has led to accumulated energy supply shortfalls and elevated input costs, weighing on the broader economic outlook². Domestically, gross domestic product growth in Singapore is projected to be moderate over the course of 2026, stepping down from the above-trend pace recorded in 2025,

¹ “MTI Maintains 2026 GDP Growth Forecast at “2.0 to 4.0 Per Cent””, Ministry of Trade and Industry, 25 May 2026

² “Macroeconomic Review, Volume XXV Issue 2”, Monetary Authority of Singapore, 14 April 2026

MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR



*One Sophia/The Collective at One Sophia
Artist Impression*

as rising energy costs and global uncertainties temper overall economic momentum. A steady pipeline of domestic public infrastructure and housing investment is expected to partially offset this moderation and provide a degree of support for Singapore-based businesses in the construction and real estate sectors.

新加坡贸易与工业部 (“MTI”) 将新加坡2026年的经济增长预期维持在“2.0%至4.0%”区间，但受美以伊冲突影响，下行风险已显著上升。新加坡金融管理局 (“MAS”) 指出，围绕霍尔木兹海峡航运通行持续的不确定性，已导致能源供应缺口不断累积、投入成本持续抬升，对整体经济前景构成拖累。国内方面，随着能源成本上升及全球不确定性抑制整体经济动能，预计2026年新加坡国内生产总值增速将维持温和，较2025年录得的高于趋势水平的增速有所回落。然而，国内公共基础设施与住房投资保持着稳健的项目储备，有望部分缓冲这一放缓态势，为新加坡本地建筑与房地产行业的企业提供一定支撑。

Against this backdrop, MAS has projected core and headline inflation at between 1.5% and 2.5% in 2026. Singapore's imported cost pressures are expected to pick up and broaden in the months

ahead, adding to the challenge of managing project costs and procurement for construction-based businesses. The Group continues to monitor these developments closely and has embedded prudent cost management and disciplined procurement practices as integral elements of its project execution approach. Supported by a strong construction order book of approximately \$965.0 million, coupled with our seven joint ventures for proposed residential, mixed development and industrial joint ventures in Singapore that are in various stages, these are expected to strengthen the Group's financial performance.

在此背景下，MAS预计2026年核心通胀率与整体通胀率将落在1.5%至2.5%之间。未来数月，新加坡的输入性成本压力预计将加剧并扩散，进一步考验建筑类企业的项目成本管理与采购能力。集团正持续密切跟踪上述形势变化，并将审慎的成本管控与规范化的采购机制，内化为项目执行体系中不可或缺的核心环节。依托约9.65亿新元的充足建筑工程在手订单，加之公司在新加坡的七项合资项目（涵盖拟建住宅、综合开发及工业地产业态，各项目处于不同开发阶段），上述业务储备有望提升集团整体财务表现。

MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR

FINANCIAL HIGHLIGHTS 财务概要

The Group recorded a net profit attributable to Owners of the Company of S\$6.8 million for FY2026, marking a meaningful turnaround from the net loss of S\$5.9 million in FY2025. This result was underpinned by improved construction margins and a significant reduction in losses from associates and joint ventures, which narrowed to S\$3.7 million from S\$13.0 million a year ago as our Singapore property development projects progressed further into their construction phases.

2026财年，集团录得归属于公司持有人的净利润680万新元，较2025财年590万新元的净亏损实现显著扭亏为盈。这一业绩的取得，得益于建筑业务利润率的改善，以及联营公司及合资企业亏损的大幅收窄——随着集团在新加坡的房地产开发项目稳步进入施工阶段，该项亏损已由上年的1,300万新元显著缩减至370万新元。

As at 31 March 2026, the Group's equity share of unrecognised attributable revenue from units sold across our Singapore joint venture property development projects stood at more than S\$187.0 million. This revenue, driven by the Group's four joint ventures for proposed residential and mixed developments in Singapore – The Arcady at Boon Keng, Sora, One Sophia/The Collective at One Sophia and Bagnall Haus – will be progressively recognised based on percentage-of-completion in line with construction progress.

截至2026年3月31日，集团在新加坡合资房地产开发项目已售单位中，按权益比例应占有的未确认收入已超过1.87亿新元。该收入主要得益于集团在新加坡的四个拟建住宅及综合开发项目——The Arcady at Boon Keng、Sora、One Sophia/The Collective at One Sophia和Bagnall Haus，并将随施工进度，严格依照完工百分比法逐步予以确认。

Notwithstanding the revenue decline, the Group achieved an improved gross profit margin from its construction business during FY2026, reflecting better project mix and continued focus on cost discipline. Other income stood at S\$8.6 million as a result of lower interest income, reduced gains on disposal of plant and equipment, and lower fair value gains on investment properties compared to FY2025.

尽管营业收入有所下降，但得益于项目组合的优化及对成本管控的一贯重视，集团2026财年的建筑业务毛利率仍实现提升。其他收入为860万新元，较2025财年有所减少，主要归因于利息收入下降、厂房及设备处置收益减少，以及投资性房地产公允价值收益降低。

The Group's balance sheet remains resilient, supported by healthy fixed deposits, cash and bank balances totalling S\$145.2 million as at 31 March 2026. Total bank loans and borrowings stood at S\$105.0 million as at FY2026. With additional bank term loan drawdowns and the increased use of bank financing to support working capital requirements associated with newly-commenced construction projects and ongoing capital injections into associate and joint venture property development projects, the Group's gearing ratio was healthy at 0.15 times as at 31 March 2026, compared to 0.17 times a year ago. Shareholders' equity attributable to Owners of the Company increased to S\$287.2 million as at 31 March 2026, from S\$278.1 million a year ago, reflecting the Group's return to profitability and the proceeds from the sale of treasury shares during the year.

集团资产负债表保持稳健。截至2026年3月31日，集团定期存款、现金及银行结余总额为1.452亿新元。2026财年银行贷款及借款总额为1.05亿新元。为满足新开工建筑项目的营运资金需求，以及向联营与合资房地产开发项目持续注资，集团增加了银行定期贷款的提用和银行融资安排，截至2026年3月31日，集团的负债率维持稳健，为0.15倍，而上年则为0.17倍。截至2026年3月31日，归属于公司持有人的股东权益由上年的2.781亿新元增至2.872亿新元，反映了集团本年度内恢复盈利及获得出售库存股款项的正面影响。



MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR

EXECUTING WITH DISCIPLINE, BUILDING FOR GROWTH 以纪律为纲，以增长为锚

Construction Business 建筑业务

Our construction business remains the cornerstone of the Group's revenue and profitability, accounting for 97.7% of our total revenue. We are particularly encouraged by the substantial growth in our order book, which strengthened to approximately S\$965.0 million as at 31 March 2026. This provides robust earnings visibility through to FY2029 and represents a strong base from which we can continue to grow the business. The Group is also actively working on several additional tenders with the objective of further building our order book to support continued long-term growth.

建筑业务仍是集团收入与盈利的基石，占总收入的97.7%。我们尤为振奋的是，订单储备实现显著增长，截至2026年3月31日已稳固至约9.65亿新元。这不仅为集团直至2029财年的盈利可见度提供了坚实保障，也为业务持续增长筑牢了坚实基础。集团目前正积极参与多项新增投标，力求进一步充实在手订单量，以支撑长期可持续增长。

The construction sector outlook for Singapore remains broadly supportive. According to MTI, Singapore's construction sector expanded by 11.8% year-on-year in the first quarter of 2026, accelerating from the 4.6% growth recorded in the previous quarter. The Building and Construction Authority is projecting total construction demand to remain steady at between S\$47 billion and S\$53 billion in 2026³, comparable to 2025, with public sector projects expected to account for the majority of demand.

新加坡建筑业的整体前景依然向好。根据MTI的数据，2026年第一季度建筑业同比扩张11.8%，较上一季度4.6%的增速明显加快。新加坡建筑管理局（“BCA”）预计，2026年全年建筑需求总量将稳定在470亿至530亿新元之间，与2025年大致持平，其中公共领域项目预计将贡献主要份额。



One Sophia/The Collective at One Sophia
Artist Impression

While the construction industry fundamentals are encouraging, we remain cognisant of the headwinds that continue to challenge our sector - elevated input costs, supply chain disruptions and labour considerations. As a BCA A1-graded main contractor, the Group continues to adopt a disciplined approach towards project tenders, maintaining our emphasis on margin protection and timely project delivery, complemented by the progressive integration of innovation and technology to improve operational efficiency.

尽管行业基本面令人鼓舞，我们仍清醒认识到持续困扰本行业的逆风因素——投入成本高企、供应链中断及人力挑战。作为BCA A1级主承包商，集团在项目投标中持续秉持纪律严明的态度，将保障利润率与按时交付置于首位，并辅以创新与技术的循序融入，以持续提升运营效率。

³ "Steady construction demand in 2026 as Singapore steps up support for Built Environment firms through collaboration and innovation", Building and Construction Authority, 22 January 2026

MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR

PROPERTY DEVELOPMENT BUSINESS 房地产开发业务

Singapore 新加坡

Based on data from the Urban Redevelopment Authority, the overall private residential property price index rose by 0.9% quarter-on-quarter in the first quarter of 2026, broadly consistent with the average quarterly increase of 0.8% recorded in 2025⁴. While transaction volumes moderated to 2,013 in the first quarter of 2026 compared with the 2,940 units sold in the previous quarter⁴, underlying demand continues to be supported by Singapore's robust fundamentals. To support market stability, the Government has maintained a high level of private housing supply through the Government Land Sales ("GLS") Programme, with 4,600 private residential units tendered out via the Confirmed List in the first half of 2026, which is about 50% above the average Confirmed List supply per GLS programme over the past decade.

根据市区重建局的数据，2026年第一季度新加坡整体私人住宅物业价格指数环比上涨0.9%，与2025年录得的0.8%季度平均涨幅基本持平⁴。尽管2026年第一季度交易量由上一季度的2,940套回落至2,013套⁴，但潜在需求仍得到新加坡强劲基本面的有力支撑。为维护市场稳定，政府通过政府售地（“GLS”）计划维持了较高的私人住宅供应水平，2026年上半年经确认名单招标的私人住宅单位达4,600套，较过去十年每轮GLS计划确认名单的平均供应量高出约50%。

The Group is participating in four joint venture residential development projects in Singapore — The Arcady at Boon Keng, One Sophia / The Collective at One Sophia, Sora at Yuan Ching Road in District 22, and Bagnall Haus at 811 Upper East Coast Road. All four projects have recorded resilient sales demand since their respective launches and are expected to contribute positively to margins. Construction is progressing well across these developments and we remain focused on delivering quality homes.

集团目前在新加坡参与四个合资住宅开发项目，包括The Arcady at Boon Keng、One Sophia / The Collective at One Sophia、Sora（地址：Yuan Ching Road in District 22）及 Bagnall

Haus（地址：811 Upper East Coast Road）。四个项目自推出以来，均录得稳健的销售需求，预计将为项目利润率带来积极贡献。目前，各项施工进度顺利，集团将继续聚焦于交付优质住宅。

FY2026 also marks an important new strategic direction for the Group with our entry into the Singapore industrial property development segment, which broadens out property development platform and complements our business. KSH is participating in three joint venture projects for proposed industrial developments — Gate+ at Tukang Innovative Drive (Plot A), Tukang Innovative Drive (Plot B), and Thomson Gem at Upper Thomson Road. This expansion into industrial property reflects the Group's assessment that the industrial segment offers attractive development economics, underpinned by favourable supply-demand dynamics. Gate+ was launched in May 2026 and has achieved satisfactory sales to date, demonstrating good market reception. Updates on the launch of Tukang Innovative Drive (Plot B) and Thomson Gem will be provided in due course.

2026财年也标志着集团确立了重要的全新战略方向——正式进军新加坡工业地产开发领域，此举拓宽了我们地产开发平台的业务版图，对现有业务形成有益补充。集团目前参与三个拟建工业开发合资项目——都康创新通道Gate+（A地块）、都康创新通道（B地块）及汤申路上段的Thomson Gem。此次向工业地产的拓展，源于集团对该领域开发经济效益的积极研判，其背后是供需格局的有力支撑。Gate+已于2026年5月推出市场，至今销售表现理想，市场反响热烈。有关都康创新通道（B地块）及Thomson Gem的推盘详情，将于适当时候另行公布。

The Group will continue to assess redevelopment opportunities prudently, working with experienced joint venture partners where their expertise, networks and resources can enhance project execution and long-term returns.

集团将继续审慎评估重建机遇，携手经验丰富的合资伙伴，善用其专业能力、资源网络等优势，以提升项目执行水准与长期回报。

⁴ "Release of 1st Quarter 2026 real estate statistics", Urban Redevelopment Authority, 24 April 2026

MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR



Overseas 海外

The Group has equity stakes in two ongoing residential development projects located in Gaobeidian. Phase 1 of construction for both Singapore Sino Health City — Zhong Xin Yue Lang (“ZXYL”) and Zhong Xin Yue Shang (“ZXYS”) has been completed, with 86% of ZXYL’s 812 Phase 1 units and 98% of ZXYS’s 1,011 Phase 1 units sold. Under Phase 2, ZXYL has achieved a 45% sales rate for its 746 launched units, while ZXYS has completed 204 units with 87% of those units sold. The Group will continue to closely monitor prevailing market conditions and sentiment while advancing these development projects.

集团在中国高碑店拥有两个在建住宅开发项目的权益。中新健康城-中新悦朗 (“ZXYL”) 和中新悦上 (“ZXYS”) 的一期工程均已竣工。其中，ZXYL一期812套单位售出率为86%，ZXYS一期1,011套单位售出率高达98%。二期方面，ZXYL已推出746套单位，售出率为45%；ZXYS已完工的204套单位中，售出率达87%。集团将继续密切关注当地市场环境与市场情绪，稳步推进上述项目的开发。

The property market in the People’s Republic of China (“PRC”) remains subdued, with government measures in place to support a gradual stabilisation of the real estate sector. Despite

the near-term headwinds affecting the PRC’s economic recovery, the PRC continues to offer favourable long-term prospects, and we remain committed to advancing our ongoing projects. The Group remains open to opportunities to expand its geographical footprint in markets with favourable property prospects, in collaboration with its partners.

中国（即中华人民共和国或“PRC”）的房地产市场整体仍处于调整期，政府已出台系列措施以支持行业逐步企稳。尽管短期逆风对中国经济复苏构成一定制约，但其长期前景依然向好，集团仍将坚定不移地推进现有项目。同时，集团对在具备良好房地产前景的市场拓展地域布局持开放态度，期待与合作伙伴共同把握机遇。

Property Investment 房地产投资

Amid the prevailing macroeconomic uncertainties, the Group’s investment properties in Singapore and overseas have continued to maintain satisfactory occupancy and rental rates. Hotel performance in the United Kingdom and Japan has continued to improve, supported by the rebound in travel and tourism demand. Our 69%-owned Tianjin Tianxing Riverfront Square in Tianjin, PRC, continues to contribute positively to recurring income.

在当前宏观不确定性的背景下，集团位于新加坡及海外的投资物业，依旧保持着令人满意的出租率与租金水平。受益于旅游及出行需求的持续回暖，在英国与日本的酒店业务表现稳步提升。我们持有69%权益的中国天津天兴河滨广场，继续为经常性收入带来稳定贡献。

Although near-term uncertainties that may weigh on hotel operations and investment valuations, we remain confident in the long-term fundamentals of our hospitality portfolio. Together with our joint venture partners, we will continue to actively manage these assets, improve operating resilience and pursue opportunities to enhance long-term value.

尽管近期不确定性可能对酒店运营及投资估值造成一定压力，我们对于酒店资产组合的长期基本面依然充满信心。我们将与合资伙伴紧密协作，持续积极管理上述资产，增强运营韧性，并积极寻求提升长期价值。

MESSAGE FROM EXECUTIVE CHAIRMAN AND MANAGING DIRECTOR

PROPOSED DIVIDENDS 拟派股息

In recognition of the Group's return to full-year profitability and our ongoing commitment to delivering sustainable value to shareholders, KSH will be proposing a final cash dividend of 1.00 Singapore cent per ordinary share for FY2026. Together with the interim dividend of 0.50 Singapore cent per share declared earlier in the year, the total dividend for FY2026 will amount to 1.50 Singapore cents per ordinary share. This represents a 20% increase from the total FY2025 dividend of 1.25 Singapore cents per share, and reflects both our commitment to value creation as well as our appreciation for shareholders' continued trust and support.

鉴于集团重返全年盈利轨道，且一贯秉持为股东创造可持续价值的坚定承诺，KSH将建议就2026财年派发每股普通股新元1.00分的末期现金股息。连同本财年中中期已派发的每股新元0.50分股息，2026财年全年股息合计为每股普通股新元1.50分。这较2025财年每股新元1.25分的全年股息增长20%，不仅体现了集团对价值创造的执着追求，也饱含着对股东长久以来信任与支持的诚挚感谢。

WORDS OF APPRECIATION 致谢

To my fellow Board members, I extend my sincere gratitude for your guidance and counsel as we navigate an increasingly complex operating environment. Your insight and leadership continue to steer the Company with purpose. I would also like to express my deepest appreciation to our management team, engineers, quantity surveyors, site coordinators and all operational staff for their exceptional dedication, professionalism and resilience

throughout a demanding year. To all of our valued staff – your hard work and commitment are the foundation of everything we have achieved.

我衷心感谢各位董事会成员，在这日益复杂的经营环境中给予的宝贵指导和建议。诸位的前见与领导力，始终引领公司行稳致远。我亦要向管理团队、工程师、工料测量师、工地协调员及全体运营员工，致以最深切的谢意，感谢他们在过去这充满挑战的一年里，所展现出的非凡敬业精神、专业素养与坚韧品格。同时，感谢集团每一位员工的辛勤付出与无悔坚守，这是集团一切成就的基石。

To our shareholders, customers, suppliers, subcontractors, partners and all other stakeholders, thank you for your continued trust, support and confidence in KSH. Your steadfast partnership has been invaluable to us. We remain committed to honouring that trust by pursuing sustainable growth, strengthening our business fundamentals and delivering long-term value.

感谢各位股东、客户、供应商、分包商、合作伙伴及所有其他利益相关者一直以来的信任、支持与信心。你们坚定同行，我们珍视万分。我们将不负所托，继续致力于追求可持续增长，夯实业务根基，创造长期价值。

CHOO CHEE ONN

Executive Chairman and Managing Director

15 July 2026

朱峙安

执行主席兼董事总经理

2026年7月15日



Thomson Gem
Artist Impression

FINANCIAL AND OPERATIONS REVIEW

SHAREHOLDERS' EQUITY



PROFIT/(LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY



The Group recorded total revenue of S\$149.9 million for the year ended 31 March 2026 ("FY2026"), representing a 17.4% decline from S\$181.5 million reported for the year ended 31 March 2025 ("FY2025"). The decline was primarily attributable to lower contributions from the Group's construction business, where project revenue decreased from S\$176.9 million in FY2025 to S\$146.1 million in FY2026 following the completion of several projects in the first half of the financial year. While the construction order book was replenished with new contract awards towards the end of the financial year, these projects were mainly in their initial stages as at 31 March 2026 and had not yet begun contributing significantly to revenue. Rental income from investment properties decreased from S\$4.6 million in FY2025 to S\$3.8 million in FY2026.

Other income decreased from S\$13.9 million in FY2025 to S\$8.6 million in FY2026, mainly due to lower interest income, reduced gains on disposal of plant and equipment, lower fair value gains on investment properties in Singapore and the PRC, lower foreign exchange gains and other miscellaneous income.

Cost of construction decreased by S\$42.1 million from S\$162.4 million in FY2025 to S\$120.3 million in FY2026, in line with the lower construction revenue. The construction business continued to achieve a positive gross profit margin in FY2026, supported

by effective cost management despite the lower revenue contribution. Finance costs decreased by S\$2.2 million from S\$5.1 million in FY2025 to S\$2.9 million in FY2026, mainly due to lower borrowing costs and average gearing during the year.

Other operating expenses in FY2026 included a S\$7.4 million loss on fair value adjustments of investment properties. Tax expense for FY2026 included additional withholding tax provisions of S\$2.0 million in relation to dividends received from the PRC.

The share of results of associates and joint ventures incurred a loss of S\$3.7 million in FY2026, an improvement from a loss of S\$13.0 million in FY2025. The losses stemmed mainly from a timing mismatch under applicable accounting standards, as operating expenses and holding costs for several Singapore projects were recognised immediately while the corresponding revenue and profit recognition remained minimal because these projects were either unlaunched, had not commenced construction or were still at preliminary stages of development.

Correspondingly, the Group reported profit for the year of S\$5.5 million and profit attributable to Owners of the Company of S\$6.8 million in FY2026, reversing from a net loss position in FY2025.

FINANCIAL AND OPERATIONS REVIEW

CONSTRUCTION

Table 1.1

List of current ongoing projects

Project Name	Contract Value (S\$'m)	Project Type	Sector
Redevelopment of a Government Office Building	S\$503.4	Institutional	Public
Proposed Additions & Alterations to 2nd Storey and Driveway Ramp and Fitting Out Works to Basement of Existing Block	S\$32.8	Institutional	Public
Proposed New Erection of 5-Storey Substation	S\$217.8	Institutional	Public
Proposed Erection of a 4-Storey Building with Agri-, Aqua- and Food-Tech Facilities	S\$101.0	Institutional	Public
Proposed Erection of 2-Storey Building with One Basement, Amphitheatre and Linkways	S\$235.7	Institutional	Public



The Group continued to maintain a healthy balance sheet and working capital position, with fixed deposits, cash and bank balances of S\$145.2 million as at 31 March 2026. Total loans and borrowings increased from S\$65.9 million as at 31 March 2025 to S\$105.0 million as at 31 March 2026, mainly due to additional bank term loan drawdowns and increased use of bills payable financing, partially offset by repayments of bank term loans during FY2026. The Group remained in a net cash position of S\$40.2 million and its gearing ratio remained low at 0.15x as at 31 March 2026. Shareholders' equity increased to S\$287.2 million as at 31 March 2026 from S\$278.1 million a year ago.

The Group reported fully diluted earnings per share of 1.20 Singapore cents in FY2026. Net asset value per share as at 31 March 2026 was 50.42 Singapore cents, compared with 51.38 Singapore cents as at 31 March 2025.

In line with the expansion of Singapore's construction sector, the Group's construction order book strengthened significantly to approximately S\$965.0 million as at 31 March 2026 as compared to S\$230.0 million as at 31 March 2025. The order book is expected to contribute positively to the Group's financial performance through FY2029.

According to the Ministry of Trade and Industry, Singapore's construction sector expanded by 11.8% year-on-year in the first quarter of 2026, accelerating from the 4.6% growth recorded in the previous quarter. The Building and Construction Authority is projecting total construction demand to remain steady at between S\$47 billion and S\$53 billion in nominal terms for 2026, similar to 2025¹.

¹ "MTI Maintains 2026 GDP Growth Forecast at "2.0 to 4.0 Per Cent""; Ministry of Trade and Industry, 25 May 2026

FINANCIAL AND OPERATIONS REVIEW

PROPERTY DEVELOPMENT SINGAPORE

Table 2.1

*Overview of existing Singapore developments
As at 31 March 2026*

Project Name	Group Stake (%)	Type of Development	Tenure	Status
The Arcady at Boon Keng	49.0	Residential	Freehold	Launched. Construction commenced
One Sophia/The Collective at One Sophia	10.0	Mixed-use development (Residential, Office & Retail)	99-Year Leasehold	Residential and Office launched. Construction commenced
Sora	20.0	Private residential condominium	99-Year Leasehold	Launched. Construction commenced
Bagnall Haus	12.0	Residential	Freehold	Launched. Construction commenced
Gate+ at Tukang Innovation Drive (Plot A)	10.0	Industrial	33-Year	Launched.
Tukang Innovative Drive (Plot B)	30.0	Industrial	33-Year	To be launched
Thomson Gem at Upper Thomson Road	25.0	Industrial	Freehold	To be launched



The Group is supported by its BCA A1 grade under CW01 for General Building, which enables it to tender for public sector construction projects of unlimited value, and its A2 grade under CW02 for Civil Engineering projects of up to S\$105 million. Building on these qualifications, the Group will continue to pursue suitable opportunities across both the public and private sectors.

While the Group remains well-positioned to capitalise on favourable industry tailwinds across both public and private sector segments, it continues to adopt a prudent operating strategy, taking into consideration risks such as supply chain disruptions, elevated energy and input costs, rising construction costs, labour availability, borrowing costs and foreign exchange volatility.

FINANCIAL AND OPERATIONS REVIEW

OVERSEAS

Table 2.2

Overview of the projects in Gaobeidian, PRC
As at 31 March 2026

	ZXYL Phase 1	ZXYL Phase 2	ZXYS Phase 1	ZXYS Phase 2
Construction Status	Completed	1,332 units completed	Completed	204 units completed 1,011 units commenced and target completion in FY2027
Sale Status	86% of 812 completed units sold	45% of 746 launched units sold	98% of 1,011 completed units sold	87% of 204 completed units sold 12% of 1,011 launched units sold



To navigate these challenges, the Group remains focused on timely execution of existing projects, disciplined cost management and a selective approach to tendering, with emphasis on margin protection.

The Group is participating in seven joint venture development projects in Singapore, comprising four residential and mixed-use projects, as well as three industrial projects.

The residential and mixed-use projects are The Arcady at Boon Keng, One Sophia/The Collective at One Sophia, Sora and Bagnall Haus. These

developments have recorded satisfactory sales, with positive margins expected since their respective launches. Based on options signed as at 31 March 2026, the Group's equity share of unrecognised attributable revenue from sold units amounted to more than S\$187.0 million, which will be recognised progressively based on the percentage-of-completion method in line with construction progress. The four residential and mixed-use projects have a total estimated gross development value of S\$3.2 billion, with KSH's equity share estimated at S\$583.0 million.

FINANCIAL AND OPERATIONS REVIEW

PROPERTY INVESTMENT

Table 3.1

*Property Investments – hotel properties
As at 31 March 2025*

Project Name	Location	Group's stake (%)
Heeton Concept Hotel Luma Hammersmith	Glenthorne Road, London, England, UK	10.0
Holiday Inn Express Manchester	Manchester City, England, UK	30.0
Hotel Indigo Glasgow	Glasgow, Scotland, UK	20.0
DoubleTree by Hilton London Kensington	London, England, UK	20.0
Hampton by Hilton Leeds City Centre	Leeds, England, UK	17.5
Heeton Concept Hotel City Centre Liverpool	Liverpool, England, UK	20.0
Super Hotel Sapporo	Chuo, Hokkaido, Japan	30.0
Hotel Resort at Paro, Bhutan	Paro district, Bhutan	10.0
Hotel at Gaobeidian, People's Republic of China	Gaobeidian, People's Republic of China	14.3

The Group is also participating in three joint ventures for proposed industrial development projects in Singapore, namely Gate+ at Tukang Innovation Drive (Plot A), Tukang Innovative Drive (Plot B) and Thomson Gem at Upper Thomson Road. These industrial projects have a total estimated gross development value of S\$1.0 billion, with KSH's equity share estimated at S\$245.0 million. Gate+ was launched in May 2026 and has achieved satisfactory sales to date.

Data from the Urban Redevelopment Authority show that the overall private residential price index rose by 0.9% quarter-on-quarter in the first quarter of 2026, similar to the average quarterly increase of 0.8% in 2025². Transaction volumes for private residential units in the first quarter of 2026 stood at 2,013, compared with 2,940 units sold in the previous quarter. The Government continues to maintain a high level of private housing supply through the Government Land Sales Programme, including 4,600 private residential units under the Confirmed List in 1H2026². On the industrial property front, incoming supply across most industrial property

segments in 2026, except single-user factories, is expected to moderate and stay below historical ten-year averages³.

The Group will continue to monitor market conditions closely while progressing its property development projects. At the same time, we will work with our experienced joint venture partners to selectively assess suitable development opportunities.

The Group maintains a diversified presence across multiple markets and leverages strategic joint venture partnerships to broaden its investment opportunities and optimise capital allocation.

The Group has investments in two residential developments in Gaobeidian, namely its 22.5%-owned Singapore Sino Health City – Zhong Xin Yue Lang (中新健康城 – 中新悦朗) ("ZXYL") and 33.75%-owned Zhong Xin Yue Shang (中新悦上) ("ZXYS"). Sales for both projects continued in FY2026, with Phase 1 of ZXYL and ZXYS completed and 86% and 98% of completed units sold, respectively.

² "Release of 1st Quarter 2026 real estate statistics", Urban Redevelopment Authority, 24 April 2026

³ "Industrial Marketbeat Report", Cushman & Wakefield, 10 April 2026

FINANCIAL AND OPERATIONS REVIEW



*Bagnall Haus
Artist Impression*



*Bagnall Haus
Artist Impression*

Property market conditions in the PRC remained subdued, with government measures in place to support gradual stabilisation. Despite near-term headwinds affecting the PRC's economic recovery, the country continues to offer favourable long-term prospects. The Group will continue to closely monitor the situation and focus on driving sales of its ongoing projects in Gaobeidian.

The Group has built a diversified portfolio of hotel properties across the UK, Japan, Bhutan and Gaobeidian, PRC through joint ventures with

strategic partners. Despite broader macroeconomic uncertainties, the Group's investment properties in Singapore and overseas continued to maintain satisfactory occupancy and rental rates in general.

Hotel performance in countries such as the United Kingdom and Japan has continued to improve, although global macroeconomic uncertainties could potentially affect hotel operations and investments in the near future. The Group will continue to focus on enhancing returns from its investment properties and will review and streamline the portfolio where appropriate.

KSH's 69%-owned Tianjin Tianxing Riverfront Square in Tianjin, PRC, has a total lettable area of 37,033 sqm and an occupancy rate of approximately 56.0% as at 31 March 2026. The property has a tenure of approximately 50 years from 29 November 1993.

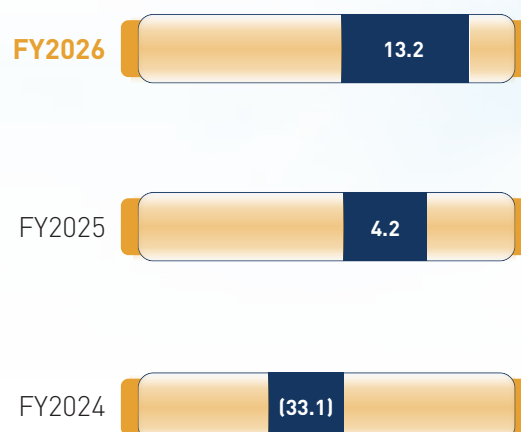
Amid the persistent challenges including interest rate movements, foreign exchange exposure, rising energy and input costs, supply chain disruptions, and construction cost pressures affecting project performance, the Group remains cautiously optimistic, subject to unforeseen circumstances.

FINANCIAL HIGHLIGHTS

Revenue (\$'m)



Profit/(Loss) from Operations Before Share of Results of Associates and Joint Ventures (\$'m)

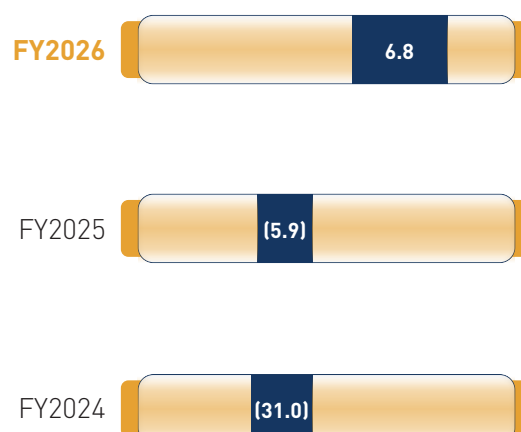


- Project Revenue
- Rental Income from Investment Properties

Share of Results of Associates and Joint Ventures (\$'m)



Profit/(Loss) Attributable to Shareholders (\$'m)



FINANCIAL HIGHLIGHTS

PRC **2.3%**



Singapore **97.7%**

Property Investment **2.3%**



Construction **97.7%**

\$'m	FY2024	FY2025	FY2026
Balance Sheet Highlights			
Shareholders' Equity	293.8	278.1	287.2
Net Current Assets	36.6	75.1	43.2
Total Assets	577.4	512.3	545.5
Net Tangible Assets	317.4	297.9	305.9
Efficiency			
Return on Equity (%)	(10.6)	(2.1)	2.4
Return on Asset (%)	(5.6)	(1.9)	1.0
Healthy Debt Coverage			
Gearing Ratio	0.24	0.17	0.15
Interest Cover (x)	NA	NA	4.2

BOARD OF DIRECTORS

MR. CHOO CHEE ONN



Executive Chairman and Managing Director, is one of the founders of the Group. Mr. Choo was appointed to the Board on 9 March 2006 and plays a vital role in charting the corporate direction of the Group. He was last re-elected on 31 July 2025. He is responsible for the overall management, strategic planning, and business development of the Group, and oversees all key aspects of the Group's operations, including the tendering process of the Group's construction projects. He is also responsible for identifying and securing new projects for the Group. In addition, Mr. Choo also oversees the Group's overseas investments and operations, particularly the Group's property development business in the PRC. Mr. Choo has over 40 years of experience in the construction and property development industries. As one of the Group's founders, Mr. Choo was instrumental in laying the Group's early foundations and has been pivotal in the development of the Group and its expansion into the PRC. Mr. Choo is a full member of the Singapore Institute of Directors.

MR. LIM KEE SENG

Executive Director and Chief Operating Officer, is one of the founders of the Group. Mr. Lim was appointed to the Board on 22 March 2006 and was last re-elected on 31 July 2025. Currently, he oversees the entire construction function and business operations of the Group. Since 1974 when he founded a construction business together with the Group's Executive Directors, Mr. Choo Chee Onn and Mr. Tok Cheng Hoe, Mr. Lim has accumulated over 40 years of experience in the construction, construction-related and property development industries. He has been instrumental in the development and growth of the Group. Mr. Lim is a full member of the Singapore Institute of Directors.



MR. TOK CHENG HOE



Executive Director and Group Project Director, is one of the founders of the Group. Mr. Tok was appointed to the Board on 22 March 2006 and was last re-elected on 28 July 2023. As a Group Project Director, Mr. Tok is responsible for the management and execution of construction projects. Since 1974 when he founded a construction business together with the Group's Executive Directors, Mr. Choo Chee Onn, and Mr. Lim Kee Seng, Mr. Tok has accumulated over 40 years of experience in the construction, construction-related and property development industries. He has been instrumental in the development and growth of the Group. Mr. Tok is a full member of the Singapore Institute of Directors.

BOARD OF DIRECTORS

MR. NG WENG SUI HARRY

Lead Independent Director, Chairman of the Audit and Risk Committee, member, Member of the Remuneration Committee and Nominating Committee. Mr. Ng was appointed to the Board on 1 August 2024 and was last re-elected on 31 July 2025. He is the executive director of HLM (International) Corporate Services Pte. Ltd., a company providing corporate services, including business consultancy, corporate advisory, accounting, and secretarial services. Mr. Ng has more than 30 years of experience in accounting, finance and audit. He is a Fellow Member of the Institute of Singapore Chartered Accountants and a Fellow of the Association of Chartered Certified Accountants (United Kingdom). Mr. Ng obtained a Master of Business Administration (General Business Administration) from The University of Hull, United Kingdom.



MR. WONG FOOK CHOY SUNNY

Independent Director, Chairman of the Nominating Committee, Member of the Audit and Risk Committee and Remuneration Committee. Mr. Wong was appointed to the Board on 1 August 2024 and was last re-elected on 31 July 2025. He has extensive experience as director of public listed companies in Singapore. An advocate and solicitor of the Supreme Court of Singapore, he has extensive experience in legal practice. He was founder and managing director of the legal firm Wong Tan & Molly Lim LLC. Mr. Wong holds a Bachelor of Law (Honours) degree from the National University of Singapore.



Dawa at Hilltop, Bhutan

BOARD OF DIRECTORS

MR. TAN KOK KWEE

Independent Director, Chairman of the Remuneration Committee, Member of the Audit and Risk Committee and Nominating Committee. Mr. Tan was appointed to the Board on 1 August 2024 and was last re-elected on 31 July 2025. He has had a long career in the banking industry, with 38 years of experience in corporate banking, which spanned 18 years at Overseas Union Bank Limited ("OUB") and 20 years at United Overseas Bank Limited ("UOB"). Mr. Tan commenced his banking career with OUB in 1983, where he was promoted to the position of senior vice president. Following the merger of OUB with UOB in 2001, Mr. Tan continued his banking career with UOB, where he was promoted to the position of executive director.

Mr. Tan retired in 2021. Mr. Tan was a member of the senior team for corporate banking at UOB, and the responsibilities of the senior team included monitoring and seeking to improve the "profit and loss" of the corporate banking business of the bank and managing the credit risk of the corporate banking's portfolio. Mr. Tan has experience in managing various stakeholders, including corporate clients, developers, family offices, contractors, professional agencies, law firms, valuers, and accountants. Mr. Tan graduated with a Bachelor of Business Administration from the National University of Singapore in 1983 and complemented his academic foundation with various banking courses in the course of his career.



MANAGEMENT

MR. TANG HAY MING TONY

Chief Financial Officer, was promoted to his current post in December 2006. He is responsible for the Group's finance, accounting and reporting functions as well as the overall financial risk management of the Group. He has several years of experience in auditing, accounting, taxation, and financial management before he joined the Group in August 1999. Mr. Tang holds a Bachelor's Degree in Accountancy from the Nanyang Technological University, a Graduate Diploma in Business Administration from the Singapore Institute of Management and a Master's Degree in Business Administration from the University of Adelaide, Australia. He is a fellow member of the Institute of Singapore Chartered Accountants.

CORPORATE DIRECTORY

BOARD OF DIRECTORS

EXECUTIVE DIRECTORS:

Choo Chee Onn

(Executive Chairman and Managing Director)

Lim Kee Seng

Tok Cheng Hoe

INDEPENDENT DIRECTORS:

Ng Weng Sui Harry

(Lead Independent Director)

Wong Fook Choy Sunny

Tan Kok Kwee

AUDIT & RISK COMMITTEE

Ng Weng Sui Harry *(CHAIRMAN)*

Wong Fook Choy Sunny

Tan Kok Kwee

NOMINATING COMMITTEE

Wong Fook Choy Sunny *(CHAIRMAN)*

Ng Weng Sui Harry

Tan Kok Kwee

REMUNERATION COMMITTEE

Tan Kok Kwee *(CHAIRMAN)*

Ng Weng Sui Harry

Wong Fook Choy Sunny

AUDITOR

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Audit Partner: Mr. Sam Lo Geok Lim

JOINT COMPANY SECRETARIES

Tang Hay Ming Tony

Ong Beng Hong (LLB (Hons))

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HL Bank

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RHB Bank Berhad

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Dawa at Hilltop, Bhutan

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

KSH Holdings Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) is committed to achieving a high standard of corporate governance in line with the principles set out in the Code of Corporate Governance 2018 (the “**Code**”). Good corporate governance establishes and maintains a legal and ethical environment, which helps to preserve and enhance the interests of all shareholders.

This report describes the corporate governance framework and practices of the Company with specific reference made to each of the principles of the Code. The Company believes that it has largely complied with the spirit and intent of the Code and in areas where the Company’s practices have deviated from provisions of the Code, rationale for the same is provided herein.

(A) BOARD MATTERS

The Board’s Conduct of its Affairs

Principle 1: The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Company.

Role of the Board of Directors (the “Board”)

The primary role of the Board is to protect and enhance long-term shareholders’ value. It sets the corporate strategies of the Group and sets directions and goals for the management (the “**Management**”). It supervises the Management and monitors the performance of these goals to enhance shareholders’ value. The Board is responsible for the overall corporate governance of the Group.

Regular meetings are held to deliberate the strategic policies of the Company, review and approve annual budgets, review the performance of the business and approve the public release of periodic financial results.

The principal duties of the Board include the following:

- (i) protecting and enhancing long-term value and return to the Company’s shareholders (“**Shareholders**”);
- (ii) establishing, reviewing and approving the annual budget, corporate policies, strategies and objectives for the Group;
- (iii) ensuring the effectiveness and integrity of Management;
- (iv) chartering the corporate strategy and direction of the Group and setting goals for the Management;
- (v) supervising and monitoring the Management’s achievement of these goals;
- (vi) conducting periodic reviews of the Group’s financial performance, internal controls and reporting compliance;
- (vii) approving nominations to the Board and appointment of key personnel;

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

- (viii) ensuring the Group's compliance with all relevant and applicable laws and regulations;
- (ix) assuming responsibility for the corporate governance of the Group;
- (x) setting the values and standards for the Group, and ensure that obligations to Shareholders and others are understood and met; and
- (xi) establishing a framework of prudent and effective controls which enables risks to be assessed and managed.

The Directors are fiduciaries who act objectively in the best interests of the Company and hold Management accountable for performance. The Board has in place a code of conduct and ethics, sets appropriate tone from the top and desired organisational culture and ensures proper accountability within the Company. Any Director facing conflicts of interest will recuse himself from discussions and decisions involving the issues of conflict.

Provision 1.1
of the Code

The Board has formed a number of board committees, namely the Audit and Risk Committee ("**ARC**"), the Nominating Committee ("**NC**") and the Remuneration Committee ("**RC**") (collectively, the "**Board Committees**"), to assist in carrying out and discharging its duties and responsibilities efficiently and effectively.

These Board Committees function within clearly defined written terms of reference and operating procedures, setting out their compositions, authorities and duties, including reporting back to the Board. The Board accepts that while these Board Committees have the authority to examine particular issues and will report back to the Board with their decision and/or recommendations, the ultimate responsibility on all matters lies with the entire Board.

Provision 1.4
of the Code

The Executive Directors also supervise the management of the business and affairs of the Company and reduce the administrative time, inconvenience and the expenses associated with the convening of meetings of the Board and circulation of resolutions in writing of the Board, without compromising the Group's corporate objectives and adversely affecting the day-to-day operations of the Company.

However, the Board decides on matters that require its approval and clearly communicates this to Management in writing. Meetings of the Board are still held and/or resolutions in writing of the Board are circulated for matters which require the Board's approval, including, but are not limited to the following:

Provision 1.3
of the Code

- (i) review of the annual budget and the performance of the Group;
- (ii) review of the key activities and business strategies;
- (iii) approval of the corporate strategy and direction of the Group;
- (iv) approval of transactions involving a conflict of interest for a substantial Shareholder or a Director or interested person transactions;

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

- (v) material acquisitions and disposals;
- (vi) corporate or financial restructuring and share issuances;
- (vii) declaration of dividends and other returns to Shareholders; and
- (viii) appointments of new Directors or key personnel.

A formal document setting out the guidelines and matters (including the matters set out above) which are to be reserved for the Board's decision has been adopted by the Board.

Board Meetings are conducted regularly at least twice a year and ad-hoc meetings (including but not limited to the meetings of the Board Committees) are convened whenever a Director deems it necessary to address any issue of significance that may arise. Pursuant to Article 97 of the Company's Constitution, Directors may participate in Board Meetings by means of a conference telephone, video conferencing, audio visual or other similar communications equipment by means of which all persons participating in the Board Meetings can hear each other.

Management provides Directors with complete, adequate and timely information prior to meetings and on an on-going basis to enable them to make informed decisions and discharge their duties and responsibilities.

Provision 1.6
of the Code

All Directors are from time to time furnished with information concerning the Company, including board papers and related materials, background or explanatory information relating to matters to be brought before the Board, and copies of disclosure documents, budgets, forecasts and internal financial statements, to enable them to be fully cognisant of the decisions and actions of the Company's executive Management. In respect of budgets, in the event that there are any material variances between the projections and actual results, these are disclosed and explained to the Board by Management. The Board has unrestricted access to the Company's records and information.

Senior management personnel are available to provide explanatory information in the form of briefings to the Directors or formal presentations in attendance at Board Meetings, or by external consultants engaged on specific projects.

The Board has separate and independent access to the Joint Company Secretaries, external advisers (where necessary) and to other senior management personnel of the Company and of the Group at all times at the Company's expense in carrying out their duties. One Joint Company Secretary attends or is represented at all Board Meetings and meetings of the Board Committees of the Company and ensures that Board procedures are followed and that applicable rules and regulations are complied with. The minutes of all Board and Board Committees meetings are circulated to the Board and the Board Committees. The appointment and removal of the Joint Company Secretaries is a matter for the Board as a whole.

Provision 1.7
of the Code

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

Each Director has the right to seek independent legal and other professional advice, at the Company's expense, concerning any aspect of the Group's operations or undertakings in order to fulfil their duties and responsibilities as Directors.

In addition to holding meetings, important matters concerning the Group are also put to the Board for its decision by way of written resolutions.

Directors attend and actively contribute and participate in Board and Board Committee meetings. The following table discloses the number of meetings held for the Board and Board Committees and the attendance of all Directors for the financial year ended 31 March 2026:

Provision 1.5
of the Code

	BOARD MEETING	AUDIT AND RISK COMMITTEE	REMUNERATION COMMITTEE	NOMINATING COMMITTEE
Number of meetings held	2	2	1	1
Choo Chee Onn	2	2 ⁽¹⁾	1 ⁽¹⁾	1 ⁽¹⁾
Tok Cheng Hoe	2	2 ⁽¹⁾	1 ⁽¹⁾	1 ⁽¹⁾
Lim Kee Seng	2	2 ⁽¹⁾	1 ⁽¹⁾	1 ⁽¹⁾
Ng Weng Sui Harry	2	2	1	1
Tan Kok Kwee	2	2	1	1
Wong Fook Choy Sunny	2	2	1	1

Note:

(1) By invitation.

While the Board considers Directors' attendance at Board Meetings to be important, it should not be the only criterion to measure their contributions. The Board also takes into account the contributions by Board members in other forms including periodical reviews, provision of guidance and advice on various matters relating to the Group and ensures that Directors with multiple board representations give sufficient time and attention to the affairs of the Group.

Provision 1.5
of the Code

Generally, a newly-appointed Director will be given an orientation to familiarise him/her with the Group's business and governance practices and he/she will also be briefed on the duties and obligations of a director of a listed company. The Company will also provide the newly-appointed Director with a formal letter setting out his/her duties and obligations. In addition, first-time Directors who have no prior experience as a director of a company listed on the Singapore Exchange Securities Trading Limited ("SGX-ST") will also undergo training in the roles and responsibilities of a director of a listed company as prescribed by the SGX-ST pursuant to Rule 210(5) (a) of the Listing Rules of the SGX-ST ("**SGX-ST Listing Manual**").

Provision 1.2
of the Code

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The Directors understand the Company's business as well as their directorship duties (including their roles as executive, non-executive and independent directors). The Directors are updated, from time to time, when new laws or regulations affecting the Group are introduced. The professional advisors to the Company conduct briefings and presentations to update the Directors in this regard. The Directors are encouraged to attend seminars and training courses that will assist them in executing their obligations and responsibilities as directors to the Company. The Directors may also attend appropriate courses and seminars to develop and maintain their skills and knowledge at the Company's expense.

Provision 1.2
of the Code

Pursuant to Rule 720(7) of the SGX-ST Listing Manual, the Directors have undergone training on sustainability matters as prescribed by the SGX-ST.

Board Composition and Guidance

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

As at the date of this Annual Report, the Board comprises six (6) Directors, of whom three (3) are Executive Directors and three (3) are Independent Directors. The list of Directors is as follows:

Mr Choo Chee Onn	Executive Chairman and Managing Director
Mr Tok Cheng Hoe	Executive Director
Mr Lim Kee Seng	Executive Director
Mr Ng Weng Sui Harry	Lead Independent Director
Mr Tan Kok Kwee	Independent Director
Mr Wong Fook Choy Sunny	Independent Director

No new directors were appointed to the Board during FY2026.

The Company recognises the importance of having an effective and diverse Board and has adopted a formal Board Diversity Policy, the main objective of which is to continue to maintain the appropriate balance of perspectives, skills and experience on the Board to support the long-term success of the Company.

Provision 2.4
of the Code

The Board is of the view that the current Board members comprise persons whose diverse skills, experience, knowledge of the Company and attributes provide for effective direction for the Group. The Board, through the NC, has examined the Board's size and is satisfied that it is appropriate for effective decision-making, taking into account the nature and scope of the Company's operations, and is of the view that the Board has a good balance of Directors who come from diverse backgrounds and have extensive industry knowledge, skills and/or business, financial, accounting and management experience so as to avoid groupthink and foster constructive debate. Notwithstanding the fact that the Board is of the view that the current Board is diverse and effective and in line with the Board Diversity Policy, the Company has set internal targets and its progress in achieving the same as described in the table below.

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Diversity Targets, Plans and Timelines	Targets Achieved/Progress Towards Achieving Targets
Skills and Expertise	
To ensure that the Directors, as a group, possess: (a) a variety of skill sets, including in core competencies, domain knowledge and other fields of expertise, such as management, strategy and accounting; and (b) a mix of industry experience, management experience, business acumen and listed company board experience. The Company believes that diversity in skill sets would support the work of the Board and Board Committees and needs of the Company, and that an optimal mix of experience would help shape the Company's strategic objectives and provide effective guidance and oversight of Management and the Company's operations.	Target Achieved – As at the date of this Annual Report, the Board comprises Directors who, as a group, possess the identified core skills and experience. In terms of skill sets, the Board comprises Directors with a variety of skills and expertise in areas including management, strategy, investment and accounting. In terms of experience, the Board comprises Directors who are corporate and business leaders and who collectively have experience in general business management, have served on public listed company boards and have international or regional experience. In terms of industry experience, the Directors collectively have exposure in various sectors including the construction, financial services, legal and accounting industries.
Board Independence	
To have a Board with at least 50% Independent Director representation	Target Achieved – Currently, the Independent Directors make up 50% of the Board

The Company notes that there is currently no female member on the Board. The Company recognises that diversity is not merely limited to gender or any other personal attributes. In identifying director nominees, the Board has always adhered to the policy of ensuring that there is an appropriate mix of members on the Board with complementary skills, core competencies and experience, regardless of gender. The Board is of the view that, while it is important to promote boardroom diversity in terms of gender, age and ethnicity, the normal selection criteria based on an effective blend of competencies, skills, extensive experience and knowledge to strengthen the Board should remain a priority. Notwithstanding this, the Company's Board Diversity Policy provides that the Company (i) will work towards having female directors on the Board, whenever possible, and shall endeavour to ensure that female candidates are included for consideration when identifying candidates to be appointed as new directors, and (ii) will work towards having appropriate age and ethnic diversity on the Board, if the opportunity arises.

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The criterion for independence is based on the definition given in the Code and Rule 210(5)(d) of the SGX-ST Listing Manual. The Board considers an “Independent” Director as one who is independent in conduct, character and judgement, and has no relationship with the Company, its related companies, its substantial Shareholders or 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. Having regard to the circumstances set forth in Provision 2.1 of the Code and Rule 210(5)(d) of the SGX-ST Listing Manual, the Board has identified each of the Company’s Independent Directors to be independent, after determining, taking into account the views of the NC, whether the Director is independent in conduct, character and judgement and whether there are relationships or circumstances which are likely to affect, or could appear to affect, the Director’s judgement. Each Director is required to disclose to the Board any such relationships or circumstances as and when they arise.

Provision 2.1
of the Code

Notwithstanding Provision 2.3 of the Code which recommends that non-executive directors should make up a majority of the Board, the Board and the NC are of the view that the non-executive Independent Directors on the Board, which make up three (3) out of six (6) of the Board, are able to exercise their powers objectively and independently from the Management and ensure that appropriate checks and balances are in place. The non-executive Independent Directors constructively challenge and help develop proposals on strategy, assist the Board in reviewing the performance of Management in meeting agreed goals and objectives, and monitor the reporting of performance.

Deviated from
Provision 2.3
of the Code

The Independent Directors, led by the Lead Independent Director, meet at least once annually without the presence of the other Directors and the Management and, where necessary, the Lead Independent Director provides feedback to Board and/or the Executive Chairman after such meetings.

Provision 2.5
of the Code

Key information regarding the Directors is given in the “Board of Directors” section of this Annual Report.

Particulars of interests of Directors who held office at the end of the financial year in shares in the Company and in related corporations (other than wholly-owned subsidiaries) are set out in the Directors’ Report on pages 57 to 60 of this Annual Report.

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Executive Chairman and Group Managing Director

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 Executive Chairman and the Group Managing Director is Mr Choo Chee Onn (“**Mr Choo**”). In view of Mr Choo’s concurrent appointment as the Executive Chairman and Group Managing Director, the Board has appointed Mr Ng Weng Sui Harry (“**Mr Ng**”) as the Lead Independent Director to provide leadership when the Executive Chairman is conflicted, in accordance with Provision 3.3 of the Code. In accordance with the recommendations in the said Provision 3.3, the Lead Independent Director is available to Shareholders where they have concerns for which contact through the normal channels of communication with the Executive Chairman and Group Managing Director or Chief Financial Officer has failed to resolve or for which such contact is inappropriate or inadequate.

Deviated from
Provision 3.1
of the Code

Provision 3.3
of the Code

The Company is of the view that it maintains a satisfactory independent element on the Board as at least half of the Board comprises Independent Directors and the Company believes that the Board is able to exercise independent judgment on corporate affairs. Provision 2.2 of the Code, however, recommends that independent directors make up a majority of the Board where the Chairman is not independent.

The NC and Board are of the view that although the Independent Directors do not currently make up a majority of the Board, all of the Directors have debated vigorously on the subject matters tabled at the Board meetings held in FY2026, regardless of whether they were independent or not. All decisions of the Board are based on collective decision-making without any individual or small group of individuals influencing or dominating the decision-making process. In addition, the NC and the Board believe that Mr Choo, as one of the founders of the Group and the Managing Director since the Company’s listing, is in the best position to lead the Board as Executive Chairman.

Deviated from
Provision 2.2
of the Code

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As the Executive Chairman, Mr Choo bears the following responsibilities:

Provision 3.2
of the Code

- (a) leading the Board to ensure its effectiveness on all aspects of its role;
- (b) setting the Board's agenda and ensuring that adequate time is available for discussion of all agenda items, in particular strategic issues;
- (c) promoting a culture of openness and debate at the Board;
- (d) ensuring that the Directors receive complete, adequate and timely information;
- (e) ensuring effective communication with shareholders;
- (f) encouraging constructive relations within the Board and between the Board and Management;
- (g) facilitating the effective contribution of Independent Directors towards the Company; and
- (h) together with the ARC, promoting high standards of corporate governance.

As the Group Managing Director, Mr Choo bears overall daily operational responsibility for the Group's business.

Provision 3.2
of the Code

All major decisions made by the Executive Chairman and Group Managing Director are under the purview of review by the ARC. His performance and appointment to the Board are also reviewed periodically by the NC while his remuneration package is reviewed periodically by the RC. As such, the Board believes that there are adequate safeguards in place against an uneven concentration of power and authority in a single individual.

The Board is of the view that power is not unduly concentrated in the hands of one individual nor is there any compromised accountability and independent decision-making as all major decisions and policy changes are conducted through the respective Board Committees, all of which are chaired by the Independent Directors.

STATEMENT OF CORPORATE GOVERNANCE

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Board Membership

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

As at the date of this Annual Report, the NC comprises the following three (3) Independent Non-Executive Directors: Provision 1.4 and 4.2 of the Code

Mr Wong Fook Choy Sunny (Chairman)
Mr Ng Weng Sui Harry (Member)
Mr Tan Kok Kwee (Member)

The NC functions under the terms of reference which sets out its responsibilities: Provision 1.4 and 4.1 of the Code

- (a) to review the succession plans for directors, in particular the appointment and/or replacement of the Chairman, the Managing Director and key management personnel;
- (b) to recommend to the Board on all Board appointments, re-appointments and re-nominations;
- (c) to ensure that Independent Directors meet the SGX-ST guidelines and criteria;
- (d) to review the process and criteria for evaluation of the performance of the Board, its board committees and directors;
- (e) to assess the effectiveness of the Board as a whole and the effectiveness and contribution of each Director to the Board; and
- (f) to review the training and professional development programmes for the Board and its directors.

STATEMENT OF CORPORATE GOVERNANCE

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In the event that there is a need to change the structure of the Board, the chairmanship of the Company or the membership of the Board Committees, the NC would also review the change to be implemented and make recommendations to the Board accordingly. For the appointment of new Directors, the NC would, in consultation with the Board, examine the existing Board's strengths, capabilities and the existing Directors' contribution of skills, knowledge and experience to the Group and the Board. Further to the above, the NC will take into account the future needs of the Group and, together with the Board, it will seek candidates who are able to contribute to the Group. The NC seeks candidates widely and beyond persons directly known to the existing Directors. Résumés of suitable candidates are reviewed and background checks are conducted before interviews are conducted again for the short-listed candidates. The NC shall then recommend suitable candidates to the Board.

Provision 4.3
of the Code

The NC ensures that new directors are aware of their duties and obligations. The NC is also tasked with deciding whether or not a Director is able to and has been adequately carrying out his duties as a Director, particularly when he has multiple board representations, and to assess the maximum number of listed entity board representations which any one of the Directors may hold. As a guide, Directors of the Company should not have more than six (6) listed company board representations and other principal commitments. After conducting reviews, the NC is satisfied that sufficient time and attention are being given by the Directors to the affairs of the Group.

Provision 4.5
of the Code

There are no alternate directors appointed to the Board as at the date of this Annual Report. The Board will generally avoid approving the appointment of alternate directors unless alternate directors are appointed for limited periods in exceptional cases such as when a director has a medical emergency.

The NC examines the Board's size to satisfy that it is appropriate for effective decision making, taking into account the nature and scope of the Company's operations.

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Details of the appointment of Directors including their respective dates of initial appointment and dates of last re-election, directorships in other listed companies, both current and for the preceding three (3) years, and principal commitments are set out below:

Name of Director	Age	Date of Initial Appointment	Date of Last Re-election	Present and Past Directorship in Listed Companies and Principal Commitments
Mr Choo Chee Onn	75	9 March 2006	31 July 2025	Present Directorships – Past Directorships – Principal Commitments –
Mr Lim Kee Seng	75	22 March 2006	31 July 2025	Present Directorships – Past Directorships – Principal Commitments –
Mr Tok Cheng Hoe	76	22 March 2006	28 July 2023	Present Directorships – Past Directorships – Principal Commitments –

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Name of Director	Age	Date of Initial Appointment	Date of Last Re-election	Present and Past Directorship in Listed Companies and Principal Commitments
Mr Ng Weng Sui Harry	70	1 August 2024	31 July 2025	Present Directorships Oxpay Financial Limited Past Directorships 1. Q&M Dental Group (Singapore) Limited 2. Medi Lifestyle Limited 3. HG Metal Manufacturing Limited 4. Oxley Holdings Limited Principal Commitments 1. NCC Research Fund (Audit Committee Member) 2. NCCS Cancer Fund (Audit Committee Member) 3. Executive Director of HLM (International) Corporate Services Pte Ltd
Mr Tan Kok Kwee	66	1 August 2024	31 July 2025	Present Directorships 1. Hong Fok Corporation Limited 2. Centurion Asset Management Pte Ltd Past Directorships – Principal Commitments –
Mr Wong Fook Choy Sunny	70	1 August 2024	31 July 2025	Present Directorships UG Healthcare Corporation Limited. Past Directorships 1. Excelpoint Technology Ltd. 2. Mencast Holdings Ltd. 3. InnoTek Limited 4. Civmec Limited Principal Commitments –

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Further to the above, the NC determines annually, and as and when circumstances require, the independence of each of the Independent Directors, having regard to the circumstances set forth in Provision 2.1 of the Code and Rule 210(5)(d) of the SGX-ST Listing Manual. As part of their review process, the NC requires the Independent Directors to complete and execute declaration forms to disclose to the Board their relationships with the Company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence. These declaration forms are drawn up based on the guidelines in the Code and Rule 210(5)(d) of the SGX-ST Listing Manual. The NC reviews declaration forms executed by the Independent Directors as well as any declaration they may make to determine their respective independence. If the Board, having taken into account the views of the NC, determines that such directors are independent notwithstanding the existence of such relationships, the Company will disclose the relationships and its reasons in its annual report. Pursuant to its review, the NC is of the view that Mr Ng, Mr Tan Kok Kwee ("**Mr Tan**") and Mr Wong Fook Choy Sunny ("**Mr Wong**") are independent of the Group and the Management.

Provision 4.4
of the Code

Mr Ng, Mr Tan and Mr Wong were first appointed to the Board as Independent Directors on 1 August 2024. Each of Mr Ng, Mr Tan and Mr Wong has demonstrated independent mindedness and conduct at the Board and Board Committees meetings. After a rigorous review on their contributions and independence by the NC, the NC is satisfied that each of Mr Ng, Mr Tan and Mr Wong has remained independent in character and judgment in discharging their duties as Directors of the Company in FY2026.

The Constitution of the Company requires one-third of the Directors to retire from office at each Annual General Meeting ("**AGM**"). Further, all directors must submit themselves for re-nomination and re-appointment at least once every three (3) years pursuant to Rule 720(5) of the SGX-ST Listing Manual. Accordingly, the Directors (including the Managing Director) must submit themselves for re-nomination and re-election at regular intervals of at least once every three (3) years. The NC has recommended the re-elections of Mr Tok Cheng Hoe and Mr Tan Kok Kwee in accordance with Regulation 89 of the Company's Constitution at the forthcoming AGM.

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Board Performance

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

The NC has established a process for assessing the effectiveness of the Board as a whole, each Board Committee separately and for assessing the contribution of the Executive Chairman and each individual Director to the effectiveness of the Board. This assessment is conducted by the NC at least once a year by way of a Board evaluation where the NC completes a questionnaire seeking their views on various aspects of Board performance, such as Board composition, information, process and accountability. The Chairman of the NC will act on the results of the performance evaluation, and in consultation with the NC, propose, where appropriate, that new members be appointed to the Board or seek the resignation of Directors.

Provision 5.1
of the Code

Provision 5.2
of the Code

Reviews of each individual Director's contribution to the effectiveness of the Board, and the effectiveness of the Board as a whole and the Board Committees are also undertaken on a continuous basis by the NC.

No external facilitator has been appointed by the Company.

To assess the effectiveness of the Board as a whole, the factors evaluated by the NC include but are not limited to:

- (i) the size and composition of the Board;
- (ii) the individual Directors' contributions to the Board, including without limitation their participation at Board meetings and ability to contribute to the discussion conducted by the Board;
- (iii) the discussion and decision-making processes of the Board (including the conduct of meetings by the Board);
- (iv) the Board's access to information;
- (v) the accountability of the Board to the Shareholders; and
- (vi) the performance of the Board (including the Board's performance in relation to the discharge of its principal responsibilities in terms of the financial indicators set out in the Code).

The Board and the NC have endeavoured to ensure that the Directors possess the experience, knowledge and expertise critical to the Group's business.

Based on the NC's review, the NC considers the effectiveness of the Board as a whole and the contribution by each individual Director to the effectiveness of the Board to be satisfactory and is of the view that the Board and the various Board Committees operate effectively and each Director is contributing to the overall effectiveness of the Board.

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(B) REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

Principle 6: There should be 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.

As at the date of this Annual Report, the RC comprises the following three (3) Independent Non-Executive Directors:

Provision 1.4
and 6.2 of the
Code

Mr Tan Kok Kwee (Chairman)
Mr Ng Weng Sui Harry (Member)
Mr Wong Fook Choy Sunny (Member)

The RC recommends to the Board a framework of remuneration for the Board and key management personnel, and determines the specific remuneration packages for each Director as well as for the key management personnel. The recommendations are submitted for endorsement by the Board.

Provision 6.1
of the Code

The RC considers all aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses and benefits in kind, and termination terms to ensure that they are fair. Each RC member abstains from voting on any resolution in respect of his remuneration package.

Provision 6.3
of the Code

The RC functions under the terms of reference which sets out its responsibilities:

Provision 1.4
of the Code

- (a) to recommend to the Board a framework for remuneration for the Directors and key management personnel of the Company;
- (b) to determine a specific remuneration package for each Executive Director;
- (c) to review the appropriateness of compensation for Non-Executive Directors;
and
- (d) to review the remuneration of employees occupying managerial positions who are related to the Directors and substantial Shareholders.

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The RC is provided with access to expert professional advice on remuneration matters as and when necessary. The expense of such services is borne by the Company. The RC ensures that in the event of such advice being sought, existing relationships, if any, between the Company and its appointed remuneration consultants will not affect the independence and objectivity of the remuneration consultants. For FY2026, the RC has not consulted any external remuneration consultants as there is no required remuneration matters that rendered the appointment of any remuneration consultants. None of the executive directors' service agreements or independent directors' fees were revised during FY2026.

Provision 6.4
of the Code

Level and Mix of Remuneration

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

In setting remuneration packages, the RC takes into consideration the pay and employment conditions within the industry and in comparable companies as well as the performance of the Group as a whole and the performance of each individual director. The remuneration of Directors is reviewed to ensure that remuneration is appropriate to attract, retain and motivate the Directors to provide good stewardship of the Company and key management personnel to successfully manage the Company for the long term. The remuneration of Non-Executive Directors is also reviewed to ensure that the remuneration is appropriate and commensurate with the level of contribution, taking into account factors such as effort, time spent, and responsibilities of the Directors.

Provision 7.3
of the Code

The Directors' fees are reviewed annually and the Company submits the quantum of Directors' fees of each year to the Shareholders for approval at each AGM.

The Executive Chairman and Managing Director, Mr Choo, and the two (2) Executive Directors have service agreements. Such service agreements cover the terms of employment, salaries and other benefits. The terms of the service agreements are reviewed by the RC on an annual basis. Based on the RC's review, the RC is of the view that the service agreements include fair and reasonable termination clauses which are not overly generous. A significant and appropriate portion of the Executive Chairman and Managing Director's, Executive Directors' and key management personnel's remuneration is structured so as to link rewards to corporate and individual performance. Performance-related remuneration is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the Company. Non-Executive Directors have no service agreements.

Provision 7.1
of the Code

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The Company currently has no employee share option scheme or other long-term incentive scheme in place for its Executive Directors and key management personnel.

The Independent Directors receive Directors' fees, in accordance with their contributions, taking into account factors such as effort and/or time spent, the responsibilities of the Independent Directors and the need to pay competitive fees to attract, retain and motivate the Independent Directors. The Independent Directors are not over-compensated to the extent their independence may be compromised.

The Company is of the view that there is no requirement to institute specific contractual provisions to allow the Company to reclaim incentive components of the Executive Directors' remuneration paid in prior years in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss, as they owe a fiduciary duty to the Company and the Company should be able to avail itself of remedies against the Executive Directors in the event of a breach of fiduciary duties.

Disclosure on Remuneration

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

As at the date of this Annual Report, the Company has six (6) Directors. Of the six (6) Directors, three (3) are Executive Directors who together with the Company's Chief Financial Officer comprise the four (4) key management personnel of the Company. There were no other key management personnel within the Group except for the abovementioned persons for the financial year ended 31 March 2026. The Company does not have a Chief Executive Officer.

The Board is of the view that it is not necessary to present detailed disclosure on the Company's remuneration policy as the remuneration policy for Executive Directors and key management personnel is a management decision that the Board is generally entitled to make.

Deviated from
Provision 8.1 of
the Code

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A summary compensation table of the Directors receiving remuneration from the Company for FY2026 is appended below:

Provision 8.1(a), 8.1(b) and 8.3 of the Code

	Salary		Bonus		Directors' Fees		Allowances and Other Benefits		Total Compensation	
	S\$('000)	%	S\$('000)	%	S\$('000)	%	S\$('000)	%	S\$('000)	%
Directors										
Choo Chee Onn ⁽¹⁾	464	81	39	7	–	–	71	12	574	100
Lim Kee Seng ⁽¹⁾	348	80	30	7	–	–	55	13	433	100
Tok Cheng Hoe ⁽¹⁾	284	81	24	7	–	–	43	12	351	100
Harry Ng Weng Sui	–	–	–	–	55	100	–	–	55	100
Tan Kok Kwee	–	–	–	–	50	100	–	–	50	100
Wong Fook Choy Sunny	–	–	–	–	50	100	–	–	50	100

Note:

(1) For the financial year ended 31 March 2026, Mr Tang Hay Ming Tony was the only key management personnel who is not also a director. The other key management personnel of the Group are the Executive Directors, Mr Choo Chee Onn, Mr Lim Kee Seng and Mr Tok Cheng Hoe.

Taking note of the competitive pressures in the labour market, the Board has, on review, decided not to fully disclose the remuneration of the Company's key management personnel. As such, details (in percentage terms) of the remuneration paid to the key management personnel (who is not also a Director) in a band of S\$250,000 to S\$500,000 for the financial year ended 31 March 2026 are set out below:

	Salary		Bonus		Directors' Fees		Allowances and Other Benefits		Total Compensation	
	%	%	%	%	%	%	%	%	%	%
Key Executive of the Group (who is not also a Director)										

S\$250,000 to S\$500,000

Tang Hay Ming Tony	85	8	–	7	100
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The total aggregate remuneration of the key management personnel is not disclosed in this annual report as the Board is of the opinion that such disclosure would be prejudicial to the Company's business interests, given the highly competitive conditions in the industry and the fact that the top four (4) key management personnel (excluding the Directors) consist of only one (1) individual.

Deviated from Provision 8.1(b) of the Code

There are no termination, retirement and post-employment benefits that may be granted to the Company's Directors and key management personnel. As mentioned in Principle 7 above, the Company does not have any employee share option scheme.

Provision 8.3 of the Code

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Immediate Family Member of Directors or Substantial Shareholders

During the financial year ended 31 March 2026, the Company appointed the following persons who are immediate family members of Directors and/or substantial Shareholders of the Company to managerial positions within the Company:

Provision 8.2
of the Code

Name of Employee	Relationship with Director(s) and/or Substantial Shareholder(s)
Choo Guan Hao	Son of Choo Chee Onn, Executive Chairman and Managing Director, and a substantial shareholder of the Company
Martin Tok Sui Chuan	Son of Tok Cheng Hoe, Executive Director and Group Project Director, and a substantial shareholder of the Company

There was no employee (including Mr Choo Guan Hao and Mr Martin Tok Sui Chuan) of the Company who was an immediate family member of a Director or substantial Shareholder whose remuneration exceeded S\$100,000 during the financial year ended 31 March 2026.

(C) ACCOUNTABILITY AND AUDIT

The Board is accountable to the Shareholders and is mindful of its obligations to furnish timely information and to ensure full disclosure of material information to Shareholders in compliance with statutory requirements and the SGX-ST Listing Manual. The Management closely monitors the Company's compliance with legislative and regulatory requirements, including requirements under the SGX-ST Listing Manual, and where appropriate, will propose the adoption of written policies to the Board.

The Board is mindful that one of its principal duties is to protect and enhance the long-term value and returns to the Shareholders. This accountability to the Shareholders is demonstrated through the presentation of its periodic financial statements as well as the timely announcements and news releases of significant corporate developments and activities so that the Shareholders can have a detailed explanation and balanced assessment of the Group's financial position and prospects.

Price sensitive information is publicly released either before the Company meets with any group of investors or analysts or simultaneously with such meetings. Financial results and annual reports are announced or issued within legally prescribed periods.

STATEMENT OF CORPORATE GOVERNANCE

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The Management provides the Board with half yearly reports of the Group's financial performance, as well as progress reports on the achievements of the Management's goals and objectives determined by the Board. The Management also maintains close contact and communication with the Board by various means, including but not limited to holding meetings with the Board or via email in which documents are circulated to the Board for their review or for their information. The abovementioned arrangement allows the Directors to monitor the Group's performance as well as the Management's achievements of the goals and objectives determined and set by the Board.

Risk Management and Internal Controls

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

The Board acknowledges that it is responsible for the overall internal control framework, including the determination of the Company's levels of risk tolerance and risk policies, but recognises that all internal control systems contain inherent limitations and that no cost effective internal control system will preclude all errors and irregularities, as a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss. The ARC conducts regular reviews of the adequacy and effectiveness of the Group's internal controls and risk management system, including financial, operational and compliance controls and internal controls in relation to information technology risks. In addition, the ARC, on behalf of the Board, determines the nature and extent of the significant risks which the Company is willing to take in achieving its strategic objectives and value creation.

Provision 9.1
of the Code

The ARC ensures that a review of the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance and information technology controls and risk management, is conducted annually. In this respect, the ARC reviews the audit plans, and the findings of the internal and external auditors and ensures that the Company follows up on the internal and external auditors' recommendations raised, if any, during the audit process.

The ARC has, on behalf of the Board, reviewed the adequacy and effectiveness of the various systems put in place by the Management and it is satisfied that there are adequate and effective internal controls and risk management systems in the Company to provide reasonable assurance as to the integrity and reliability of the financial information and to safeguard and maintain accountability of its assets.

STATEMENT OF CORPORATE GOVERNANCE

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The Group has in place a system of internal controls and risk management for ensuring proper accounting records and reliable financial information as well as management of business risks with a view to safeguarding Shareholders' investments and the Company's assets. The risk management framework implemented provides for systematic and structured review and reporting of the assessment of the degree of risk, evaluation and effectiveness of controls in place and the requirements for further controls. Management reviews all significant policies and procedures and highlights all significant matters to the Board and the ARC.

The Board has also received assurances from the Managing Director and other key management personnel responsible on the integrity of the financial statements of the Group and the adequacy and effectiveness of the Company's risk management and internal control systems. In particular, the Board has been assured by the Managing Director and the Chief Financial Officer that the financial records have been properly maintained and the financial statements give a true and fair view, in all material respects, of the Group's operations, finances, performance and financial position as at 31 March 2026.

Provision 9.2
of the Code

The internal auditors review policies and procedures as well as key controls and highlight any issues to the Directors and the ARC. Separately, in performing the audit of the financial statements of the Group, the external auditors perform tests over operating effectiveness of certain controls that they intend to rely on that are relevant to the preparation of its financial statements. The external auditors also report any significant deficiencies in such internal controls to the Directors and the ARC.

Action plans to manage risks are continuously being monitored and refined by Management and the Board. Any material non-compliance in internal controls together with corrective measures are reported directly to the Directors and the ARC.

Based on the internal controls and risk management systems established and maintained by the Group, reviews conducted by the external and internal auditors and assurance from Management, the Board with the concurrence of the ARC, is of the opinion that the Group's system of internal controls, addressing financial, operational, compliance and information technology risks, and its risk management policies and systems (notably those systems that monitor and manage financial, operating, compliance, information technology and other risks) were adequate and effective as at 31 March 2026 in its current business environment.

The system of internal controls provides reasonable, but not absolute, assurance that the Company will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. However, the Board also notes that no system of internal control and/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.

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

Audit and Risk Committee

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

The ARC comprises the following three (3) Independent Non-Executive Directors: Provision 1.4 and 10.2 of the Code

Mr Ng Weng Sui Harry (Chairman)

Mr Tan Kok Kwee (Member)

Mr Wong Fook Choy Sunny (Member)

The ARC meets periodically at least two (2) times a year to review accounting, auditing and financial reporting matters so as to ensure that an effective system of control is maintained within the Group. At least two (2) members, including the ARC Chairman, have recent and relevant accounting or related financial management expertise or experience.

The ARC's main objective is to assist the Board in fulfilling its fiduciary responsibilities relating to internal controls and risk management, overseeing the external audit process, reviewing the financial information to be disclosed to the public and ensuring that arrangements are in place for the independent investigation and follow up of reports by staff of improprieties in financial reporting and other matters. To achieve this, the Board ensures that the ARC's members have the appropriate qualifications to provide independent, objective and effective supervision.

The ARC functions under the terms of reference. The duties of the ARC are as follows: Provision 1.4 and 10.1 of the Code

- (a) to review the audit plans of both the internal and external auditors;
- (b) to review the Auditors' Reports and their evaluation of the Company's and the Group's system of internal controls and risk management policies and systems;
- (c) to review the effectiveness, adequacy, independence, scope and results of the external audit and the internal audit function which is outsourced to a professional firm;
- (d) to review the co-operation given by the Company's officers to the internal and external auditors;
- (e) to review significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Company and the Group and any announcements relating to the Group's financial performance before submission to the Board;

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

- (f) to nominate and review appointment of internal and external auditors and make recommendations to the Board on (i) the proposals to the shareholders on the appointment and removal of external auditors and (ii) the remuneration and terms of engagement of the external auditors;
- (g) to review with auditors and Management on the general internal control procedures;
- (h) to review the independence of the internal and external auditors;
- (i) to review interested person transactions, if any;
- (j) to review the assurance from the Managing Director and the Chief Financial Officer on the financial records and financial statements of the Company; and
- (k) to review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on. The Company publicly discloses, and clearly communicates to employees, the existence of a whistle-blowing policy and procedures for raising such concerns.

The ARC has the power to conduct or authorise investigations into any matters within the ARC's scope of responsibility including without limitation internal investigations into matters where there is suspected fraud or irregularity, or failure of internal controls or infringement of any Singapore and other applicable law, rule or regulation which has or is likely to have material impact on the Company's or Group's operating results and/or financial position. The ARC is authorised to obtain independent professional advice if it deems necessary in the discharge of its responsibilities. Such expenses are to be borne by the Company. All of the members of the ARC are Independent Directors. Each member of the ARC abstains from voting on any resolutions in respect of matters he is interested in.

The ARC meets from time to time with the Group's external auditors and the executive Management to review accounting, auditing and financial reporting matters so as to provide the necessary checks and balances to ensure that an effective control environment is maintained in the Group. The ARC also studies proposed changes in accounting policies, examines the internal audit functions and discusses the accounting implications of major transactions. Furthermore, the ARC advises the Board regarding the adequacy of the Group's internal controls and risk management systems and the contents and presentation of its interim and annual reports. Based on the information provided to the ARC, nothing has come to the ARC's attention to indicate that the system of internal controls and risk management is inadequate.

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

The ARC has full access to and co-operation of the Management and has full discretion to invite any Director or member of the Management to attend its meetings, and has been given reasonable resources to enable it to discharge its functions.

The ARC meets with both the internal and external auditors without the presence of the Management at least once a year, with particular emphasis on the scope and quality of their audits, and the independence and objectivity of the Internal and External Auditors.

Provision 10.5
of the Code

The ARC reviews the independence of the external auditors, Ernst & Young LLP (the “**External Auditors**”), annually. The ARC had assessed the External Auditors based on the factors such as performance, adequacy of resources and experience of their audit engagement partner and auditing team assigned to the Group’s audit, the size and complexity of the Group. None of the members of the ARC (i) are a partner or director of or a former partner or director of Ernst & Young LLP who had ceased to be a partner or director within the last two (2) years, or (ii) have any financial interest in Ernst & Young LLP.

Provision 10.3
of the Code

The ARC also conducted a review of non-audit services performed by the External Auditors and is satisfied that the nature and extent of such services do not prejudice the independence and objectivity of the External Auditors. For the financial year ended 31 March 2026, the audit and non-audit fees paid to the External Auditors of the Company were S\$402,000 and S\$51,000 (excluding disbursements and GST) respectively.

Having regard to the adequacy of the resources and experience of the auditing firm and the audit engagement partner assigned to the audit, the firm’s other audit engagements, the size and complexity of the Group being audited, and the number and experience of supervisory and professional staff assigned to the particular audit, the Board and the ARC are of the opinion that a suitable auditing firm has been appointed to meet the Company’s auditing obligations.

The Company engages different audit firms for certain of its subsidiaries or associated companies and the names of these audit firms are disclosed in Notes 6, 7 and 8 of this Annual Report. The Board and ARC have reviewed the appointment of these audit firms and are of the view that the appointment of these other audit firms does not compromise the standard and effectiveness of the audit of the Company.

The ARC is satisfied that Rules 712 and 715 of the SGX-ST Listing Manual are complied with and has recommended to the Board that Ernst & Young LLP be nominated for re-appointment as auditor at the forthcoming AGM.

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

The Company has in place a whistle-blowing framework to provide a channel where staff of the Company have access to the human resource manager and/or the ARC to raise their concerns about possible improprieties for investigation. The procedures for submission of complaints have been explained to all employees of the Group.

The Company's whistle-blowing policy sets out, *inter alia*, the procedures for a whistle-blower to make a complaint, including the creation of a confidential line of communication to report any complaints which will be channelled to the Chairman of the ARC. The Chairman of the ARC will then inform the ARC members of the complaint with an initial assessment as to the appropriate treatment for each complaint. The assessment, investigation and evaluation of all complaints received via the Group's whistle-blowing channel are conducted by the ARC who may, if deemed appropriate, also engage at the Company's expense, independent advisors, outside counsel or accountants unaffiliated with the Company's auditors to assist the ARC, thereby ensuring that there is independent investigation of complaints made in good faith, follow-up and reports made of such complaints. Following investigation and evaluation of a complaint, the ARC will then decide on recommended disciplinary or remedial action, if any. The action so determined by the ARC to be appropriate shall then be brought to the Board or to the appropriate members of senior Management for authorisation or implementation, respectively.

The whistle-blowing policy further provides that all complaints are treated as confidential and the ARC shall ensure that the identity of whistle-blowers be protected. The Company is also committed to protecting whistle-blowers from detrimental or unfair treatment. In connection with this, it is stated in the whistle-blowing policy that any effort to retaliate against any person making a complaint in good faith is strictly prohibited and shall be reported immediately to the Chairman of the ARC.

The Board and the ARC are satisfied that the company is in compliance with Rules 1207(18B)(a), 1207(18B)(b) and 1207(18B)(c) of the SGX-ST Listing Manual.

Internal Audit

For FY2026, the Company has engaged NLA Risk Consulting Pte Ltd ("**NLA Risk Consulting**") as its internal auditors of the Group (the "**Internal Auditors**") to perform internal audit work under an internal audit plan. NLA Risk Consulting is part of NLA DFK, a group of accounting and advisory firms with a history in Singapore since 1948. NLA DFK is a member firm of DFK International, a top 10 international association of independent accounting firms and business advisers. NLA Risk Consulting is a suitably appointed qualified firm of risk consultants (including Certified Internal Auditors), with its processes guided by the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors.

Provision 10.4
of the Code

STATEMENT OF CORPORATE GOVERNANCE

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The firm currently maintains an outsourced internal audit portfolio of about 20 companies listed on the SGX-ST in various industries, including construction, property development, manufacturing, healthcare, logistics, engineering services and trading. The Engagement Team comprises a Director, a Manager and is supported by a team of trained internal auditors. The Director, Mr Gary Ng has over 20 years of relevant experience and is a Certified Internal Auditor whilst the Manager has more than 10 years of relevant experience and also a Certified Internal Auditor.

The primary line of reporting of the internal audit function is to the ARC and, specifically, the Internal Auditors report directly to the Chairman of the ARC on all internal audit matters.

The role of the Internal Auditors is to support the ARC in ensuring that the Company maintains a sound system of internal controls and risk management by monitoring and assessing the effectiveness of the key controls and procedures, conducting in-depth audits of high-risk areas and undertaking investigation as directed by the ARC. The ARC approves the appointment, termination, evaluation and remuneration of the Internal Auditors. The Internal Auditors have unfettered access to all the Company's documents, records, properties and personnel, including the ARC, and the ARC ensures that the Internal Auditors are adequately resourced and have appropriate standing within the Company.

Provision 10.4
of the Code

The primary functions of the internal audit are to:

- (a) assess if adequate systems of internal controls are in place to protect the funds and assets of the Group and to ensure control procedures are complied with;
- (b) assess if operations of the business processes under review are conducted efficiently and effectively; and
- (c) identify and recommend improvement to internal control procedures, where required.

The ARC is satisfied that the current risk management function and system and internal audit function is independent, effective, adequately resourced and has appropriate standing in the Group as the internal audit function is outsourced to the Internal Auditors and will assess the same regularly.

The Group has also subjected its sustainability and climate reporting process to internal review by its Internal Auditors as required under Rule 711B(3) of the SGX-ST Listing Manual.

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

(D) SHAREHOLDER RIGHTS AND RESPONSIBILITIES

Shareholder Rights and Conduct of General Meetings

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

The Shareholders are treated fairly and equitably to facilitate the exercise of their ownership rights. Written policies and procedures are implemented to ensure that there is adequate disclosure of development in the Group in accordance with the SGX-ST Listing Manual.

The Company provides Shareholders with the opportunity to participate effectively in and vote at general meetings of shareholders and informs them of the rules governing general meetings of Shareholders. Any notice of a general meeting of Shareholders is issued at least 14 days before the scheduled date of such meeting.

Provision 11.1
of the Code

The Company tables separate resolutions at general meetings of shareholders on substantially separate issues 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.

Provision 11.2
of the Code

The Company's AGMs are the principal forums for dialogue with Shareholders. The Company encourages all Shareholders to attend the AGM to grasp a good understanding of the Group's business and be informed of its strategic goals and objectives. The Board and Management are committed to an open dialogue with the Shareholders at the AGM to address the Shareholders' issues, views and concerns. All Directors, including the Chairmen of the ARC, NC and RC, attend the general meetings of Shareholders, and the External Auditors are also present to address Shareholders' queries about the conduct of audit and preparation and content of the auditors' report.

Provision 11.3
of the Code

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

The attendance of the Directors of the Company at the Company's general meeting(s) held during FY2026 are reflected in the table below:

Provision 11.3
of the Code

Name of Director	General Meeting(s)
Number of meeting(s) held:	1
Number of meeting(s) attended:	
Mr Choo Chee Onn	1
Mr Tok Cheng Hoe	1
Mr Lim Kee Seng	1
Mr Ng Weng Sui Harry	1
Mr Tan Kok Kwee	1
Mr Wong Fook Choy Sunny	1

Shareholders are encouraged to attend general meetings to ensure a high level of accountability and to stay apprised of the Group's strategy and goals. The Company's Constitution provides that Shareholders of the Company are allowed to vote at general meetings in person or by way of duly appointed proxies. Notice of any general meeting of the Company are announced on SGXNET.

Provision 11.4
of the Code

The Joint Company Secretary prepares minutes of general meetings that include substantial and relevant comments or queries from the Shareholders relating to the agenda of the meeting, and responses from the Board and Management, and such minutes are published on the Company's corporate website as soon as practicable. Results of each general meeting are also released as an announcement via SGXNET.

Provision 11.5
of the Code

In compliance with Rule 730A(2) of the SGX-ST Listing Manual, resolutions tabled at general meetings of Shareholders will be put to vote by poll, the procedures of which will be explained by the appointed scrutineer(s) at the general meetings. The Company prefers non-electronic poll voting as it saves costs and still gives an acceptable turnaround time to generate poll results.

The Company does not have a fixed dividend policy. The form, frequency and amount of dividends will depend on the Company's earnings, general financial condition, results of operations, capital requirements, cash flow, general business condition, development plans and other factors as the Directors may deem appropriate. Notwithstanding the foregoing, the Company has been declaring dividends on a bi-annual basis and any pay-out of dividends is clearly communicated to Shareholders via announcements released on SGXNET.

Deviated from
Provision 11.6
of the Code

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

Engagement with Shareholders

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

The Company is committed to keeping Shareholders regularly and timely informed of material developments in the Group, in accordance with the continuous disclosure obligations of the Company pursuant to the SGX-ST Listing Manual and the Companies Act. In line with continuous obligations of the Company pursuant to the SGX-ST Listing Manual, the Board's policy is that all Shareholders be informed of all major developments that impact the Group.

Price-sensitive information is released to all parties such as Shareholders, stakeholders and the public simultaneously to ensure a level playing field. Any material information or respective half-yearly and full year results (all issued within the mandatory period) is disseminated through SGXNET. In disclosing information, the Company strives to be as descriptive, detailed and forthcoming as possible, and to avoid boilerplate disclosures.

Information is disseminated to the Shareholders on a timely basis through:

Provision 12.1
of the Code

- (a) SGXNET announcements and news releases;
- (b) the Annual Report prepared and issued to all Shareholders;
- (c) press releases on major developments of the Group;
- (d) Notices of and explanatory memoranda for AGM and extraordinary general meetings; and
- (e) the Company's website at <https://www.kimsengheng.com> at which Shareholders can access information on the Group.

The Board also views the AGM as a forum for dialogue with shareholders, being an opportunity for Shareholders to raise issues and ask the Directors or the Management questions regarding the Company and its operations, as well as for the Company to understand the views from the shareholders. Separately, queries, feedback and concerns from the Shareholders outside of general meetings are handled by the Executive Chairman and Managing Director and the Chief Financial Officer in consultation with the Board if required.

Provision 12.1
of the Code

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The Company currently does not have an investor relations policy but considers advice from its corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders. Nonetheless, feedback and concerns from Shareholders may be submitted to the Company at <https://www.kimsengheng.com/contact-us.html> which allows for an ongoing exchange of views and actively engages and promotes regular, effective and fair communication with Shareholders.

Deviated from
Provision 12.2 and
12.3 of the Code

(E) MANAGING STAKEHOLDERS' RELATIONSHIPS

Engagement with Stakeholders

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

The Company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationships with such groups. Through regular stakeholder engagement, the Company identifies and reviews material issues that are most relevant and significant to the Company and its stakeholders. For external stakeholders, priority is given to issues important to the society and applicable to the Company. The Company ensures that there are regular and up-to-date communication about the Company's Corporate Social Responsibility ("CSR") policies and activities to its stakeholders and there are appropriate feedback mechanisms to monitor and evaluate how the Company is doing and explore new possibilities stimulated by stakeholder responses. The Company views its sustainability report as being a critical component of this continuous cycle of communication and evaluation.

Provision 13.1
of the Code

Stakeholders of the Company include, but are not limited to, the future generation, employees, customers, suppliers and the community. The Company's strategy and key areas of focus in relation to the management of stakeholder relationships during FY2026 will also be set out in the Company's sustainability report which will be published on SGXNET together with this Annual Report.

Provision 13.2
of the Code

The Company maintains a current corporate website (<https://www.kimsengheng.com>) to communicate and engage with stakeholders.

Provision 13.3
of the Code

STATEMENT OF CORPORATE GOVERNANCE

Financial year ended 31 March 2026

ADDITIONAL INFORMATION

1. Dealing in Securities

The Company has in place a policy in accordance with Rule 1207(19) of the SGX-ST Listing Manual prohibiting share dealings by the Company and the Directors, executives and employees during the period commencing one (1) month before the announcement of the Company's half year financial results and full year financial statements. The Company and the Directors, executives and employees are also prohibited from dealing in the Company's securities on short-term considerations, and are expected to observe the insider trading laws at all times even when dealing in securities within the permitted trading period.

2. Interested Person Transactions Policy

The Company adopts an internal policy in respect of any transactions with interested person and establishes procedures for review and approval of the interested person transactions entered into by the Group. The ARC reviews the rationale and terms of the Group's interested person transactions and is of the view that the interested person transactions are on normal commercial terms and are not prejudicial to the interests of the Shareholders.

During the financial year ended 31 March 2026, the Company did not enter into any interested person transaction of a value amounting to S\$100,000.

The Board confirms that for the financial year ended 31 March 2026, the Company has complied with Rule 1207(18) of the SGX-ST Listing Manual.

3. Material Contracts

Save as previously disclosed on SGXNET, there were no material contracts entered into by the Company or any of its subsidiaries involving the interest of the Managing Director, any Director, or Controlling Shareholder for the financial year ended 31 March 2026.

4. Sustainability and Climate Reporting

The Company has prepared a sustainability and climate report in relation to the Group's sustainability and climate practices and such report outlines the following: (a) material environmental, social and governance factors; (b) policies, practices and performance; (c) targets; and (d) sustainability and climate reporting framework. The Company's sustainability and climate report will be released via SGXNET together with this Annual Report.

5. Use of Proceeds of Placement of Treasury Shares

On 20 August 2025, the Company announced that it had entered into a placement agreement with Evolve Capital Advisory Private Limited as placement agent, with Maybank Securities Pte. Ltd. appointed as sub-placement agent, for the sale of 28,900,400 treasury shares held by the Company (the "**Placement Shares**" and each a "**Placement Share**") at a placement price of S\$0.305 for each Placement Share (the "**Placement**").

On 21 August 2025, the Company announced the successful completion of the Placement which raised net proceeds of S\$8,670,120 (the "**Net Proceeds**").

On 13 October 2025, the Company announced that the Net Proceeds had been fully utilised for working capital purposes, namely payments to subcontractors and suppliers for the Company's construction projects. The utilisation of the Net Proceeds was consistent with the intended use and allocation previously disclosed by the Company.

DIRECTORS' STATEMENT

The Directors are pleased to present their statement to the members together with the audited consolidated financial statements of KSH Holdings Limited (the "Company") and its subsidiaries (collectively, the "Group") and the balance sheet, income statement, statement of comprehensive income and statement of changes in equity of the Company for the financial year ended 31 March 2026.

Opinion of the Directors

In the opinion of the Directors,

- (i) the consolidated financial statements of the Group and the balance sheet, income statement, statement of comprehensive income 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 March 2026 and the financial performance, changes in equity and cash flows of the Group and the financial performance 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:

Choo Chee Onn	Executive Chairman and Managing Director
Lim Kee Seng	Executive Director
Tok Cheng Hoe	Executive Director
Ng Weng Sui Harry	Lead Independent Director
Tan Kok Kwee	Independent Director
Wong Fook Choy Sunny	Independent Director

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 Singapore Companies Act 1967 (the "Act"), interests in shares or debentures of the Company and related corporations (other than wholly-owned subsidiaries) as stated below:

Name of Director	Direct interest	
	At the beginning of financial year	At the end of financial year
The Company		
Ordinary shares		
Choo Chee Onn	108,843,298	108,843,298
Lim Kee Seng	68,237,360	68,237,360
Tok Cheng Hoe	81,255,273	81,255,273
Ng Weng Sui Harry	20,000	20,000
Wong Fook Choy Sunny	100,000	100,000

There was no change in any of the above-mentioned interests between the end of the financial year and 21 April 2026.

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

Share options

There were no share options granted during the financial year to subscribe for unissued shares of the Company.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company.

There were no unissued shares of the Company under option at the end of the financial year.

DIRECTORS' STATEMENT

Audit and Risk Committee

The Audit and Risk Committee ("ARC") carried out its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967, including the following:

- Reviewed the audit plans of the Internal and External Auditors of the Group and the Company, and reviewed the Internal Auditors' evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group's and the Company's Management to External and Internal Auditors;
- Reviewed the half-year and full-year financial results and the Independent Auditor's report on the annual financial statements of the Group and the Company before their submission to the Board of Directors;
- Reviewed the effectiveness of the Group's and the Company's material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the Internal Auditor;
- Met with the External and Internal Auditors, other committees, and Management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the ARC;
- Reviewed legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators;
- Reviewed the cost effectiveness, independence and objectivity of the External Auditor;
- Reviewed the nature and extent of non-audit services provided by the External Auditor;
- Recommended to the Board of Directors that the External Auditor be nominated for re-appointment, approved the compensation of the External Auditor and reviewed the scope and results of the audit;
- Reported actions and minutes of the ARC to the Board of Directors with such recommendations as the ARC considered appropriate; and
- Reviewed interested person transactions in accordance with the requirements of the Singapore Exchange Securities Trading Limited ("SGX-ST")'s Listing Manual.

The ARC, having reviewed all non-audit services provided by the External Auditor to the Group, is satisfied that the nature and extent of such services would not affect the independence of the External Auditor. The ARC has also conducted a review of interested person transactions.

The ARC convened two meetings during the financial year. The ARC has also met with Internal and External Auditors, without the presence of the Company's Management, at least once a year.

Further details regarding the ARC are disclosed in the Statement on Corporate Governance.

DIRECTORS' STATEMENT

Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the Board of Directors,

Choo Chee Onn
Managing Director

Lim Kee Seng
Executive Director

Singapore
15 July 2026

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2026

Independent auditor's report to the members of KSH Holdings Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of KSH Holdings Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the balance sheets of the Group and the Company as at 31 March 2026, the income statements, statements of comprehensive income and statements of changes in equity of the Group and the Company, and the 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 balance sheet, the income statement, the statement of comprehensive income 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 March 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the financial performance 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.

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2026

Key Audit Matters (cont'd)

Accounting for construction contracts

The Group is engaged to provide building and construction services for which it recognised revenue using the cost-based input method that reflects the over-time transfer of control to its customers. The amount of revenue recognised is dependent on the stage of completion of the projects, which is measured based on the proportion of actual contract costs incurred to date to the total estimated contract costs for each contract.

The determination of the total estimated contract costs and costs to complete require significant management judgement and estimates, which have an impact on the amount of construction contract revenue and profits recognised during the year. In addition, there was an increase in the level of estimation uncertainty in determining the total estimated contract costs for ongoing contracts as at 31 March 2026 arising from the changes in market and economic conditions. Accordingly, we identified this as a key audit matter.

As part of our audit procedures, we reviewed contractual terms for all contracts with customers and checked project revenues and costs incurred against underlying supporting documents on a sampling basis. We perused customers and subcontractor correspondences to look out for potential project risks in view of the current environment. We discussed the status of the projects with project managers to understand the basis for the key assumptions used in forming the revised project completion timelines and the revised estimated contract costs. We discussed with project personnel and management on the rationale for revisions made to budgeted costs and checked such revision to supporting documentation. We checked the mathematical accuracy of the revenue recognised based on the input method calculations. For projects which are expected to be loss-making, we reviewed management's assessment and assessed the reasonableness of the provision for onerous contracts provided by management.

Information regarding the Group's construction contract revenue and contract assets and contract liabilities is disclosed in Note 26 to the financial statements.

Accounting for interests in associates and joint ventures

The Group's interests in associates and joint ventures comprise the investments in as well as loans and amounts due from associates and joint ventures. As at 31 March 2026, the net carrying amount of the Group's interests in associates and joint ventures amounted to \$141.2 million and \$94.0 million respectively. During the year ended 31 March 2026, the Group recognised impairment losses amounting to \$* million on loans and amounts due from associates.

The associates and joint ventures of the Group are mainly involved in the business of property development in Singapore and China. The recoverability of the Group's interests in these associates and joint ventures is dependent on the success of the relevant property development projects. The contributions from the development projects are dependent on the economy, government policies, demand and supply of the properties in their respective markets. Consequently, there is a risk of downward valuation of the development projects. Management conducted an impairment assessment of the interests in associates and joint ventures during the year.

* Less than \$1,000

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2026

Key Audit Matters (cont'd)

Accounting for interests in associates and joint ventures (cont'd)

We identified this as a key audit matter because the interests in associates and joint ventures and the share of their results are material to the Group's balance sheet and the Group's profit and loss respectively, and the impairment assessment involves significant management judgement. In addition, there is an increase in the level of estimation uncertainty in determining the success of the development projects as at 31 March 2026 arising from the rapid changes in market and economic conditions.

We carried out procedures to understand the Group's process for identifying impairment triggers and considered management's assessment of impairment of interests in associates and joint ventures. We tested the adequacy of expected credit loss ("ECL") allowance at year end, including assessing whether management's approach is consistent with SFRS(I) 9 requirements. In assessing management's estimate of the ECL allowance, we considered the Group's historical credit loss experience and forward-looking macroeconomic information that may affect the recoverability of loans and amounts due from associates and joint ventures. We also evaluated management's assessment of whether the credit risk of these receivables has increased significantly since initial recognition. We inquired and discussed with management and the component auditors of the significant associates and joint ventures to understand the status of the current property development projects and the future business plans of the associates and joint ventures. We also reviewed the component auditors' work papers and deliverables and evaluated the audit evidence obtained as a basis for forming our opinion on the consolidated financial statements as a whole. This includes reviewing the component auditors' assessment of the reasonableness of the estimated selling prices of the completed development properties and the total estimated contract costs for properties under construction. We assessed the reasonableness of the estimated selling prices of the development properties by comparing to recent transacted prices for the same project or comparable properties in the vicinity of the properties, taking into consideration the prevailing market trends and the selling plans for these properties. We assessed the reasonableness of the total estimated contract costs for properties under construction by making enquiries with management and understanding the basis of key assumptions used in forming the revised project completion timelines and the revised estimated contract costs after taking into consideration current market conditions. In addition, we reviewed the application of the equity method and elimination of unrealised gains and losses resulting from transactions between the Group and the associates and joint ventures during the financial year. We also evaluated the alignment of both accounting policies and accounting estimates.

Information regarding the Group's interests in associates and joint ventures is disclosed in Notes 7 and 8 to the financial statements respectively.

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2026

Key Audit Matters (cont'd)

Valuation of investment properties

The Group owns a portfolio of investment properties, comprising residential properties and a commercial property located in Singapore and China respectively. The Group records investment properties at their fair values. Management engages independent professional valuers in the countries in which the investment properties are located to determine the fair values of these properties. The independent valuers determine the fair values of the investment properties using market comparable approach and discounted cash flow approach. The valuation of investment properties is a key audit matter because of the complexity of the valuation which is highly dependent on a range of assumptions and estimates made by management and the independent valuers. This is exacerbated by an increase in the level of estimation uncertainty and judgement required as at 31 March 2026 arising from the rapid changes in market and economic conditions.

As part of our audit procedures, we evaluated the objectivity, independence and expertise of the valuers engaged by management. We discussed with management and independent valuers to obtain explanations to support the selection of the valuation methodologies as well as the key assumptions used to establish the valuations such as price per square metre, forecasted occupancy rates and forecasted market rent per square metre. We involved our internal valuation specialist to assist us in assessing the reasonableness of the valuation model and the reasonableness of the significant assumptions and estimates by reference to historical rates and market data. Our procedures also included checking the reliability of property-related data used by the independent valuers, assessing the appropriateness of the valuation techniques and basis for the significant assumptions and estimates used, including key valuation adjustments made by the independent valuers in response to the changes in market and economic conditions. We assessed the reasonableness of the movements in fair value of the investment properties based on available industry data and the current property market outlook.

Information regarding the Group's investment properties is disclosed in Notes 10 and 37(c) to the financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 March 2026

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 skepticism 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

For the financial year ended 31 March 2026

Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)

- Evaluate the overall presentation, structure and content of the consolidated 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 Mr. Sam Lo Geok Lim.

Ernst & Young LLP

Public Accountants and
Chartered Accountants
Singapore

15 July 2026

BALANCE SHEETS

As at 31 March 2026

		Group		Company	
	Note	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Non-current assets					
Property, plant and equipment	4	14,715	15,419	-	-
Investments in subsidiaries	6	-	-	16,791	16,791
Interests in associates	7	141,171	104,761	-	-
Interests in joint ventures	8	94,009	89,865	-	-
Other investments		-	4	-	-
Investment properties	10	89,424	96,043	-	-
Deferred tax assets	31	1,526	4,724	29	29
Club membership	11	15	18	-	-
Amounts due from subsidiaries (non-trade)	15	-	-	197,648	129,988
		<u>340,860</u>	<u>310,834</u>	<u>214,468</u>	<u>146,808</u>
Current assets					
Trade receivables	12	10,072	7,504	-	-
Other receivables and deposits	14	1,146	1,354	68	150
Prepayments		573	624	57	53
Investment securities	9	-	4,500	-	4,500
Contract assets	26	39,858	64,331	-	-
Structured deposit	13	7,788	-	-	-
Fixed deposits	16	78,462	79,524	29,615	24,188
Cash and bank balances	17	66,731	43,601	2,995	8,549
		<u>204,630</u>	<u>201,438</u>	<u>32,735</u>	<u>37,440</u>
Total assets		<u>545,490</u>	<u>512,272</u>	<u>247,203</u>	<u>184,248</u>
Current liabilities					
Trade payables	18	22,500	25,978	-	-
Other payables and accruals	19	77,643	89,469	574	636
Lease liabilities	5(b)	310	301	-	-
Provision for income tax		3,063	1,549	383	511
Contract liabilities	26	1,403	2	-	-
Bank term loans, secured	20	25,967	9,061	25,751	7,361
Bills payable to banks, secured	21	30,551	-	-	-
		<u>161,437</u>	<u>126,360</u>	<u>26,708</u>	<u>8,508</u>

BALANCE SHEETS

As at 31 March 2026

		Group		Company	
	Note	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Non-current liabilities					
Amounts due to subsidiaries (non-trade)	15	–	–	56,137	29,051
Amounts due to non-controlling interest (non-trade)	15	15,369	14,913	–	–
Other payables and accruals	19	219	219	–	–
Lease liabilities	5(b)	3,867	3,884	–	–
Bank term loans, secured	20	48,443	56,815	48,443	56,598
Deferred tax liabilities	31	10,248	12,179	–	–
		78,146	88,010	104,580	85,649
Total liabilities		239,583	214,370	131,288	94,157
Net assets		305,907	297,902	115,915	90,091
Equity attributable to owners of the Company					
Share capital	22	50,915	50,915	50,915	50,915
Treasury shares	23	–	(6,873)	–	(6,873)
Translation reserve	24	(7,914)	(8,774)	–	–
Accumulated profits		236,808	237,097	60,640	43,420
Other reserves	25	7,429	5,698	4,360	2,629
		287,238	278,063	115,915	90,091
Non-controlling interests		18,669	19,839	–	–
Total equity		305,907	297,902	115,915	90,091
Net asset value per share (cents per share)	33	50.42	51.38		

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

INCOME STATEMENTS

For the financial year ended 31 March 2026

		Group		Company	
	Note	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Revenue					
Project revenue	26	146,077	176,852	-	-
Rental income from investment properties		3,826	4,648	-	-
		149,903	181,500	-	-
Other income	27	8,620	13,935	29,798	7,865
Cost of construction		(120,273)	(162,388)	-	-
Personnel expenses	28	(8,626)	(9,020)	(1,741)	(1,796)
Depreciation of property, plant and equipment	4	(1,304)	(1,559)	-	-
Finance costs	29	(2,944)	(5,146)	(2,019)	(3,797)
Other operating expenses	30	(11,948)	(12,881)	(1,482)	(1,015)
Impairment losses on financial assets	30	(275)	(227)	-	-
		(145,370)	(191,221)	(5,242)	(6,608)
Profit from operations before share of results of associates and joint ventures		13,153	4,214	24,556	1,257
Share of results of associates		(3,828)	(4,722)	-	-
Share of results of joint ventures		99	(8,243)	-	-
Profit/(loss) before taxation		9,424	(8,751)	24,556	1,257
Income tax expense	31	(3,938)	(738)	(214)	(462)
Profit/(loss) for the year		5,486	(9,489)	24,342	795
Attributable to:					
Owners of the Company		6,833	(5,931)	24,342	795
Non-controlling interests		(1,347)	(3,558)	-	-
		5,486	(9,489)	24,342	795
Profit/(loss) per share (cents per share)					
- Basic	32	1.20	(1.10)		
- Diluted	32	1.20	(1.08)		

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

STATEMENTS OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Profit/(loss) for the year	5,486	(9,489)	24,342	795
Other comprehensive income:				
<i>Items that may be reclassified subsequently to profit or loss</i>				
Foreign currency translation	<u>1,037</u>	<u>(1,164)</u>	<u>-</u>	<u>-</u>
Other comprehensive income for the year, net of tax	1,037	(1,164)	-	-
Total comprehensive income for the year	<u>6,523</u>	<u>(10,653)</u>	<u>24,342</u>	<u>795</u>
Attributable to:				
Owners of the Company	7,693	(6,876)	24,342	795
Non-controlling interests	<u>(1,170)</u>	<u>(3,777)</u>	<u>-</u>	<u>-</u>
	<u>6,523</u>	<u>(10,653)</u>	<u>24,342</u>	<u>795</u>

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

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 March 2026

		Attributable to owners of the Company					
Note	Group	Share capital \$'000	Treasury shares \$'000	Translation reserve \$'000	Accumulated profits \$'000	Total equity attributable to owners	
						Company \$'000	Non-controlling interests \$'000
	At 1 April 2025	50,915	(6,873)	(8,774)	237,097	278,063	19,839
	Profit for the year	-	-	-	6,833	6,833	(1,347)
	Other comprehensive income	-	-	860	-	860	177
	Foreign currency translation	-	-	860	-	860	177
	Other comprehensive income for the year	-	-	860	6,833	7,693	(1,170)
	Total comprehensive income for the year	-	-	860	6,833	7,693	(1,170)
	Contributions by and distributions to owners	-	-	-	(7,122)	(7,122)	-
	Interim and final tax-exempt dividends on ordinary shares	-	6,951	-	-	8,682	-
	Sale of shares held in treasury	-	(78)	-	-	(78)	-
	Purchase of treasury shares	-	-	-	-	-	-
	Total contributions by and distributions to owners	-	6,873	-	(7,122)	1,482	-
	At 31 March 2026	50,915	-	(7,914)	236,808	287,238	18,669
							305,907

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 March 2026

		Attributable to owners of the Company				
Note	Group	Share capital \$'000	Treasury shares \$'000	Translation reserve \$'000	Total equity attributable to owners	
					Accumulated profits \$'000	Other reserves \$'000
					Company \$'000	Non-controlling interests \$'000
	At 1 April 2024	50,915	(3,522)	(7,829)	248,522	5,742
	Loss for the year	-	-	-	(5,931)	-
	Other comprehensive income	-	-	(945)	-	-
	Foreign currency translation	-	-	(945)	-	-
	Other comprehensive income for the year	-	-	(945)	(5,931)	-
	Total comprehensive income for the year	-	-	(945)	(5,931)	-
	Contributions by and distributions to owners	-	-	-	(5,494)	-
	Interim and final tax-exempt dividends on ordinary shares	-	-	-	(5,494)	-
	Write off on share of property revaluation of associates	-	-	-	-	(44)
	Purchase of treasury shares	-	(3,351)	-	-	(3,351)
	Total contributions by and distributions to owners	-	(3,351)	-	(5,494)	-
	At 31 March 2025	50,915	(6,873)	(8,774)	237,097	5,698
					278,063	19,839
						297,902

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

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 March 2026

	Note	Share capital \$'000	Treasury shares \$'000	Accumulated profits \$'000	Other reserves \$'000	Total equity \$'000
Company						
At 1 April 2025		50,915	(6,873)	43,420	2,629	90,091
Profit for the year		–	–	24,342	–	24,342
Total comprehensive income for the year		–	–	24,342	–	24,342
<u>Contributions by and distributions to owners</u>						
Interim and final tax-exempt dividends on ordinary shares	34	–	–	(7,122)	–	(7,122)
Sale of shares held in treasury	23, 25	–	6,951	–	1,731	8,682
Purchase of treasury shares	23	–	(78)	–	–	(78)
At 31 March 2026		50,915	–	60,640	4,360	115,915
At 1 April 2024		50,915	(3,522)	48,119	2,629	98,141
Profit for the year		–	–	795	–	795
Total comprehensive income for the year		–	–	795	–	795
<u>Contributions by and distributions to owners</u>						
Interim and final tax-exempt dividends on ordinary shares	34	–	–	(5,494)	–	(5,494)
Purchase of treasury shares	23	–	(3,351)	–	–	(3,351)
At 31 March 2025		50,915	(6,873)	43,420	2,629	90,091

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

		Group	
	Note	2026 \$'000	2025 \$'000
Operating activities			
Profit/(loss) before taxation		9,424	(8,751)
Adjustments for:			
Depreciation of property, plant and equipment	4	1,304	1,559
Amortisation of club membership	11	3	2
Loss/(gain) on disposal of plant and equipment, net	30/27	2	(1,360)
Gain on disposal of associates and a joint venture	27	(150)	(106)
Loss on fair value adjustments of investment properties, net	10	7,365	5,707
Fair value (gain)/loss on quoted debt instruments (investment securities)	27/30	(500)	500
Fair value gain on structured deposit	27	(63)	–
Gain on disposal of structured deposit	27	(66)	–
Impairment losses on financial assets	30	275	227
Write-off of bad debts	30	–	13
Interest expense	29	2,910	5,125
Interest income	27	(6,098)	(8,609)
Share of results of associates		3,828	4,722
Share of results of joint ventures		(99)	8,243
Exchange differences		1,167	409
Operating cash flows before changes in working capital		19,302	7,681
Changes in working capital:			
(Increase)/decrease in:			
Trade and other receivables, deposits and prepayments		(2,545)	529
Contract assets		24,473	(9,583)
(Decrease)/increase in:			
Trade and other payables and accruals		(15,304)	24,178
Deferred income		–	(18)
Contract liabilities		1,401	(1,396)
Cash flows from operations		27,327	21,391
Income taxes paid		(1,214)	(958)
Interest income received		6,098	8,609
Net cash flows from operating activities		32,211	29,042
Investing activities			
Purchase of plant and equipment	4	(462)	(1,122)
Purchase of investment properties	10	(54)	–
Proceeds from disposal of plant and equipment		1	1,373
Increase in structured deposit		(7,659)	–
Proceeds from redemption of quoted debt instruments (investment securities)		5,000	–
(Increase)/decrease in loans and amounts due from associates and joint ventures, net		(50,042)	14,519
Decrease/(increase) in amount due from an investee company		4	(4)
Dividends received from associates and joint ventures		5,022	25,960
Net cash flows (used in)/from investing activities		(48,190)	40,726

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

		Group	
	Note	2026 \$'000	2025 \$'000
Financing activities			
Dividends paid	34	(7,122)	(5,494)
Increase in loans and amounts due to non-controlling interests		456	738
Purchase of treasury shares	23	(78)	(3,351)
Proceeds from sale of treasury shares		8,682	–
Proceeds from bank term loans	20	18,000	–
Repayment of bank term loans	20	(9,466)	(33,162)
Proceeds from/(repayment to) bank for bills payable	20	30,551	(34,604)
Interest paid		(2,910)	(5,125)
Payment of principal portion of lease liabilities	20	(149)	(152)
Decrease in pledged fixed deposits	17	1,786	4,393
Net cash flows from/(used in) financing activities		39,750	(76,757)
Net increase/(decrease) in cash and cash equivalents		23,771	(6,989)
Effect of exchange rate changes on cash and cash equivalents		83	(52)
Cash and cash equivalents at beginning of the year		85,669	92,710
Cash and cash equivalents at end of the year	17	109,523	85,669

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

1. CORPORATION INFORMATION

KSH Holdings Limited (the “Company”) is a limited liability company incorporated and domiciled in the Republic of Singapore. The ordinary shares of the Company were admitted to the official list of the Singapore Exchange Securities Trading Limited (“SGX-ST”) on 8 February 2007.

The registered office and principal place of business of the Company is located at 36 Senoko Road, Singapore 758108.

The principal activity of the Company is that of an investment holding. The principal activities of the subsidiaries, associates and joint ventures are disclosed in Notes 6 to 8 to the financial statements.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The consolidated financial statements of the Group and the balance sheet, income statement, statement of comprehensive income and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) (“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 Dollar (“SGD” or “\$”) and all values are rounded to the nearest thousand (“\$’000”), except when otherwise indicated.

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 and interpretations which are relevant to the Group and are effective for annual financial period beginning on or after 1 January 2025. The adoption of these standards and interpretations did not have any material effect on the financial performance or position of the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.3 Standards issued but not yet effective

The Group has not adopted the following standards and interpretations 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 Jan 2026
Annual Improvements to SFRS(I)s—Volume 11	1 Jan 2026
SFRS(I) 18: <i>Presentation and Disclosure in Financial Statements</i>	1 Jan 2027
Amendments to SFRS(I) 19: <i>Subsidiaries without Public Accountability: Disclosures</i>	1 Jan 2027
Amendments to SFRS(I) 1-21: <i>Translation to a Hyperinflationary Presentation Currency</i>	1 Jan 2027
Amendments to SFRS(I) 10 and SFRS(I) 1-28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Date to be determined

Except for SFRS(I) 18: *Presentation and Disclosure in Financial Statements*, the Directors expect that the adoption of the abovementioned standards will have no material impact on the financial statements in the year of initial application. The nature of the impending changes in accounting policy on adoption of amendments to SFRS(I) 18 is described below.

SFRS(I) 1-1 *Presentation of Financial Statements*

SFRS(I) 18, which replaces SFRS(I) 1-1 *Presentation of Financial Statements*, introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss 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 ("PFS") 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 Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements on SFRS(I) 18: *Presentation and Disclosure in Financial Statements*.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Basis of consolidation and business combinations

(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 subsidiaries are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss;
- re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

(b) *Business combinations*

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 deemed to be an asset or liability, will be recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.4 Basis of consolidation and business combinations (cont'd)

(b) *Business combinations (cont'd)*

In business combinations achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any corresponding gain or loss is recognised in profit or loss.

The Group elects for each individual business combination, whether non-controlling interest in the acquiree (if any), that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation, is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by another SFRS(I).

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.

2.5 Transactions with non-controlling interests

Non-controlling interests represent 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.

2.6 Foreign currency

The financial statements are presented in Singapore Dollars, 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 in the functional currencies 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 reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency 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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.6 Foreign currency (cont'd)

(a) *Transactions and balances (cont'd)*

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operations.

(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.

In the case of a partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences are re-attributed to non-controlling interest and are not recognised in profit or loss. For partial disposals of associates or jointly controlled entities that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

2.7 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. The cost includes the cost of replacing part of the property, plant and equipment and borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying property, plant and equipment. The accounting policy for borrowing costs is set out in Note 2.19. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.7 Property, plant and equipment (cont'd)

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

Leasehold factory building	–	25 to 50 years
Furniture and fittings and air-conditioners	–	5 to 15 years
Office equipment	–	5 to 8 years
Computers	–	3 years
Motor vehicles	–	5 to 10 years
Loose tools	–	5 years
Plant and machinery	–	6 to 15 years
Renovations	–	5 years

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

The residual value, 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 de-recognised 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 de-recognised.

2.8 Investment properties

Investment properties are properties that are either owned by the Group or leased under a finance lease that are held to earn rentals 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 and properties that are being constructed or developed for future use as investment properties. Properties held under operating leases are classified as investment properties when the definition of investment properties is met.

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 de-recognised 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 gain or loss on the retirement or disposal of an investment property is recognised in profit or loss in the year of retirement or disposal.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.9 Intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

Intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

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

Club membership

The club membership was acquired separately and is amortised on a straight-line basis over its finite useful life of 25 years.

2.10 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 an annual impairment assessment 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, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

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 unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.11 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.

2.12 Joint arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group recognises its interests in joint ventures as investments and accounts for these investments using the equity method. The accounting policy for investments in joint ventures is set out in Note 2.13.

2.13 Joint ventures and associates

An associate is an entity over which the Group has the power to participate in the financial and operating policy decisions of the investee but does not have control or joint control of those policies.

The Group accounts for its investments in associates and joint ventures using the equity method from the date on which it becomes an associate or joint venture.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities is accounted as goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the associate's or joint venture's profit or loss in the period in which the investment is acquired.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.13 Joint ventures and associates (cont'd)

Under the equity method, the investments in associates or joint ventures are carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associates or joint ventures. The profit or loss reflects the share of results of the operations of the associates or joint ventures. Distributions received from joint ventures or associates reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the associates or joint ventures, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and associates or joint ventures are eliminated to the extent of the interests in the associates or joint ventures.

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate or joint venture.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investments in associates or joint ventures. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in the associate or joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value and recognises the amount in profit or loss.

As the dates of the associates' and joint ventures' audited financial statements used are not coterminous with that of the Group, the Group's share of results is arrived at based on the latest available audited financial statements and subsequent un-audited management financial statements up to the end of the accounting period. Consistent accounting policies are applied for like transactions and events in similar circumstances.

Upon loss of significant influence or joint control over the associate or joint venture, the Group measures the retained interest at fair value. Any difference between the fair value of the aggregate of the retained interest and proceeds from disposal and the carrying amount of the investment at the date the equity method was discontinued is recognised in profit or loss.

2.14 Financial instruments

(a) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.14 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Initial recognition and measurement (cont'd)

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.

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 measurement categories for classification of debt instruments applicable to the Group are:

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 de-recognised or impaired, and through the amortisation process.

Fair value through profit or loss

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt instruments that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss in the period in which it arises.

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 OCI. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in OCI, changes in fair value are recognised in profit or loss.

De-recognition

A financial asset is de-recognised when the contractual right to receive cash flows from the asset has expired. On de-recognition 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 is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.14 Financial instruments (cont'd)

(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.

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 de-recognised, and through the amortisation process.

De-recognition

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

2.15 Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. 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.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.15 Impairment of financial assets (cont'd)

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.16 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank, cash on hand, fixed deposits and highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

2.17 Construction contracts

The Group principally operates fixed price contracts. Contract revenue and contract costs are recognised over time by measuring the progress towards complete satisfaction of performance obligations. The Group has determined that the cost-based input method reflects the over-time transfer of control to customers.

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. The Group is restricted contractually from directing the assets for another use as they are being constructed, and has enforceable rights to payment for performance completed to date. The revenue is recognised over time, based on the construction costs incurred to date as a proportion of estimated total construction costs to be incurred.

Progress billings to the customers are based on a payment schedule in the contract and are typically triggered upon achievement of specified construction milestones. A contract asset is recognised when the Group has performed under the contract but has not yet billed the customer. Conversely, a contract liability is recognised when the Group has not yet performed under the contract but has received advanced payments from the customer. Contract assets are transferred to receivables when the rights to consideration become unconditional. Contract liabilities are recognised as revenue as the Group performs under the contract.

The contract assets relate to unbilled work-in-progress and have substantially the same characteristics as the trade receivables for the same type of contracts. The impairment policy as explained in Note 2.15 also applies to contract assets.

Incremental costs of obtaining a contract are capitalised if these costs are recoverable. Costs to fulfil a contract are capitalised if the costs relate directly to the contract, generate or enhance resources used in satisfying the contract and are expected to be recovered. Other contract costs are expensed as incurred.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.17 Construction contracts (cont'd)

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue. An impairment loss is recognised in profit or loss to the extent that the carrying amount of the capitalised contract costs exceeds the remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the contract costs relates less the costs that relate directly to providing the goods and that have not been recognised as expenses.

2.18 Provisions

General

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 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 reporting period 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.

2.19 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.20 Employee benefits

(a) *Defined contribution plans*

The companies in the Group participate in the following national pension schemes as defined by the laws of the countries in which they have operations. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related services are performed.

(i) Republic of Singapore ("Singapore")

The Singapore companies in the Group make contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.20 Employee benefits (cont'd)

(a) *Defined contribution plans (cont'd)*

(ii) The People's Republic of China ("PRC")

Subsidiaries incorporated and operating in the PRC are required to provide certain staff pension benefits to its employees under existing PRC legislations. Pension contributions are made at rates stipulated by PRC legislations to a pension fund managed by government agencies, who are responsible for administering these amounts for the subsidiaries' employees.

(b) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they are accrued to the employees. The estimated liability for annual leave is recognised for services rendered by employees up to the end of each reporting period.

2.21 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.

(a) *As 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.

(i) *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.

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 2.10. The Group's right-of-use assets are presented within property, plant and equipment in Note 4.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.21 Leases (cont'd)

(a) *As lessee (cont'd)*

(ii) *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.

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

The Group applies the short-term lease recognition exemption to its short-term leases (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). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(b) *As 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. 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 revenue in the period in which they are earned. The accounting policy for rental income is set out in Note 2.22(b).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.22 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) *Project revenue*

The accounting policy for recognising project revenue is stated in Note 2.17.

(b) *Rental income*

Rental income arising from investment properties 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.

2.23 Dividend income and interest income

Dividend income is recognised in profit or loss when the Group's right to receive payment has been established.

Interest income is recognised in profit or loss, as it accrues, using the effective interest method.

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 authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of each reporting period, in the countries 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

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.24 Taxes (cont'd)

(b) *Deferred tax*

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

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

- where the deferred tax liability arises from the initial recognition of goodwill or 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, associates and joint ventures, 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, 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, associates and joint ventures, 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 reporting period 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 reporting period 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 reporting period.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.24 Taxes (cont'd)

(b) *Deferred tax (cont'd)*

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 and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and liabilities are offset if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(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.

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.

2.26 Treasury shares

The Group's own equity instruments, which are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of treasury shares and the consideration received, if reissued, is recognised directly in equity. Voting rights related to treasury shares are nullified for the Group and no dividends are allocated to them respectively.

2.27 Contingencies

A contingent liability is:

- (a) A possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.27 Contingencies (cont'd)

- (b) A present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group.

2.28 Financial guarantee

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 at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, financial guarantees are recognised as income in profit or loss over the period of the guarantee. If it is probable that the liability will be higher than the amount initially recognised less amortisation, the liability is recorded at the higher amount with the difference charged to the profit or loss.

2.29 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to Management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 35, including the factors used to identify the reportable segments and the measurement basis of segment information.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's consolidated financial statements requires Management to make judgements, 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 reporting period. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)

3.1 Judgements made in applying accounting policies

Management is of the opinion that there is no significant judgement made in applying accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each reporting period 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.

(a) *Construction contracts and revenue recognition*

Construction contract revenue is recognised over time by reference to the Group's progress towards completing the performance obligation in the contract.

Management has determined that a cost-based input method for these services provides a faithful depiction of the Group's performance in transferring control of the goods and services promised to the customers, as it reflects the Group's efforts incurred to date relative to the total inputs expected to be incurred for the contract. The measure of progress is based on the costs incurred to date as a proportion of total costs expected to be incurred up to the completion of the performance obligation within the contract.

The estimated total contract costs are based on contracted amounts and, in respect of amounts not contracted for, management relies on past experience and knowledge of the project managers to make estimates of the amounts to be incurred. In making these estimates, management takes into consideration the historical trends of the amounts incurred in the Group's other similar construction contracts for the past 3 to 5 years.

Contract revenue comprises the initial amount of revenue agreed in the contract and variations in contract work to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

For the financial year ended 31 March 2026, the Group recorded revenue of \$146,077,000 (2025: \$176,852,000) from its construction contracts. The carrying amounts of contract assets and contract liabilities arising from construction contracts as at 31 March 2026 are \$39,858,000 (2025: \$64,331,000) and \$1,403,000 (2025: \$2,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)

3.2 Key sources of estimation uncertainty (cont'd)

(b) *Revaluation of investment properties*

The Group carries its investment properties at fair value, with changes in fair values being recognised in profit or loss. The Group engaged real estate valuation experts to assess fair value as at 31 March 2026.

The fair values of investment properties are determined by independent real estate valuation experts using market comparable approach and discounted cash flow approach.

The determination of the fair values of the investment properties require the use of estimates on yield adjustments such as location, size, tenure, age and condition. These estimates are based on local market conditions existing at the end of each reporting date.

The key assumptions used to determine the fair value of the investment properties are further explained in Note 10 and Note 37(c). The carrying amount of the Group's investment properties as at 31 March 2026 was \$89,424,000 (2025: \$96,043,000).

(c) *Impairment assessment of interests in associates and joint ventures*

The Group has significant interests in associates and joint ventures. The Group's interests in associates and joint ventures comprise the investments and amounts due from associates and joint ventures. The associates and joint ventures of the Group are mainly involved in the business of property development. The Group assesses at the end of each reporting period whether there is any objective evidence that the interest is impaired.

The Group applies the general approach to provide for ECLs on amounts due from associates and joint ventures carried at amortised cost. At each reporting date, the Group assesses whether the credit risk of a financial asset has increased significantly since initial recognition. When initial credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

The assessment of whether credit risk of a financial asset has increased significantly since initial recognition is a significant estimate. Credit risk assessment is based on both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information. The carrying amounts of the Group's interests in associates and joint ventures are disclosed in Note 7 and Note 8 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

4. PROPERTY, PLANT AND EQUIPMENT

Group	Leasehold factory building \$'000	Furniture and fittings and air-conditioners \$'000	Office equipment and computers \$'000	Motor vehicles \$'000	Loose tools \$'000	Plant and machinery \$'000	Renovations \$'000	Total \$'000
Cost								
As at 1 April 2024	18,278	1,079	2,970	3,143	888	13,482	1,012	40,852
Additions	402	24	210	468	36	-	-	1,140
Disposals	-	-	(10)	-	(28)	(8,351)	-	(8,389)
Remeasurement (Note 5(e))	216	-	-	-	-	-	-	216
Translation difference	-	(4)	(1)	(1)	*	-	-	(6)
As at 31 March 2025 and 1 April 2025	18,896	1,099	3,169	3,610	896	5,131	1,012	33,813
Additions	95	10	133	64	16	9	135	462
Disposals	-	*	(278)	-	(32)	(4)	-	(314)
Remeasurement (Note 5(e))	141	-	-	-	-	-	-	141
Translation difference	-	5	1	2	*	-	-	8
As at 31 March 2026	19,132	1,114	3,025	3,676	880	5,136	1,147	34,110
Accumulated depreciation								
As at 1 April 2024	4,269	1,033	2,513	2,652	646	13,096	1,008	25,217
Charge for the year	647	15	248	292	95	258	4	1,559
Disposals	-	-	(10)	-	(19)	(8,347)	-	(8,376)
Translation difference	-	(4)	(1)	(1)	*	-	-	(6)
As at 31 March 2025 and 1 April 2025	4,916	1,044	2,750	2,943	722	5,007	1,012	18,394
Charge for the year	663	16	203	267	84	47	24	1,304
Disposals	-	*	(278)	-	(29)	(4)	-	(311)
Translation difference	-	5	1	2	*	-	-	8
As at 31 March 2026	5,579	1,065	2,676	3,212	777	5,050	1,036	19,395
Net carrying amount								
As at 31 March 2025	13,980	55	419	667	174	124	-	15,419
As at 31 March 2026	13,553	49	349	464	103	86	111	14,715

* denotes amount less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 5(a).

Cash outflows on purchase of property, plant and equipment

Cash payments of \$462,000 (2025: \$1,122,000) were made to purchase property, plant and equipment during the year ended 31 March 2026.

Assets held under leasing arrangement

During the financial year ended 31 March 2026, the Group acquired property, plant and equipment with an aggregate cost of \$462,000 (2025: \$1,140,000) of which \$nil (2025: \$18,000) was acquired by means of leasing arrangement.

The carrying amounts of plant and equipment acquired under leasing arrangement at the end of the reporting period are as follows:

	Group	
	2026 \$'000	2025 \$'000
Office equipment and computers	57	99

Assets acquired under leasing arrangement were pledged as security for the related lease liabilities.

Assets pledged as security

In addition to assets held under leasing arrangement, the leasehold factory building with net carrying amount of \$13,553,000 (2025: \$13,980,000) has been pledged as security for banking facilities granted by the banks (Note 20).

5. LEASES

Group as a lessee

The Group has lease contracts for various items of property, plant and equipment used in its operations. The Group's obligations under these leases are secured by the lessor's title to the leased assets. The Group is restricted from assigning and subleasing the leased assets.

The Group also has certain leases of office equipment with lease terms of 12 months or less. The Group applies the 'short-term lease' and 'lease of low value assets' recognition exemptions for these leases.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

5. LEASES (CONT'D)

(a) *Right-of-use assets*

Information about Right-of-use assets classified within Property, plant and equipment (Note 4) is disclosed as follows:

	Leasehold factory building \$'000	Office equipment and computers \$'000	Motor vehicles \$'000	Plant and machinery \$'000	Total \$'000
Group					
Carrying amounts at 1 April					
2024	3,675	123	10	124	3,932
Additions*	–	18	–	–	18
Depreciation	(151)	(42)	(10)	(124)	(327)
Remeasurement	216	–	–	–	216
Carrying amounts at 31 March 2025 and 1 April					
2025	3,740	99	–	–	3,839
Depreciation	(158)	(42)	–	–	(200)
Remeasurement	141	–	–	–	141
Carrying amounts at 31 March 2026	3,723	57	–	–	3,780

* Additions relate to assets acquired under lease arrangement.

(b) *Lease liabilities*

	Group	
	2026 \$'000	2025 \$'000
At 1 April	4,185	4,103
Additions	–	18
Accretion of interest (Note 29)	163	161
Payments	(312)	(313)
Remeasurement	141	216
At 31 March	4,177	4,185
Represented by:		
Current	310	301
Non-current	3,867	3,884
	4,177	4,185

The movements of lease liabilities during the year are disclosed in Note 20 and the maturity analysis of lease liabilities is disclosed in Note 39.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

5. LEASES (CONT'D)

(c) *Amounts recognised in profit or loss*

	Group	
	2026 \$'000	2025 \$'000
Depreciation of right-of-use assets	200	327
Interest expense on lease liabilities (Note 29)	163	161
Lease expenses not capitalised in lease liabilities:		
– Expenses relating to leases of short-term leases (included in other operating expenses) (Note 30)	–	–
Total amounts recognised in profit or loss	<u>363</u>	<u>488</u>

(d) *Total cash outflows*

The Group had total cash outflows for leases of \$312,000 (2025: \$313,000) during the year.

(e) *Variable lease payments*

The Group has two lease contracts that contain variable lease payments arising from rent adjustments by Jurong Town Corporation ("JTC"). The rent will be revised to the prevailing JTC-posted rates with a 5.5% per annum escalation cap annually.

6. INVESTMENTS IN SUBSIDIARIES

	Company	
	2026 \$'000	2025 \$'000
Unquoted equity shares:		
Cost at the beginning and end of the year	<u>16,791</u>	<u>16,791</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows:

	Name of company (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
	<i>Held by the Company</i>			
#	Kim Seng Heng Engineering Construction (Pte) Ltd ("KSH EC") (Republic of Singapore)	Carry on business as builders and contractors	100	100
#	Kim Seng Heng Realty Pte. Ltd. ("KSH R") (Republic of Singapore)	Property development	100	100
#	KSH Overseas Pte. Ltd. ("KSH O") (Republic of Singapore)	Investment holding	100	100
#	KSH Property Development Pte. Ltd. ("KSH PD") (Republic of Singapore)	Property development	100	100
#	KSH Property Investment Pte. Ltd. ("KSH PI") (Republic of Singapore)	Holding of assets	100	100
#	Ferris Rise Pte. Ltd. ("FERRIS") (Republic of Singapore)	Holding of assets	100	100
#	KSH Asia Investment Pte. Ltd. ("KSH AI") (Republic of Singapore)	Investment holding	100	100
*	KSH Commercial Investment Pte. Ltd. ("KSH CI") (Republic of Singapore)	Striking off	100	100

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows: (cont'd)

Name of company (Country of incorporation and place of business)		Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
Held by the Company (cont'd)				
*	KSH Capital Pte. Ltd. ("KSHCA") (Republic of Singapore)	Striking off	100	100
#	KSH Asia Property Pte. Ltd. ("KSHAP") (Republic of Singapore)	Investment holding	100	100
#	KSH Hotels Investments Pte. Ltd. ("KSHHI") (Republic of Singapore)	Investment holding	100	100
#	KSH Foreign Investment Pte. Ltd. ("KSHFI") (Republic of Singapore)	Property development and holding of assets for investment	100	100
#	KSH International Investment Pte. Ltd. ("KSHII") (Republic of Singapore)	Investment holding	100	100
#	KSH Investments Property Holdings Pte.Ltd. ("KSHIPH") (Republic of Singapore)	Property development and holding of assets for investment	100	100
*	KSH Asia Pacific Investments Pte. Ltd. ("KSHAS") (Republic of Singapore)	Property development and holding of assets for investment	100	100
#	KSH Hotels Asia Pte. Ltd. ("KSHHA") (Republic of Singapore)	Property development and holding of assets for investment	100	100

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows: (cont'd)

	Name of company (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
	<i>Held by subsidiaries</i>			
[^]	Tianjin Tian Xing Real Estate Development Co., Ltd. ("TTXRE") (The People's Republic of China)	Construction, rental, sale of property	69	69
[^]	Tianjin Tian Xing Property Management Co., Ltd. ("TTXPM") (The People's Republic of China)	Property management	69	69
[@]	Duford Investment (Hong Kong) Limited ("Duford") (Hong Kong Special Administrative Region)	Investment holding	100	100
[*]	Techpath Construction Sdn Bhd ("Techpath") (Malaysia)	Disposing	100	100
[#]	KSH Land Development Pte. Ltd. ("KSHLD") (Republic of Singapore)	Property development and holding of assets for investment	100	100
[#]	KSH Global Investment Pte. Ltd. ("KSHGI") (Republic of Singapore)	Property development	100	100
[#]	KSH Development Pte. Ltd. ("KSHDE") (Republic of Singapore)	Property development	100	100
[#]	Development 88 Pte. Ltd. ("Dev88") (Republic of Singapore)	Property development and holding of assets for investment	100	100
[#]	KSH Premier Investment Pte. Ltd. ("KSHPR") (Republic of Singapore)	Property development and holding of assets for investment	100	100

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows: (cont'd)

Name of company (Country of incorporation and place of business)			Principal activities		Effective equity interest held by the Group	
				2026 %	2025 %	
Held by subsidiaries (cont'd)						
#	KSH Engineering Builders Pte. Ltd. ("KSHEB") (Republic of Singapore)	Carry on business as builders and contractors	100	100		
#	KSH Residential Pte. Ltd. ("KSHRE") (Republic of Singapore)	Property development and holding of assets for investment	100	100		
#	TK 189 Development Pte. Ltd. ("TK189") (Republic of Singapore)	Property development and holding of assets for investment	66.7	66.7		
#	KSH Astra Pte. Ltd. ("KSHA") (Republic of Singapore)	Property development and holding of assets for investment	100	–		
*	KSH Blazar Pte. Ltd. ("KSHB") (Republic of Singapore)	Property development and holding of assets for investment	100	–		
#	KSH Quantum Pte. Ltd. ("KSHQ") (Republic of Singapore)	Property development and holding of assets for investment	100	–		

Audited by Ernst & Young LLP, Singapore.

^ Audited by Tianjin Shencheng Certified Public Accountants Co., Ltd, the People's Republic of China.

* Reviewed by Ernst & Young LLP, Singapore, for consolidation purposes only.

@ Audited by C K Yau & Partners CPA Limited, Certified Public Accountants (Practising), Hong Kong.

Interests in subsidiaries with material non-controlling interests (NCI)

The Group has the following subsidiary that has NCI that are material to the Group.

Name of subsidiary	Principal place of business	Proportion of ownership interest held by NCI	Loss allocated to NCI during the reporting period \$'000	Accumulated NCI at the end of reporting period \$'000	Dividends paid to NCI \$'000
31 March 2026: Tianjin Tian Xing Real Estate Development Co., Ltd. ("TTXRE")	The People's Republic of China	31%	(1,534)	16,906	–
31 March 2025: Tianjin Tian Xing Real Estate Development Co., Ltd. ("TTXRE")	The People's Republic of China	31%	(1,742)	18,268	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Summarised financial information of subsidiaries with material NCI

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

Summarised balance sheet

	TTXRE	
	2026 \$'000	2025 \$'000
Current		
Assets	6,110	5,674
Liabilities	(3,822)	(3,866)
Net current assets	2,288	1,808
Non-current		
Assets	69,659	76,185
Liabilities	(17,412)	(19,065)
Net non-current assets	52,247	57,120
Net assets	54,535	58,928

Summarised statement of comprehensive income

	TTXRE	
	2026 \$'000	2025 \$'000
Revenue	1,930	2,338
Other income	12	17
Loss before taxation	(6,601)	(6,048)
Income tax credit	1,652	428
Loss after taxation	(4,949)	(5,620)
Other comprehensive income, net of tax	556	(700)
Total comprehensive income for the year	(4,393)	(6,320)
Other summarised information		
Net cash flows generated from operations	649	849
Net cash flows used in financing	-	(369)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES

	Group	
	2026 \$'000	2025 \$'000
Unquoted equity shares, at cost	34,829	34,864
Additions during the year	4,582	–
Cancellation of shares pursuant to capital reduction	(864)	(35)
	38,547	34,829
Share of post-acquisition reserves ⁽¹⁾	96,017	110,284
Dividends receivable	–	(19)
Dividends received	(86,986)	(82,398)
Translation difference	(1,837)	(6,287)
Carrying amounts of investments	45,741	56,409
Loans due from associates [^]	88,811	55,981
Loans due to associates	(9,549)	(16,059)
Amounts due from associates (non-trade)	16,168	8,430
	141,171	104,761

[^] Amount includes share of losses of associates amounting to \$20,062,000 (2025: \$16,779,000) applied to loans due from associates.

(1) In prior year, the provision for legal compensation amounting to \$6,247,000 relating to the claim against Beijing Jin Hua Tong Da Real Estate Development Co., Ltd was realised in the share of results of the associate upon the final judgement of the Court.

Loans due from associates amounting to \$53,410,000 (2025: \$49,615,000) are unsecured and are not expected to be settled within the next twelve months. These loans bear effective interest rates ranging from 4.00% to 5.00% (2025: 4.50% to 5.00%) per annum and are to be settled in cash.

The remaining loans due from associates, amounting to \$35,401,000 (2025: \$6,366,000) are unsecured, non-interest bearing and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

Loans due to associates, amounting to \$9,549,000 (2025: \$16,059,000) are unsecured, non-interest bearing and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

Amounts due from associates (non-trade) are unsecured, non-interest bearing and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Expected credit loss

The movement in allowance for expected credit losses of loans due from associates computed based on lifetime ECL is as follows:

	Group	
	2026 \$'000	2025 \$'000
Movement in allowance account:		
At beginning of the year	6,461	6,234
Charge for the year	39	227
At end of the year	<u>6,500</u>	<u>6,461</u>

The Group's material investments in associates are summarised below:

	Group	
	2026 \$'000	2025 \$'000
Dawa Hospitality Private Limited	1,351	1,097
Unique Development Pte. Ltd.	663	667
Unique Rezi Pte. Ltd.	895	899
Rio Casa Venture Pte. Ltd.	6,802	11,582
Beijing Jin Hua Tong Da Real Estate Development Co., Ltd.	–	18,757
Sino-Singapore KAP Construction Co., Ltd.	17,840	–
Sino-Singapore Kim Seng Heng (Beijing) Engineering Construction Co., Ltd.	7,022	6,953
Hebei Yuezhi Real Estate Development Co., Ltd.	8,193	8,085
Unique Invesco Pte. Ltd.	180	159
Other associates	2,795	8,210
Carrying amounts of investments in associates	<u>45,741</u>	<u>56,409</u>

The Group has not recognised losses relating to Klang City Development Pte. Ltd., Unique Commercial Pte. Ltd. and Oldham Street Pte. Ltd., where its share of losses exceeds the Group's interest in these associates. The Group's cumulative share of unrecognised losses at the end of the reporting period was \$1,739,000 (2025: \$3,727,000), of which \$312,000 (2025: \$492,000) was the share of the current year's losses. The Group has no obligation in respect of these losses.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows:

Name of associate (Country of incorporation and place of business)		Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
Held by subsidiaries				
***	Beijing Jin Hua Tong Da Real Estate Development Co., Ltd. ("BJHTD") (The People's Republic of China)	Residential property developer	45	45
***	Sino-Singapore Kim Seng Heng (Beijing) Engineering Construction Co., Ltd. ("KSHCEC Beijing") (The People's Republic of China)	Engineering and construction	50	50
(a)(2)	Sino-Singapore KAP Construction Co., Ltd. ("SSKAP") (The People's Republic of China)	Property development	22.5	22.5
#	Unique Development Pte. Ltd. ("Unique Development") (Republic of Singapore)	Real estate developers	35	35
^	Development 26 Pte. Ltd. ("Dev 26") (Republic of Singapore)	Struck off	–	45
^	Residenza Pte. Ltd. ("Residenza") (Republic of Singapore)	Liquidated	–	32
#	Unique Consortium Pte. Ltd. ("Unique Consortium") (Republic of Singapore)	Investment holding	35	35
#	Unique Capital Pte. Ltd. ("Unique Capital") (Republic of Singapore)	Investment holding	25	25
#	Unique Rezi Pte. Ltd. ("Unique Rezi") (Republic of Singapore)	In liquidation	42	42

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

Name of associate (Country of incorporation and place of business)		Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
<i>Held by subsidiaries (cont'd)</i>				
-	Unique Commercial Pte. Ltd. ("Unique Commercial") (Republic of Singapore)	Property development	35	35
#	Wealth Development Pte. Ltd. ("Wealth Development") (Republic of Singapore)	Property development	30	30
*	Klang City Development Pte. Ltd. ("Klang City Development") (Republic of Singapore)	Investment holding	40	40
	Epic Land Pte. Ltd. ("EPIC") (Republic of Singapore)	Struck off	-	28
#(1)	Glenthorne Pte. Ltd. ("Glenthorne") (Republic of Singapore)	Investment holding	10	10
#(1)	Fairmont Land Pte. Ltd. ("Fairmont") (Republic of Singapore)	Investment holding	15	15
#	Prospere Hotels Pte. Ltd. ("Prospere") (Republic of Singapore)	Investment holding	30	30
*	Development 35 Pte. Ltd. ("Dev 35") (Republic of Singapore)	Property development	49	49
^	Goldprime Realty Pte. Ltd. ("Goldprime") (Republic of Singapore)	Struck off	-	20

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

	Name of associate (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
	<i>Held by subsidiaries (cont'd)</i>			
#	Oldham Street Pte. Ltd. ("Oldham") (Republic of Singapore)	Struck off	–	25
#	Unique Invesco Pte. Ltd. ("UNIV") (Republic of Singapore)	Investment holding	37.5	37.5
#	Development 24 Pte. Ltd. ("DEV24") (Republic of Singapore)	Property development	48	48
+	Rio Casa Venture Pte. Ltd. ("Rio Casa") (Republic of Singapore)	Property development	35	35
Ⓐ	Hebei Yuezhi Real Estate Development Co., Ltd. ("Hebei Yuezhi") (The People's Republic of China)	Real estate developers	22.5	22.5
#(1)	Prosperie Glow Pte. Ltd. ("Glow") (Republic of Singapore)	Investment holding	20	20
^	Prosperie Bliss Pte. Ltd. ("Bliss") (Republic of Singapore)	Liquidating	30	30
=(1)	Dawa Hospitality Private Limited ("Dawa") (Bhutan)	Investment holding	10	10
#(1)	Prosperie Glory Pte. Ltd. ("Glory") (Republic of Singapore)	Investment holding	20	20
#(1)	Leeds Bridge Pte. Ltd. ("Leeds") (Republic of Singapore)	Investment holding	17.5	17.5

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

	Name of associate (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
	<i>Held by subsidiaries (cont'd)</i>			
^	Wickham Invesco Pte. Ltd. ("Wickham") (Republic of Singapore)	Liquidated	–	15
#(1)	SH Sapporo Pte. Ltd. ("SH Sapporo") (Republic of Singapore)	Investment holding	10	10
#(1)	KAP Hotel Investments Pte. Ltd. ("KAP Hotel") (Republic of Singapore)	Investment holding	20	20
#	KSH Ultra Unity Pte. Ltd. ("KSH Ultra Unity") (Republic of Singapore)	Property development	49	49
^	Thomson Gem Pte. Ltd. ("Thomson Gem") (Republic of Singapore)	Property development	25	–
^	Fusion Land Pte. Ltd. ("Fusion Land") (Republic of Singapore)	Property development and holding of assets for investment	30	–
^	Fusion Property Pte. Ltd. ("Fusion Property") (Republic of Singapore)	Property development and holding of assets for investment	20	–
	<i>Held by associates</i>			
Ⓐ	Gaobeidian City KAP Real Estate Development Co., Ltd. ("Gaobeidian City") (The People's Republic of China)	Property development	22.5	22.5
Ⓐ	Hebei Xu Xing Investment Co., Ltd. ("Hebei Xu Xing") (The People's Republic of China)	Property development	20.3	20.3
Ⓐ(1)	Yuedong International Hotel Co., Ltd. ("Yuedong International") (The People's Republic of China)	Property development	15.76	15.76

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

Name of associate (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
		2026 %	2025 %
<i>Held by associates (cont'd)</i>			
⁺⁽¹⁾ Oxley Serangoon Pte. Ltd. ("Oxley Serangoon") (Republic of Singapore)	Property development	7.5	7.5
^{#(1)} Mountbatten Edge Pte. Ltd. ("Mountbatten Edge") (Republic of Singapore)	Property development	10	10
^{****} Menara Jutamas Sdn. Bhd. ("Menara") (Malaysia)	Dormant	40	40
⁺⁽¹⁾ Oxley Sanctuary Pte. Ltd. ("Oxley Sanctuary") (Republic of Singapore)	Struck off	–	12.6
⁺⁽¹⁾ Oxley Viva Pte. Ltd. ("Oxley Viva") (Republic of Singapore)	Property development	12.3	12.3
⁺⁽¹⁾ Oxley YCK Pte. Ltd. ("Oxley YCK") (Republic of Singapore)	Property development	12.3	12.3
^{!(1)} Glasgow Groove Limited ("Glasgow Groove") (England & Wales)	Property investment holding	20	20
^{!(1)} Glasgow Waterloo Limited ("Glasgow Waterloo") (England & Wales)	Hotel operation	20	20
^{** (1)} Liverpool Days Limited ("Liverpool Days") (England & Wales)	Property investment holding	20	20
^{** (1)} Liverpool Operation Limited ("Liverpool Operation") (England & Wales)	Hotel operation	20	20

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

	Name of associate (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
	<i>Held by associates (cont'd)</i>			
!(1)	CPK (London) Limited ("CPK London Limited") (England and Wales)	Hotel operation and property investment holding	20	20
	Ippan Shadan Hojin SH012 ("SH012") (Japan)	Liquidated	–	30
	Godo Kaisha GK012 ("GK012") (Japan)	Liquidated	–	30
^(1)	Ippan Shadan Hojin SH002 ("SH002") (Japan)	Investment holding	10	10
^(1)	Godo Kaisha GK002 ("GK002") (Japan)	Property investment holding	10	10
^	Manchester Property Holdings Limited ("Manchester Property") (Jersey)	Property investment holding	30	30
**	Ensco 1160 Limited ("Ensco 1160") (England & Wales)	Hotel operation	30	30
^	Treasure Choice Enterprise Limited ("Treasure Choice") (Incorporated in British Virgin Islands, place of business in England & Wales)	Struck off	–	25
^(1)	Ace Zone Holdings Limited ("Ace") (Incorporated in British Virgin Islands, place of business in England & Wales)	Property investment holding	10	10

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Details of the associates are as follows: (cont'd)

Name of associate (Country of incorporation and place of business)		Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
<i>Held by associates (cont'd)</i>				
** ⁽¹⁾	Luma Concept Hotel Limited ("Luma") (England & Wales)	Hotel operation	10	10
^ ⁽¹⁾	Ease Treasure Holdings Limited ("Ease Treasure") (Incorporated in British Virgin Islands, place of business in England & Wales)	Property investment holding	17.5	17.5
** ⁽¹⁾	Leeds Bridge Street Hotel Limited ("Leeds") (England & Wales)	Hotel operation	17.5	17.5
^ ⁽¹⁾	Ultra Assets Holding Limited ("Ultra Assets") (Incorporated in British Virgin Islands, place of business in England & Wales)	Property investment holding and property development	15	15
^ ⁽¹⁾	Horizon Glory Holdings Limited ("Horizon") (British Virgin Islands)	Striking off	15	15
^ ⁽¹⁾	Joy Light Ventures Limited ("Joy Light") (British Virgin Islands)	Struck off	–	15
# ⁽¹⁾	Tukang Project Pte. Ltd. ("Tukang Project") (Republic of Singapore)	Property development	10	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

- @ Audited by Hebei Lantian Certified Public Accounts Co., Ltd, People's Republic of China
 * Audited by Baker Tilly TFW LLP, Singapore
 # Audited by Ernst & Young LLP, Singapore
 + Audited by RSM Chio Lim LLP, Singapore
 ~ Audited by Tan, Chan & Partners Chartered Accountants, Singapore
 = Audited by Tshechu & Associates
 ^ Not required to be audited in the respective country of incorporation
 ! Audited by Ferguson Maidment & Co., United Kingdom
 ** Audited by LB Group, United Kingdom
 *** Audited by Beijing Jiuxu Certified Public Accountants Co., Ltd., People's Republic of China
 **** Audited by TEE & Partners Chartered Accountants, Malaysia
- (1) The results of these associates were accounted for using the equity method in the consolidated financial statements notwithstanding that the Group holds equal to or less than 20% of the voting power in these companies. The Group is deemed to exercise significant influence by virtue of its representation on the board committees of these entities.
- (2) During the year, the Group reorganised its investment holding structure for SSKAP. Prior to the reorganisation, the Group's interest in SSKAP was held through associate, BJHTD. Following the reorganisation, the interest is held directly through subsidiary, Duford. The reorganisation did not change the Group's effective interest in SSKAP and had no material financial effect on the Group.

There is no significant restriction in the ability of the Group's associates to transfer funds to the Group in the form of cash dividends, or to repay loans or advances made by the Group.

Aggregate information about the Group's investments in associates that are not individually material are as follows:

	2026 \$'000	2025 \$'000
Loss after taxation	(2,019)	(35)
Other comprehensive income, net of tax	-	-
Total comprehensive income for the year	<u>(2,019)</u>	<u>(35)</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

The summarised financial information in respect of the material investments in associates, based on their SFRS(I) financial statements, and a reconciliation with the carrying amount of each investment in the consolidated financial statements are as follows:

Summarised balance sheet

	Dawa Hospitality		Unique Development		Unique Rezi		Rio Casa	
	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets	5,663	112	399	410	12	26	25,663	45,624
Non-current assets	23,904	23,973	1,500	1,500	2,116	2,316	–	–
Total assets	29,567	24,085	1,899	1,910	2,128	2,342	25,663	45,624
Current liabilities	(1,055)	(667)	(8)	(7)	–	(7)	(6,233)	(12,535)
Non-current liabilities	(15,180)	(12,630)	–	–	–	(197)	–	–
Total liabilities	(16,235)	(13,297)	(8)	(7)	–	(204)	(6,233)	(12,535)
Net assets	13,332	10,788	1,891	1,903	2,128	2,138	19,430	33,089
Proportion of Group's ownership	10%	10%	35%	35%	42%	42%	35%	35%
Group's share of net assets	1,333	1,079	662	666	894	898	6,801	11,581
Other adjustments	18*	18*	1*	1*	1*	1*	1*	1*
Carrying amount of investment	1,351	1,097	663	667	895	899	6,802	11,582

* Other adjustments comprise accumulated losses prior to the date of acquisition by the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

Summarised balance sheet (cont'd)

	Unique Invesco		BJHTD		Sino-KSHEC		Hebei Yuezhi		SSKAP	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets	207	564	-	35,678	14,976	16,729	36,412	35,996	155,470	-
Non-current assets	1,647	1,534	-	69,662	1,583	-	-	-	44,097	-
Total assets	1,854	2,098	-	105,340	16,559	16,729	36,412	35,996	199,567	-
Current liabilities	(7)	(5)	-	(63,658)	(2,515)	(2,823)	-	(33)	(120,278)	-
Non-current liabilities	(1,368)	(1,668)	-	-	-	-	-	-	-	-
Total liabilities	(1,375)	(1,673)	-	(63,658)	(2,515)	(2,823)	-	(33)	(120,278)	-
Net assets	479	425	-	41,682	14,044	13,906	36,412	35,963	79,289	-
Proportion of Group's ownership	37.5%	37.5%	45%	45%	50%	50%	22.5%	22.5%	22.5%	22.5%
Group's share of net assets	180	159	-	18,757	7,022	6,953	8,193	8,092	17,840	-
Other adjustments	-	-	-	-	-	-	-	(7)*	-	-
Carrying amount of investment	180	159	-	18,757	7,022	6,953	8,193	8,085	17,840	-

For the financial year ended 31 March 2026

7. INTERESTS IN ASSOCIATES (CONT'D)

	Dawa		Unique Development		Unique Rezi		Rio Casa	
	Hospitality		Development		Rezi		Casa	
	2026	2025	2026	2025	2026	2025	2026	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Revenue	-	-	-	-	-	-	-	
Loss after taxation	(2,456)	(1,762)	(12)	(9)	(11)	(589)	(659)	
Total comprehensive income for the year	(2,456)	(1,762)	(12)	(9)	(11)	(589)	(659)	
	Unique Invesco	BJHTD	Sino-KSHEC	Hebei Yuezhi			SSKAP	
	2026	2025	2026	2025	2026	2025	2026	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Revenue	-	-	-	-	-	-	-	
Profit/(loss) after taxation	54	(541)	-	17	(30)	276	(55)	
Total comprehensive income for the year	54	(541)	-	17	(30)	276	(55)	

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. INTERESTS IN JOINT VENTURES

Details of the joint ventures are as follows:

	Group	
	2026 \$'000	2025 \$'000
Shares, at cost	1,200	1,200
Share of post-acquisition reserves	35,282	33,194
Dividends received	(33,918)	(33,469)
Carrying amount of investments	2,564	925
Loans due from joint ventures [^]	91,565	88,573
Loans due to a joint venture	(120)	–
Amounts due from joint ventures (non-trade) (non-current)	–	367
	94,009	89,865

[^] Amount includes share of losses of joint ventures amounting to \$11,069,000 (2025: \$8,692,000) applied to loans due from joint ventures.

Loans due from joint ventures amounting to \$80,318,000 (2025: \$78,618,000) are unsecured and are not expected to be settled within the next twelve months. These loans bear effective interest rates ranging from 2.06% 3.35% (2025: 3.54% 4.65%) per annum and are to be settled in cash.

The remaining loans due from joint ventures, amounting to \$11,247,000 (2025: \$9,955,000) are unsecured, non-interest bearing and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

Loans due to a joint venture, amounting to \$120,000 (2025: \$Nil) are unsecured, non-interest bearing and are expected to be repaid within the next twelve months. These balances are to be settled in cash.

Amounts due from joint ventures (non-trade) (non-current) were unsecured, non-interest bearing and were settled during the year.

Expected credit loss

There is no allowance made for the expected credit losses of loans and amounts due from joint ventures as at 31 March 2026 and 31 March 2025.

The Group's material investments in joint ventures are summarised below:

	Group	
	2026 \$'000	2025 \$'000
Unique Residence Pte. Ltd.	1,235	220
Unique Real Estate Pte. Ltd.	216	284
Ultra Trinity Investment Pte. Ltd.	548	–
SLB (MB) Pte. Ltd.	565	421
Carrying amount of investments in joint ventures	2,564	925

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. INTERESTS IN JOINT VENTURES (CONT'D)

	Name of joint venture (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group	
			2026 %	2025 %
	<i>Held by subsidiaries</i>			
#	Unique Residence Pte. Ltd. ("Unique Residence") (Republic of Singapore)	Investment holding	50	50
#	Unique Real Estate Pte. Ltd. ("Unique Real Estate") (Republic of Singapore)	Investment holding	50	50
#	SLB (MB) Pte. Ltd. ("SLB (MB)") (Republic of Singapore)	Investment holding	50	50
#	Ultra Infinity Pte. Ltd. ("ULTRA") (Republic of Singapore)	Property development	33.3	33.3
!	KSH Ultra Investment Pte. Ltd. ("KSH Ultra Investment") (Republic of Singapore)	Investment holding	50	50
#	Ultra Trinity Investment Pte. Ltd. ("Ultra Trinity") (Republic of Singapore)	Property development	33.3	33.3
^	Lakeside Residential Pte. Ltd. ("Lakeside Residential") (Republic of Singapore)	Property development	20	20
^	Fernvale Development Pte. Ltd. ("Fernvale Development") (Republic of Singapore)	Property development	20	20
	<i>Held by joint ventures</i>			
^	Singhaiyi Unique Pte. Ltd. (FKA. CEL Unique Pte. Ltd.) ("CEL Unique") (Republic of Singapore)	Investment holding	20	20

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. INTERESTS IN JOINT VENTURES (CONT'D)

Name of joint venture (Country of incorporation and place of business)	Principal activities	Effective equity interest held by the Group		
		2026 %	2025 %	
<i>Held by joint ventures (cont'd)</i>				
[^] Singhaiyi Unique Holdings Pte. Ltd. (FKA. CEL Unique Holdings Pte. Ltd.) ("CEL Unique Holdings") (Republic of Singapore)	Investment holding	20	20	
[^] Singhaiyi Unique Development Pte. Ltd. (FKA CEL Unique Development Pte. Ltd.) ("CEL Unique Development") (Republic of Singapore)	Property development	20	20	
[^] Sophia Commercial Pte. Ltd ("Sophia Commercial") (Republic of Singapore)	Property development	9.9	9.9	
[^] Sophia Residential Pte. Ltd. ("Sophia Residential") (Republic of Singapore)	Property development	9.9	9.9	
[#] Wealthbliss Development Pte. Ltd. ("Wealthbliss Development") (Republic of Singapore)	Property development	12	12	
[^] RL Bagnall Pte. Ltd. ("RL Bagnall") (Republic of Singapore)	Property development	12	12	

[#] Audited by Ernst & Young LLP, Singapore

[^] Audited by Deloitte & Touche LLP, Singapore

! Not required to be audited in the country of incorporation

There is no significant restriction in the ability of the Group's joint ventures to transfer funds to the Group in the form of cash dividends, or to repay loans or advances made by the Group.

Aggregate information about the Group's investments in joint ventures that are not individually material are as follows:

	Group	
	2026 \$'000	2025 \$'000
Loss after taxation, representing total comprehensive income for the year	2,369	673

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

8. INTERESTS IN JOINT VENTURES (CONT'D)

Summarised financial information in respect of the Group's material investments in joint ventures, based on their SFRS(I) financial statements, and a reconciliation with the carrying amount of each investment in the consolidated financial statements are as follows:

Summarised balance sheet

	SLB (MB)		Ultra Trinity		Unique Residence		Unique Real Estate	
	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents	109	97	10	11	30	67	103	43
Other current assets	–	–	–	–	1	1	241	1
Current assets	109	97	10	11	31	68	344	44
Non-current assets	11,948	9,807	19,004	16,176	2,452	384	106	588
Total assets	12,057	9,904	19,014	16,187	2,483	452	450	632
Current liabilities	(10,927)	(9,062)	(7)	(9)	(13)	(13)	(6)	(4)
Non-current liabilities	–	–	(17,363)	(17,315)	–	–	(12)	(60)
Total liabilities	(10,927)	(9,062)	(17,370)	(17,324)	(13)	(13)	(18)	(64)
Net assets/(liabilities)	1,130	842	1,644	(1,137)	2,470	439	432	568
Proportion of the Group's ownership Group's share of net assets/ (liabilities)	50%	50%	33.3%	33.3%	50%	50%	50%	50%
Carrying amount of investments in joint ventures	565	421	548	–	1,235	220	216	284
	565	421	548	–	1,235	220	216	284

Summarised statement of comprehensive income

	SLB (MB)		Ultra Trinity		Unique Residence		Unique Real Estate	
	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue	24	29	–	–	–	–	–	–
Interest income	*	*	–	–	–	–	–	–
Interest expense	–	–	–	–	–	–	–	–
Depreciation and amortisation	–	–	–	–	–	–	–	–
Income tax expense/(credit)	–	–	–	–	–	–	–	–
Profit/(loss) after taxation, representing total comprehensive income for the year	8	(22)	–	–	–	–	–	–
	289	(34)	2,778	(1,069)	2,930	(150)	(135)	(53)

* denotes amount less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

9. INVESTMENT SECURITIES

Financial assets

	Maturity date	Group and Company	
		2026	2025
		\$'000	\$'000
At fair value through profit or loss			
– Debt securities (quoted)			
Oxley MTN 7.25% ⁽¹⁾	July 2025	–	4,500
		–	4,500
Represented by:			
Current		–	4,500
		–	4,500

(1) The Group and the Company have elected to measure these debt securities at fair value through profit or loss. Fair value of these debt securities is determined by reference to published price quotations in an active market.

10. INVESTMENT PROPERTIES

	Group	
	2026	2025
	\$'000	\$'000
At beginning of the year	96,043	102,652
Addition during the year	54	–
Loss on fair value adjustments	(7,365)	(5,707)
Translation difference	692	(902)
At end of the year	89,424	96,043

The aggregate operating expenses related to the Group's investment properties recognised in profit or loss are as follows:

Direct operating expenses (including repairs and maintenance) arising from:

	Group	
	2026	2025
	\$'000	\$'000
Rental generating properties	1,130	849

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

10. INVESTMENT PROPERTIES (CONT'D)

The investment properties held by the Group as at 31 March are as follows:

	Name of property	Description	Fair value	
			2026 \$'000	2025 \$'000
(1)	Sheares Ville	Freehold residential property at 9 Holt Road #12-05 Singapore 249446, comprising an estimated floor area of 443 square metres	8,090	8,050
(2)	Tianjin Tianxing Riverfront Square	Leasehold commercial building at No. 81 Shi Yi Jing Road, Hedong District, Tianjin, 300171, the People's Republic of China, comprising an estimated floor area of 44,936 square metres (50 years lease term expiring on 17 September 2043)	69,644	76,163
(1)	Centennia Suites	Freehold residential property at 100 Kim Seng Road #13-01 Singapore 239427, comprising an estimated floor area of 115 square metres	3,580	3,570
(1)	Lincoln Suites	Freehold residential property at Blk 1 Khiang Guan Avenue #23-02 Singapore 308380, comprising an estimated floor area of 150 square metres	3,810	3,880
(1)	Lincoln Suites	Freehold residential property at Blk 1 Khiang Guan Avenue #23-01 Singapore 308380, comprising an estimated floor area of 171 square metres	4,300	4,380
			89,424	96,043

(1) The fair values have been determined based on valuations performed by TEHO Property Consultants Pte. Ltd., independent professional valuer, carried out in March 2026 and March 2025.

(2) The fair values have been determined based on valuations performed by Cushman & Wakefield International Property Advisers (Tianjin) Co. Ltd. ("C&W"), an independent professional valuer, carried out in March 2026 and March 2025.

Rental income earned by the Group for the year ended 31 March 2026 from its investment properties, all of which are leased out under operating leases and comprising only minimum lease payments, amounted to \$3,826,000 (2025: \$4,648,000).

The investment properties have been pledged as securities for banking facilities granted by the banks (Note 20).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

11. CLUB MEMBERSHIP

	Group	
	2026 \$'000	2025 \$'000
Cost		
As at beginning and end of the year	60	60
Accumulated amortisation		
As at beginning of the year	42	40
Charge for the year	3	2
As at end of the year	45	42
Net carrying amount		
As at end of the year	15	18

The club membership was purchased in 2008 and is amortised over the useful life of 25 years. The amortisation of the club membership is included in the line "other operating expenses" in profit or loss.

12. TRADE RECEIVABLES

	Group	
	2026 \$'000	2025 \$'000
Trade receivables due from external parties	10,058	7,247
Trade receivables due from a related party	14	257
	10,072	7,504

Trade receivables are non-interest bearing. Current balances are generally on 30 days' term. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Included in trade receivables of the Group is an amount of \$7,108,000 (2025: \$464,000) which has been assigned to the banks for banking facilities granted to the Group as disclosed in Note 20.

Expected credit losses

There is no allowance made for the expected credit losses of trade receivables as at 31 March 2026 and 31 March 2025.

13. STRUCTURED DEPOSIT

		Group	
	Maturity date	2026 \$'000	2025 \$'000
Structured deposit	April 2026	7,788	–

The structured deposit is measured at fair value as at the reporting date. The deposit matured on 1 April 2026 and yielded a return of 2.06% per annum.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

14. OTHER RECEIVABLES AND DEPOSITS

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Sundry debtors	1,459	1,208	–	–
Deposits	367	428	–	–
Interest receivable	121	214	68	150
Dividends receivable	–	19	–	–
	<u>1,947</u>	<u>1,869</u>	<u>68</u>	<u>150</u>
Less: Allowance for impairment	<u>(801)</u>	<u>(515)</u>	<u>–</u>	<u>–</u>
	<u>1,146</u>	<u>1,354</u>	<u>68</u>	<u>150</u>

The Group's other receivables and deposits denominated in foreign currency as at the end of the reporting period are as follows:

	2026 \$'000	2025 \$'000
Chinese Renminbi	<u>1,459</u>	<u>1,226</u>

Expected credit losses

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

	Group	
	2026 \$'000	2025 \$'000
At beginning of the year	515	522
Charge for the year	273	–
Exchange differences	13	(7)
At end of the year	<u>801</u>	<u>515</u>

15. AMOUNTS DUE FROM SUBSIDIARIES (NON-TRADE)/AMOUNTS DUE TO SUBSIDIARIES (NON-TRADE)/AMOUNTS DUE TO NON-CONTROLLING INTEREST (NON-TRADE)

Amounts due from subsidiaries (non-trade) amounting to \$97,415,000 (2025: \$75,249,000) are unsecured and are not expected to be repaid within the next twelve months. These amounts are interest-bearing with average effective rates ranging from 2.06% to 5.00% (2025: 3.54% to 5.00%) per annum and are to be settled in cash.

The remaining amounts due from subsidiaries (non-trade) amounting to \$100,233,000 (2025: \$54,739,000) are unsecured, non-interest bearing and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

Amounts due to subsidiaries (non-trade) (non-current) amounting to \$56,137,000 (2025: \$29,051,000) are unsecured, non-interest bearing and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

15. AMOUNTS DUE FROM SUBSIDIARIES (NON-TRADE)/AMOUNTS DUE TO SUBSIDIARIES (NON-TRADE)/AMOUNTS DUE TO NON-CONTROLLING INTEREST (NON-TRADE) (CONT'D)

Amounts due to non-controlling interest (non-trade) (non-current) amounting to \$15,369,000 (2025: \$14,913,000) bear interest at 2.06% to 3.35% (2025: 3.54% to 4.65%) per annum, unsecured and are not expected to be repaid within the next twelve months. These balances are to be settled in cash.

16. FIXED DEPOSITS

Fixed deposits have maturities ranging from 1 week to 1 year (2025: 1 week to 1 year) and earn interest at the respective short-term deposit rates. The interest rates for the year ended 31 March 2026 for the Group and the Company range from 0.01% to 2.55% (2025: 0.01% to 3.90%) per annum and from 0.55% to 3.90% (2025: 0.55% to 3.90%) per annum respectively.

Fixed deposits of the Group and the Company amounting to \$35,670,000 (2025: \$37,456,000) and \$22,263,000 (2025: \$21,853,000) respectively have been pledged to the banks for banking facilities granted to the Group and the Company as disclosed in Notes 20 and 21.

The Group's fixed deposits denominated in foreign currency as at the end of the reporting period are as follows:

	Group	
	2026 \$'000	2025 \$'000
Malaysian Ringgit	-	199

17. CASH AND BANK BALANCES

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise the following amounts as at 31 March:

	Note	Group		Company	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Cash and bank balances		66,731	43,601	2,995	8,549
Fixed deposits	16	78,462	79,524	29,615	24,188
		145,193	123,125	32,610	32,737
Less:					
Pledged fixed deposits		(35,670)	(37,456)	(22,263)	(21,853)
Cash and cash equivalents		109,523	85,669	10,347	10,884

The Group's and the Company's cash and bank balances earn interest at floating rates based on daily bank deposit rates.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

17. CASH AND BANK BALANCES (CONT'D)

The Group's cash and bank balances denominated in foreign currencies as at the end of the reporting period are as follows:

	Group	
	2026 \$'000	2025 \$'000
Chinese Renminbi	6,984	6,185
United States Dollar	26	27
Hong Kong Dollar	20	90
Malaysian Ringgit	218	9

18. TRADE PAYABLES

	Group	
	2026 \$'000	2025 \$'000
Trade payables	20,037	25,248
Sales tax payable	2,463	730
	22,500	25,978

Trade payables are non-interest bearing. Current balances are normally settled on 14 to 60 days' terms. Included in trade payables are retention payables amounting to \$16,273,000 (2025: \$19,352,000) are to be settled within its normal operating cycle.

19. OTHER PAYABLES AND ACCRUALS

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Other payables	2,952	2,756	37	40
Accrued operating expenses	74,274	86,343	448	453
Advance payments	457	444	–	–
Interest payable	179	145	89	143
	77,862	89,688	574	636
Represented by:				
Current	77,643	89,469	574	636
Non-current	219	219	–	–
	77,862	89,688	574	636

Other payables are non-interest bearing. Current balances are normally settled on 30 days' term.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

19. OTHER PAYABLES AND ACCRUALS (CONT'D)

The Group's other payables and accruals denominated in foreign currencies as at the end of the reporting period are as follows:

	Group	
	2026 \$'000	2025 \$'000
Chinese Renminbi	2,943	3,326
Hong Kong Dollar	67	66
Malaysian Ringgit	3	2

20. BANK TERM LOANS, SECURED

	Note	Group		Company	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
SGD 5-year Term loan C	(a)	12,800	15,200	12,800	15,200
SGD 5-year Term loan A	(b)	61,394	48,759	61,394	48,759
SGD 5-year Term loan B	(c)	216	1,917	-	-
		74,410	65,876	74,194	63,959
Represented by:					
Current		25,967	9,061	25,751	7,361
Non-current		48,443	56,815	48,443	56,598
		74,410	65,876	74,194	63,959

- (a) This bank loan bears interest of 2.38% to 3.78% (2025: 3.78% to 5.04%) per annum. The term loan commencing on 10 February 2023 is repayable by quarterly instalments over 5 years.

This loan is secured by a charge on fixed deposits amounting to \$5,603,000 (2025: \$5,568,000) (Note 16).

- (b) This bank loan bears interest ranging from 2.48% to 4.11% (2025: 3.99% to 5.34%) per annum. The term loan commencing on 6 December 2021, 15 December 2023 and 30 December 2025 respectively and repayable by equal monthly instalments over 5 years. During the year, the term loan commencing on 30 December 2019 was fully repaid.

The term loan is secured by the following:

- (i) charge on fixed deposits amounting to \$16,660,000 (2025: \$16,285,000) (Note 16);
- (ii) third party first legal mortgage on the investment properties (Note 10) located at 1 Kiang Guan Avenue and 100 Kim Seng Road;
- (iii) third party legal assignment of leases and/or tenancies and rental proceeds on the investment properties located at 1 Kiang Guan Avenue and 100 Kim Seng Road (Note 10); and
- (iv) corporate guarantee from Kim Seng Heng Engineering Construction (Pte) Ltd, a wholly-owned subsidiary of the Group (Note 36(a)).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

20. BANK TERM LOANS, SECURED (CONT'D)

- (c) These bank loans bear interest with an average effective interest rate of 2.0% (2025: 2.0%) per annum. The term loan commencing on 5 May 2021 is repayable by monthly instalments over 5 years.

The term loans are secured by a corporate guarantee from the Company (Note 36(a)).

Secured bank loan

The Group's secured bank loans are generally subject to the following financial covenants:

- Maintenance of gearing ratio
- Maintenance of the market value of the mortgaged properties
- Maintenance of the amount outstanding under the facility

The Group has complied with these covenants throughout the reporting period.

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

	1 April 2025 \$'000	Cash flows \$'000	Non-cash changes			31 March 2026 \$'000
			Accretion of interest \$'000	Remeasurement \$'000	Other \$'000	
Bank term loans, secured						
– current	9,061	(9,466)	–	–	26,372	25,967
– non-current	56,815	18,000	–	–	(26,372)	48,443
Lease liabilities						
– current	301	(312)	163	–	158	310
– non-current	3,884	–	–	141	(158)	3,867
Bills payable to banks, secured	–	30,551	–	–	–	30,551
Loans and amounts due to non-controlling interests (non-current)	14,913	456	–	–	–	15,369
Total	<u>84,974</u>	<u>39,229</u>	<u>163</u>	<u>141</u>	<u>–</u>	<u>124,507</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

20. BANK TERM LOANS, SECURED (CONT'D)

	1 April 2024 \$'000	Cash flows \$'000	Non-cash changes				31 March 2025 \$'000
			Acquisition \$'000	Accretion of interest \$'000	Remeasurement \$'000	Other \$'000	
Bank term loans, secured							
– current	33,162	(33,162)	–	–	–	9,061	9,061
– non-current	65,876	–	–	–	–	(9,061)	56,815
Lease liabilities							
– current	293	(313)	–	161	–	160	301
– non-current	3,810	–	18	–	216	(160)	3,884
Bills payable to banks, secured	34,604	(34,604)	–	–	–	–	–
Loans and amounts due to non-controlling interests (non-current)	14,175	738	–	–	–	–	14,913
Total	151,920	(67,341)	18	161	216	–	84,974

The 'Other' column relates to reclassification of non-current portion of loans and lease liabilities due to passage of time.

The 'Remeasurement' column relates to remeasurement of lease liabilities arising from a change in lease term.

21. BILLS PAYABLE TO BANKS, SECURED

As at 31 March 2026, bills payable to banks bear interest ranging from 2.25% to 2.61% per annum (2025: nil). These bills payable will mature within 3 months (2025: nil) from year end.

As at 31 March 2026, bills payable to banks are secured by the following:

- (i) charge on fixed deposits amounting to \$7,600,000 (Note 16);
- (ii) first charge over the contract proceeds and project account arising from a construction project (Note 12); and
- (iii) corporate guarantee from the Company (Note 36(a)).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

22. SHARE CAPITAL

	Group and Company			
	2026		2025	
	Number of shares	\$'000	Number of shares	\$'000
Issued and fully paid ordinary shares:				
At the beginning and end of the year	569,735,645	50,915	569,735,645	50,915

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.

23. TREASURY SHARES

	Group and Company			
	2026		2025	
	Number of shares	\$'000	Number of shares	\$'000
At the beginning of the year	28,500,400	6,873	12,019,400	3,522
Acquired during the year	400,000	78	16,481,000	3,351
Disposed during the year	(28,900,400)	(6,951)	-	-
At the end of the year	-	-	28,500,400	6,873

Treasury shares relate to ordinary shares of the Company that are reacquired by the Company.

24. TRANSLATION RESERVE

The translation reserve is used to record 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.

25. OTHER RESERVES

		Group		Company	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Statutory reserves	(a)	1,556	1,556	-	-
General reserves	(b)	155	155	-	-
Warrant reserves	(c)	4,360	2,629	4,360	2,629
Other reserves	(d)	1,358	1,358	-	-
		7,429	5,698	4,360	2,629

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

25. OTHER RESERVES (CONT'D)

Movement in other reserves:

(a) *Statutory reserves*

	Group	
	2026 \$'000	2025 \$'000
At beginning and end of the year	<u>1,556</u>	<u>1,556</u>

In accordance with the Foreign Enterprise Law applicable to a subsidiary in the People's Republic of China ("PRC"), the subsidiary is required to make appropriation to a Statutory Reserve Fund ("SRF"). At least 10% of the statutory after tax profits as determined in accordance with the applicable PRC accounting standards and regulations must be allocated to the SRF until the cumulative total of the SRF reaches 50% of the subsidiary's registered capital. Subject to approval from the relevant PRC authorities, the SRF may be used to offset any accumulated losses or increase the registered capital of the subsidiary. The SRF is not available for dividend distribution to shareholders.

(b) *General reserves*

	Group	
	2026 \$'000	2025 \$'000
At beginning and end of the year	<u>155</u>	<u>155</u>

In accordance with the "Law of the People's Republic of China on Joint Ventures Using Chinese and Foreign Investment" and the Group's PRC subsidiaries' Articles of Association, appropriations from net profit should be made to the Reserve Fund and the Enterprise Expansion Fund, after offsetting accumulated losses from prior years, and before profit distributions to the investors. The percentage to be appropriated to the Reserve Fund and the Enterprise Expansion Fund is determined by the Board of Directors of the PRC subsidiaries.

(c) *Warrant reserves*

Warrant reserves comprise proceeds from the issue of warrants and capital gains on re-issuance of treasury shares of \$1,514,000 (2025: \$1,514,000) and \$2,846,000 (2025: \$1,115,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

25. OTHER RESERVES (CONT'D)

Movement in other reserves: (cont'd)

(d) *Other reserves*

	Group	
	2026 \$'000	2025 \$'000
At beginning of the year	1,358	1,402
Less: Write off on share of property revaluation of associates	–	(44)
At end of the year	<u>1,358</u>	<u>1,358</u>

Other reserves include the premium paid on acquisition of non-controlling interests of \$107,000 and the transfer of fair value adjustment reserves amounting to \$1,509,000 to other reserves as the Group had gained significant influence over an investee due to a change in circumstances.

26. PROJECT REVENUE

	Group	
	2026 \$'000	2025 \$'000
Construction contract revenue	<u>146,077</u>	<u>176,852</u>

The Group performed its obligations under construction contracts solely in Singapore and construction contract revenue is recognised over time in conjunction with the transfer of goods and services.

Information relating to contract balances arising from contracts with customers is disclosed as follows:

	Group		
	31 March 2026 \$'000	2025 \$'000	1 April 2024 \$'000
Receivables from contracts with customers (Note 12)	10,072	7,504	7,253
Contract assets			
Contract assets from construction contracts	39,858	64,331	54,748
Contract liabilities			
Contract liabilities from construction contracts	<u>(1,403)</u>	<u>(2)</u>	<u>(1,398)</u>

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

Contract liabilities primarily relate to the Group's obligation to transfer goods or services to customers for which the Group has received consideration from customers. Contract liabilities are recognised as revenue as the Group performs under the contract.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

26. PROJECT REVENUE (CONT'D)

The movement in contract assets are explained as follows:

	Group	
	2026 \$'000	2025 \$'000
Contract assets:		
At beginning of the year	64,331	54,748
Work performed but not yet certified	13,105	35,643
Contract assets transferred to trade receivables	(37,578)	(26,060)
At end of the year	<u>39,858</u>	<u>64,331</u>

The movement in contract liabilities are explained as follows:

	Group	
	2026 \$'000	2025 \$'000
Contract liabilities:		
At beginning of the year	2	1,398
Revenue recognised that was included in contract liabilities	(2)	(1,398)
Advances received in relation to the construction contracts	1,403	2
At end of the year	<u>1,403</u>	<u>2</u>

Expected credit losses

The movement in allowance for expected credit losses on the contract assets computed based on lifetime ECL is as follows:

As at 31 March 2026, the Group has contract assets of \$39,858,000 (2025: \$64,331,000) which is net of an allowance for expected credit losses of \$43,000 (2025: \$80,000).

	Group	
	2026 \$'000	2025 \$'000
Movement in allowance for expected credit losses:		
As at beginning of the year	80	80
Reversal of expected credit losses	(37)	–
As at end of the year	<u>43</u>	<u>80</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

26. PROJECT REVENUE (CONT'D)

Transaction price allocated to remaining performance obligation

The aggregate amount of transaction price allocated to the unsatisfied (or partially unsatisfied) performance obligations as at 31 March 2026 is \$966,210,000 (2025: \$232,979,000). This amount does not include the following:

- Performance obligations for which the Group has applied the practical expedient not to disclose information about its remaining performance obligations if:
 - The performance obligation is part of a contract that has an original expected duration of one year or less, or
 - The Group recognises revenue to which the Group has a right to invoice customers in amounts that correspond directly with the value to the customer of the Group's performance completed to date.
- Variable consideration that is constrained and therefore is not included in the transaction price.

The Group expects to recognise \$966,210,000 (2025: \$232,979,000) as revenue relating to the transaction price allocated to the unsatisfied (or partially satisfied) performance obligations as at 31 March 2026 within the next financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

27. OTHER INCOME

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Interest income	6,098	8,609	2,700	5,459
Gain on fair value adjustments of investment properties	50	1,360	–	–
Gain on disposal of plant and equipment	–	1,360	–	–
Gain on disposal of associates and a joint venture	150	106	–	–
Foreign exchange gain	495	1,027	18	–
Dividend income from a subsidiary	–	–	25,000	–
Management and administrative fee income from associates/subsidiaries	326	335	1,579	2,258
Fair value gain on quoted debt instruments (investment securities)	500	–	500	–
Fair value gain on structured deposit	63	–	–	–
Gain on disposal of structured deposit	66	–	–	–
Others	872	1,138	1	148
	8,620	13,935	29,798	7,865

28. PERSONNEL EXPENSES

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Salaries, wages and bonuses	4,778	5,221	1,504	1,552
Central Provident Fund and other pension costs	1,416	1,415	40	42
Directors' fees	155	155	155	155
Other personnel expenses	2,277	2,229	42	47
	8,626	9,020	1,741	1,796

The above includes compensation of key management personnel.

	Group and Company	
	2026 \$'000	2025 \$'000
Compensation of key management personnel		
Salaries, wages and bonuses	1,497	1,582
Central Provident Fund and other pension costs	40	43
Directors' fees	155	155
Total compensation paid to key management personnel	1,692	1,780
Comprise amounts paid to:		
– Directors of the Company	1,428	1,516
– Other key management personnel	264	264
	1,692	1,780

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

29. FINANCE COSTS

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Interest expense on:				
– lease liabilities	163	161	–	–
– term loans	2,030	3,938	2,012	3,797
– bills payable	277	287	–	–
– non-controlling interests	440	739	–	–
	2,910	5,125	2,012	3,797
Others				
– bank charges	34	21	7	–
	2,944	5,146	2,019	3,797

30. OTHER OPERATING EXPENSES

The following items have been included in other operating expenses:

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Audit fees payable to auditor of the Company	444	430	173	165
Non-audit fees payable to auditor of the Company	39	44	12	12
Impairment losses on financial assets	275	227	–	–
Foreign exchange loss	841	743	20	–
Amortisation of club membership	3	2	–	–
Loss on fair value adjustments of investment properties	7,415	7,067	–	–
Fair value loss on quoted debt instruments (investment securities)	–	500	–	500
Loss on disposal of plant and equipment	2	–	–	–
Write-off of bad debts	–	13	–	–

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

31. INCOME TAX EXPENSE AND DEFERRED TAX LIABILITIES/(ASSETS)

Major components of income tax expense

The major components of income tax expense for the years ended 31 March are:

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Current income tax				
– Current income taxation	559	913	252	510
– Over provision in respect of previous years	(44)	(213)	(38)	(48)
Deferred tax				
– Origination and reversal of temporary differences	3,423	38	–	–
Income tax expense recognised in profit or loss	<u>3,938</u>	<u>738</u>	<u>214</u>	<u>462</u>

Relationship between income tax expense and accounting profit

A reconciliation between income tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 March is as follows:

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Profit from operations before share of results of associates and joint ventures	<u>13,153</u>	<u>4,214</u>	<u>24,556</u>	<u>1,257</u>
Tax at the domestic rates applicable to profit in the countries where the Group operates ⁽¹⁾	1,093	235	4,175	214
Tax effect of:				
– Expenses not deductible	5,334	5,923	252	1,257
– Tax rebates and exemption	(141)	(155)	(17)	(17)
– Non-taxable income	(2,304)	(5,052)	(4,158)	(944)
– Over provision in respect of previous years	(44)	(213)	(38)	(48)
Income tax expense recognised in profit or loss	<u>3,938</u>	<u>738</u>	<u>214</u>	<u>462</u>

(1) The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

31. INCOME TAX EXPENSE AND DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D)

Deferred tax liabilities/(assets)

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Deferred tax liabilities:				
Tax effect on revaluation of investment properties	7,465	8,779	-	-
Undistributed profits of subsidiaries and associates	2,352	2,530	-	-
Others	431	870	-	-
	10,248	12,179	-	-
Deferred tax assets:				
Employee benefits	(326)	(259)	(29)	(29)
Differences in depreciation	(141)	(164)	-	-
Provision for general defects liability period for completed projects	(418)	(429)	-	-
Unutilised tax losses	(566)	(3,804)	-	-
Others	(75)	(68)	-	-
	(1,526)	(4,724)	(29)	(29)
Deferred tax liabilities/(assets), net	8,722	7,455	(29)	(29)

The Group recognised deferred tax assets of \$566,000 (2025: \$3,804,000) which are recognised for all the tax losses carried forward from construction segment to the extent that realisation of the related tax benefits through future taxable profits is probable.

Unrecognised temporary differences relating to investments in subsidiaries, joint ventures and associates

As at the end of the reporting periods, there are no material unrecognised deferred tax liabilities associated with investments in the Group's subsidiaries, associate and joint venture as:

- The Group has determined that either the undistributed earnings of its overseas subsidiaries will not be distributed in the foreseeable future or the undistributed earnings have been subjected to tax at a headline tax rates of more than 15% in the respective jurisdictions and are therefore tax exempted in accordance with Section 13(8) of the Singapore Income Tax Act 1947; and
- There are no overseas associates with material undistributed earnings for which deferred tax liabilities has not been provided.

32. PROFIT/(LOSS) PER SHARE

Basic profit/(loss) per share ("EPS") is calculated by dividing the Group's profit/(loss) for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

Diluted profit/(loss) per share is calculated by dividing the Group's profit/(loss) for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

32. PROFIT/(LOSS) PER SHARE (CONT'D)

The following table reflects the profit/(loss) and share data used in the computation of basic and diluted profit/(loss) per share for the years ended 31 March:

	Group	
	2026 \$'000	2025 \$'000
Profit/(loss) for the year attributable to owners of the Company used in the computation of loss per share	<u>6,833</u>	<u>(5,931)</u>
	2026	2025
Weighted average number of ordinary shares (excluding treasury shares) for computing basic profit/(loss) per share ('000)	<u>569,736</u>	<u>541,235</u>
Weighted average number of ordinary shares (excluding treasury shares) for computing diluted profit/(loss) per share ('000)	<u>569,736</u>	<u>550,305</u>
	2026	2025
Basic profit/(loss) per share (cents per share)	<u>1.20</u>	<u>(1.10)</u>
Diluted profit/(loss) per share (cents per share)	<u>1.20</u>	<u>(1.08)</u>

33. NET ASSET VALUE PER SHARE

Net asset value per share is calculated by dividing the Group's net assets attributable to owners of the Company by the total number of issued ordinary shares as at the end of the year.

The following table reflects the net asset and share data used in the computation of net asset value per share for the years ended 31 March:

	Group	
	2026 \$'000	2025 \$'000
Net assets attributable to owners of the Company	<u>287,238</u>	<u>278,063</u>
	2026	2025
Total number of issued ordinary shares (excluding treasury shares) as at 31 March ('000)	<u>569,736</u>	<u>541,235</u>
Net asset value per share (cents per share)	<u>50.42</u>	<u>51.38</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

34. DIVIDENDS

	Group and Company 2026 \$'000	2025 \$'000
<i>Dividends paid during the year:</i>		
<i>Dividends on ordinary shares:</i>		
– Interim exempt (one-tier) dividend for 2026: 0.50 cents (2025: 0.50 cents) per share	2,849	2,735
– Final exempt (one-tier) dividend for 2026: 0.75 cents (2025: 0.50 cents) per share	4,273	2,759
	7,121	5,494
<i>Proposed but not recognised as a liability as at 31 March:</i>		
<i>Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting:</i>		
– Final exempt (one-tier) dividend for 2026: 1.00 cents (2025: 0.75 cents) per share	5,697	4,059

The Directors have proposed a final tax-exempt (one-tier) dividend of 1.00 cent per share ("Proposed Final Dividend for FY 2026"), amounting to approximately \$5,697,356 to be paid in respect of the year ended 31 March 2026. The dividend will be recorded as a liability in the balance sheets of the Company and Group upon approval by the shareholders at the Annual General Meeting of the Company.

There are no income tax consequences attached to the dividends to the shareholders proposed by the Company but not recognised as a liability in the financial statements.

35. SEGMENT INFORMATION

Reporting format

The Group's primary 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 products and services produced. Secondary information is reported geographically. The operating businesses are organised and managed separately according to the nature of the services provided, with each segment representing a strategic business unit that serves different markets.

Business segments

The construction segment relates to acting as main contractors in construction projects in Singapore, and provision of services mainly to property developers in both the private and public sectors.

The property development and investment segments relate to the development and sales of properties and holding of investment properties.

The others segment relates to general corporate and investment holding activities.

Geographical segments

The Group's geographical segments are based on the location of the Group's assets. Revenue disclosed in geographical segments is based on the geographical location of operations.

Allocation basis

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

Segment accounting policies are the same as the policies described in Note 2.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. SEGMENT INFORMATION (CONT'D)

(a) *Business segments*

The following tables present revenue and results information regarding the Group's business segments for the years ended 31 March 2026 and 31 March 2025.

	Construction \$'000	Property investments \$'000	Property development \$'000	Corporate and Others \$'000	Eliminations \$'000	Total \$'000
Year ended 31 March 2026						
Revenue						
External sales	146,077	3,826	-	-	-	149,903
Results						
Interest income	658	6	-	9,341	(3,907)	6,098
Finance costs	(466)	(1)	*	(6,384)	3,907	(2,944)
Depreciation of property, plant and equipment	(1,292)	(12)	-	-	-	(1,304)
Share of results of associates	(15)	(2,117)	(1,696)	-	-	(3,828)
Share of results of joint ventures	-	144	(45)	-	-	99
Other non-cash items:						
Fair value gain on quoted debt instruments (investment securities)	-	-	-	500	-	500
Fair value gain on structured deposit	-	-	-	63	-	63
Gain on disposal of structured deposit	-	-	-	66	-	66
Loss on fair value adjustments of investment properties, net	-	(7,365)	-	-	-	(7,365)
Reversal of impairment losses/(impairment losses) on financial assets	37	(312)	-	-	-	(275)
Write off of allowance for provision for doubtful debts	-	(236)	-	-	-	(236)
Profit/(loss) before taxation	18,880	(8,112)	(1,815)	471	-	9,424
Income tax (expense)/credit	(3,199)	1,794	(2,041)	(492)	-	(3,938)
Profit/(loss) for the year	15,681	(6,318)	(3,856)	(21)	-	5,486
Attributable to:						
Owners of the Company	15,681	(4,859)	(3,968)	(21)	-	6,833
Non-controlling interests	-	(1,459)	112	-	-	(1,347)
Assets and liabilities:						
Interests in associates	7,645	49,820	83,706	-	-	141,171
Interests in joint ventures	-	6,016	87,993	-	-	94,009
Additions to non-current assets:						
Property, plant and equipment	460	3	-	-	-	463
Investment properties	-	54	-	-	-	54
Segment assets	270,257	145,866	162,835	78,739	(112,207)	545,490
Segment liabilities	132,412	95,019	118,794	5,084	(111,726)	239,583

* denotes amount less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. SEGMENT INFORMATION (CONT'D)

(a) *Business segments (cont'd)*

	Construction \$'000	Property investments \$'000	Property development \$'000	Corporate and Others \$'000	Eliminations \$'000	Total \$'000
Year ended 31 March 2025						
Revenue						
External sales	176,852	4,648	–	–	–	181,500
Results						
Interest income	1,045	18	–	14,923	[7,377]	8,609
Finance costs	[516]	[2]	*	[12,005]	7,377	[5,146]
Depreciation of property, plant and equipment	[1,543]	[16]	–	–	–	[1,559]
Share of results of associates	138	36	[4,896]	–	–	[4,722]
Share of results of joint ventures	–	[17]	[8,226]	–	–	[8,243]
Other non-cash items:						
Fair value loss on quoted debt instruments (investment securities)	–	–	–	[500]	–	[500]
Loss on fair value adjustments of investment properties, net	–	[5,707]	–	–	–	[5,707]
Impairment losses on financial assets	–	[227]	–	–	–	[227]
Profit/(loss) before taxation	8,743	[4,577]	[13,257]	340	–	[8,751]
Income tax (expense)/credit	[974]	678	19	[461]	–	[738]
Profit/(loss) for the year	7,769	[3,899]	[13,238]	[121]	–	[9,489]
Attributable to:						
Owners of the Company	7,769	[2,177]	[11,402]	[121]	–	[5,931]
Non-controlling interests	–	[1,722]	[1,836]	–	–	[3,558]
Assets and liabilities:						
Interests in associates	7,660	50,933	46,168	–	–	104,761
Interests in joint ventures	–	4,972	84,893	–	–	89,865
Additions to non-current assets:						
Property, plant and equipment	1,105	17	–	–	–	1,122
Segment assets	238,866	151,605	129,467	111,484	[119,150]	512,272
Segment liabilities	115,500	95,385	79,363	15,597	[91,475]	214,370

* denotes amount less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

35. SEGMENT INFORMATION (CONT'D)

(b) *Geographical segments*

The following tables present revenue, capital expenditures and certain asset information regarding the Group's geographical segments for the years ended 31 March 2026 and 31 March 2025.

	Singapore \$'000	Malaysia \$'000	Bhutan \$'000	Japan \$'000	Australia \$'000	England, United Kingdom \$'000	The People's Republic of China \$'000	Eliminations \$'000	Total \$'000
Year ended 31 March 2026									
Revenue	146,494	-	-	-	-	-	3,409	-	149,903
Segment assets	241,533	218	6	6	5,451	66	103,020	(39,990)	310,310
Interests in associates	80,456	*	1,391	1,356	360	21,146	36,462	-	141,171
Interests in joint ventures	94,009	-	-	-	-	-	-	-	94,009
Total assets									545,490
Other segment information:									
Capital expenditures	459	-	-	-	-	-	3	-	462

* denotes amount less than \$1,000

	Singapore \$'000	Malaysia \$'000	Bhutan \$'000	Japan \$'000	Australia \$'000	England, United Kingdom \$'000	The People's Republic of China \$'000	Eliminations \$'000	Total \$'000
Year ended 31 March 2025									
Revenue	177,260	-	-	-	-	-	4,240	-	181,500
Segment assets	323,130	279	5	5	4,551	68	106,243	(116,635)	317,646
Interests in associates	43,427	*	1,136	177	363	23,160	36,498	-	104,761
Interests in joint ventures	89,865	-	-	-	-	-	-	-	89,865
Total assets									512,272
Other segment information:									
Capital expenditures	1,105	-	-	-	-	-	17	-	1,122

* denotes amount less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

36. CONTINGENT LIABILITIES AND COMMITMENTS

(a) *Contingent liabilities*

Guarantees

The Group and the Company have provided the following guarantees at the end of the reporting period.

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Guarantees given to financial institutions in connection with facilities given to:				
(i) subsidiaries*	–	–	606,017	610,460
(ii) associates	258,239	142,987	258,239	142,987
(iii) joint ventures	151,782	149,493	151,782	149,493

* The Company acts as a corporate guarantor for credit facilities granted to subsidiaries, for total facilities amounting to \$606,017,000 (2025: \$610,460,000) of which \$37,591,000 (2025: \$60,654,000) has been utilised as at the end of the reporting period.

Based on information currently available, the Group and the Company do not expect any liabilities to arise from the guarantees.

(b) *Operating lease commitments – as lessor*

The Group entered into commercial and residential property leases on its investment properties under non-cancellable operating leases. These leases have remaining non-cancellable lease term of up to 2 (2025: 3) years.

Future minimum lease payments receivable under the non-cancellable operating leases as at 31 March are as follows:

	Group	
	2026	2025
	\$'000	\$'000
Not later than one year	2,160	2,545
Later than one year but not later than five years	1,654	2,383
	3,814	4,928

(c) *Share of commitment to associates and joint ventures*

The Group has committed to provide working capital in the ratio of the shareholdings held by the Group in the respective associates and joint ventures required to develop and complete the development properties.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. 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 measured at fair value*

The following table shows an analysis of each class of assets measured at fair value at the end of the reporting period:

	Group Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	Total \$'000
2026				
Assets measured at fair value				
Financial assets:				
<u>Financial assets at fair value through profit or loss</u>				
Structured deposit (Note 13)	–	7,788	–	7,788
Financial assets as at 31 March 2026	–	7,788	–	7,788
Non-financial assets:				
<u>Investment properties (Note 10)</u>				
– Commercial	–	–	69,644	69,644
– Residential	–	–	19,780	19,780
Non-financial assets as at 31 March 2026	–	–	89,424	89,424

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(b) *Assets measured at fair value (cont'd)*

	Group			
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	Total \$'000
2025				
Assets measured at fair value				
Financial assets:				
Financial assets at fair value through profit or loss				
Investment securities (Note 9)	4,500	–	–	4,500
Financial assets as at 31 March 2025	4,500	–	–	4,500
Non-financial assets:				
Investment properties (Note 10)				
– Commercial	–	–	76,163	76,163
– Residential	–	–	19,880	19,880
Non-financial assets as at 31 March 2025	–	–	96,043	96,043

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(b) *Assets measured at fair value (cont'd)*

	Company			
	Fair value measurements at the end of the reporting period using			
	Quoted prices in active markets for identical instruments (Level 1) \$'000	Significant observable inputs other than quoted prices (Level 2) \$'000	Significant unobservable inputs (Level 3) \$'000	Total \$'000
2025				
Assets measured at fair value				
Financial assets:				
Financial assets at fair value through profit or loss				
Investment securities (Note 9)	4,500	–	–	4,500
Financial assets as at 31 March 2025	4,500	–	–	4,500

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(c) *Level 3 fair value measurements*

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

Investment properties

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

Description	Fair value as at 31 March 2026 \$'000	Valuation techniques	Key unobservable inputs	Rate/Range
Investment properties:				
Commercial	69,644* (2025: 76,163*)	Market comparable approach	Price per square metre	RMB 10,100 to 20,000 (2025: RMB11,900 to 19,900)
		Discounted cash flow approach	Discount rate	5% (2025: 5%)
Residential	19,780 (2025: 19,880)	Market comparable approach	Price per square metre	\$21,200 to \$30,800 (2025: \$22,600 to \$31,500)

* Market comparable approach and discounted cash flow approach have been applied to determine the fair value of the commercial investment property.

For residential investment properties, a higher/lower price per square metre would result in a higher/lower fair value.

For commercial investment property, a higher/lower discount rate would result in a lower/higher fair value whereas a higher/lower price per square metre would result in a higher/lower fair value.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(c) *Level 3 fair value measurements (cont'd)*

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

The following table presents the reconciliation for investment properties which are measured at fair value on significant unobservable inputs (Level 3):

	Group	
	2026	2025
	\$'000	\$'000
Beginning of the year	96,043	102,652
– Addition of investment property	54	–
– Net fair value loss recognised in profit or loss	(7,365)	(5,707)
– Exchange differences	692	(902)
End of the year	89,424	96,043

(d) *Valuation policies and procedures*

Management of the Group oversees the Group's financial reporting valuation process and is responsible for setting and documenting the Group's valuation policies and procedures. In this regard, Management reports to the Group's Audit and Risk Committee.

For all significant financial reporting valuations using valuation models and significant unobservable inputs, it is the Group's policy to engage external valuation experts to perform the valuation. Management is responsible for selecting and engaging valuation experts that possess the relevant credentials and knowledge on the subject of valuation, valuation methodologies, and SFRS(I) 13 *Fair Value Measurement* guidance.

For valuations performed by external valuation experts, Management reviews the appropriateness of the valuation methodologies and assumptions adopted. Management also evaluates the appropriateness and reliability of the inputs used in the valuations.

Significant changes in fair value measurements from period to period are evaluated by Management 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

For the financial year ended 31 March 2026

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

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

The carrying amounts of current receivables and payables are reasonable approximation of their fair values due to their short-term nature.

The carrying amounts of lease liabilities approximate their fair values as the implicit interest rates approximate the market interest rates prevailing at the financial year end.

The carrying amounts of floating rate bank loans are reasonable approximation of their fair values as they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

The carrying amounts of fixed rate bank loans are reasonable approximation of their fair values as they bear interest at rates which approximate the current incremental borrowing rate for similar types of lending and borrowing arrangements.

The carrying value of the non-current receivables and payables approximate their fair value as the discount rates did not fluctuate significantly from the date of inception.

38. 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, foreign currency risk and credit risk. The Group currently does not actively pursue a policy of hedging these risks through the use of derivatives.

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. 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 monitors and maintains a level of cash and cash equivalents deemed adequate by Management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) *Liquidity risk (cont'd)*

Analysis of financial assets and liabilities by remaining contractual maturities

The following tables set out the maturity profile of the Group's and Company's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations, including interest payments:

Group	Within 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total \$'000
2026				
Financial assets:				
Trade receivables	10,072	–	–	10,072
Other receivables and deposits	1,146	–	–	1,146
Amounts due from associates (non-trade)	–	16,168	–	16,168
Loans due from associates	–	94,924	–	94,924
Loans due from joint ventures	–	99,259	–	99,259
Fixed deposits	78,462	–	–	78,462
Structured deposit	7,788	–	–	7,788
Cash and bank balances	66,731	–	–	66,731
Total undiscounted financial assets	164,199	210,351	–	374,550
Financial liabilities:				
Trade and other payables (excluding advance payments and sales tax payable)	97,224	219	–	97,443
Amounts due to non-controlling interest (non-trade)	–	16,437	–	16,437
Loans due to associates	9,549	–	–	9,549
Loans due to a joint venture	120	–	–	120
Loans and borrowings	58,341	50,812	–	109,153
Lease liabilities	314	1,092	5,068	6,474
Total undiscounted financial liabilities	165,548	68,560	5,068	239,176
Total net undiscounted financial (liabilities)/assets	(1,349)	141,791	(5,068)	135,374

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) *Liquidity risk (cont'd)*

Analysis of financial assets and liabilities by remaining contractual maturities (cont'd)

Group	Within 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total \$'000
2025				
Financial assets:				
Trade receivables	7,504	–	–	7,504
Other receivables and deposits	1,354	–	–	1,354
Amounts due from associates (non-trade)	–	8,430	–	8,430
Loans due from associates	–	60,992	–	60,992
Loans due from joint ventures	–	96,929	–	96,929
Amounts due from joint ventures (non-trade)	–	367	–	367
Investment securities	4,500	–	–	4,500
Fixed deposits	79,524	–	–	79,524
Cash and bank balances	43,601	–	–	43,601
Total undiscounted financial assets	136,483	166,718	–	303,201
Financial liabilities:				
Trade and other payables (excluding advance payments and sales tax payable)	114,273	219	–	114,492
Amounts due to non-controlling interest (non-trade)	–	16,746	–	16,746
Loans due to associates	16,059	–	–	16,059
Loans and borrowings	11,543	60,446	–	71,989
Lease liabilities	303	1,097	5,228	6,628
Total undiscounted financial liabilities	142,178	78,508	5,228	225,914
Total net undiscounted financial (liabilities)/assets	(5,695)	88,210	(5,228)	77,287

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) *Liquidity risk (cont'd)*

Analysis of financial assets and liabilities by remaining contractual maturities (cont'd)

Company	Within 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total \$'000
2026				
Financial assets:				
Amounts due from subsidiaries (non-trade)	–	197,648	–	197,648
Other receivables and deposits	68	–	–	68
Fixed deposits	29,615	–	–	29,615
Cash and bank balances	2,995	–	–	2,995
Total undiscounted financial assets	32,678	197,648	–	230,326
Financial liabilities:				
Other payables and accruals	574	–	–	574
Amounts due to subsidiaries (non-trade)	–	56,137	–	56,137
Loans and borrowings	27,390	50,812	–	78,202
Total undiscounted financial liabilities	27,964	106,949	–	134,913
Total net undiscounted financial assets	4,714	90,699	–	95,413
2025				
Financial assets:				
Amounts due from subsidiaries (non-trade)	–	129,988	–	129,988
Other receivables and deposits	150	–	–	150
Investment securities	4,500	–	–	4,500
Fixed deposits	24,188	–	–	24,188
Cash and bank balances	8,549	–	–	8,549
Total undiscounted financial assets	37,387	129,988	–	167,375
Financial liabilities:				
Other payables and accruals	636	–	–	636
Amounts due to subsidiaries (non-trade)	–	29,051	–	29,051
Loans and borrowings	9,825	60,229	–	70,054
Total undiscounted financial liabilities	10,461	89,280	–	99,741
Total net undiscounted financial assets	26,926	40,708	–	67,634

Undiscounted loan payments with variable rates had been determined with reference to conditions existing as at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) *Liquidity risk (cont'd)*

The tables below show the contractual expiry by maturity of the Group's and the Company's contingent liabilities and commitments. The maximum amount of the financial guarantee contracts is allocated to the earliest period in which the guarantee could be called.

	Within 1 year \$'000	1 to 5 years \$'000	Total \$'000
2026			
Group			
Financial guarantees	<u>410,021</u>	<u>–</u>	<u>410,021</u>
Company			
Financial guarantees	<u>1,016,038</u>	<u>–</u>	<u>1,016,038</u>
2025			
Group			
Financial guarantees	<u>292,480</u>	<u>–</u>	<u>292,480</u>
Company			
Financial guarantees	<u>902,940</u>	<u>–</u>	<u>902,940</u>

(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 bank borrowings and loans, which comprise a mixture of fixed and floating rate debts. The floating rate debts are contractually re-priced at intervals of 1 to 6 months.

The Group currently does not actively pursue a policy of hedging this risk through the use of derivatives. Instead, the Group manages interest cost by borrowing at the most competitive rates under the most favourable terms and conditions.

Sensitivity analysis for interest rate risk

At the end of the reporting period, if interest rates had been 10 (2025: 10) basis points higher with all other variables held constant, the impact in terms of SGD to the Group's profit after taxation (2025: loss after taxation) would be \$47,000 higher (2025: \$31,000 lower); if the interest rates had been 10 (2025: 10) basis points lower with all other variables held constant, the impact in terms of SGD to the Group's profit after taxation (2025: loss after taxation) would be \$47,000 lower (2025: \$31,000 higher).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) *Foreign currency risk*

Foreign currency risk arises from financial instruments that are denominated in a foreign currency, i.e. in a currency other than the functional currency in which they are measured. The functional currencies of the Group entities are primarily SGD, Malaysian Ringgit ("MYR"), Chinese Renminbi ("RMB") and Hong Kong Dollar ("HKD").

The Group has minimal transactional currency exposures arising from sales or purchases of goods and services that are denominated in a currency other than the respective functional currencies of the Group entities. Similarly, the Group has minimal exposure to translation risk on its trade and other receivables and payables at the end of the reporting period as these balances are largely denominated in the functional currencies of the respective Group entities. It is the Group's policy to conduct transactions in the respective functional currencies of the Group entities where possible so as to minimise the Group's exposure to foreign currency risk.

The Group holds cash and cash equivalents denominated in currencies other than SGD for working capital purposes. As at the balance sheet date, the carrying amounts of cash and cash equivalents denominated in currencies other than SGD, are disclosed in Note 17.

Certain Group entities provide financing to other Group entities, either in the functional currencies of the lender or borrower, or in currencies other than the functional currencies of the Group entities. Certain long-term financing forms part of the Group's net investments in those Group entities and the resulting exchange differences are recognised initially in equity as foreign currency translation reserve in the consolidated balance sheet and recognised in the consolidated income statement only upon disposal of those Group entities. Such balances are denominated primarily in RMB, MYR, United States Dollar ("USD"), Sterling Pound ("GBP"), Japanese Yen ("JPY"), HKD and Australian Dollar ("AUD"). The Group currently does not actively pursue a policy of hedging its net investments in the Group entities as such currency positions are considered to be long-term in nature.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) *Foreign currency risk (cont'd)*

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit or loss before taxation to a reasonably possible change in the RMB, MYR, USD, GBP, JPY, HKD and AUD exchange rates against the respective functional currencies of the Group entities, in SGD equivalent, with all other variables held constant.

	Increase/ (decrease) in profit before taxation 2026 \$'000	Group Increase/ (decrease) in loss before taxation 2025 \$'000
USD – strengthened by 3% (2025: 3%)	146	(152)
– weakened by 3% (2025: 3%)	(146)	152
RMB – strengthened by 3% (2025: 3%)	355	(283)
– weakened by 3% (2025: 3%)	(355)	283
MYR – strengthened by 3% (2025: 3%)	–	(2)
– weakened by 3% (2025: 3%)	–	2
GBP – strengthened by 3% (2025: 3%)	1,095	(1,082)
– weakened by 3% (2025: 3%)	(1,095)	1,082
JPY – strengthened by 3% (2025: 3%)	15	(2)
– weakened by 3% (2025: 3%)	(15)	2
HKD – strengthened by 3% (2025: 3%)	64	(67)
– weakened by 3% (2025: 3%)	(64)	67
AUD – strengthened by 3% (2025: 3%)	164	(137)
– weakened by 3% (2025: 3%)	(164)	137

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) *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 and the Company's exposure to credit risk arises primarily from trade and other receivables. The Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 90 days when they fall due, which are derived based on the Group's historical information.

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 forwarding-looking information which includes the following indicators:

- Internal credit rating;
- 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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) *Credit risk (cont'd)*

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days 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;
- There is 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.

Trade receivables and contract assets

The Group has applied the simplified approach to provide for impairment for ECLs prescribed by SFRS(I) 9, which permits the use of the lifetime expected loss provision for impairment of all contract assets and trade receivables. To measure the ECLs, contract assets and trade receivables have been grouped based on shared credit risk characteristics and the days past due. The ECLs also incorporate forward-looking information.

Given (i) the customers of the Group are well-known institutions and government agencies and there was no history of default in prior years; and (ii) no adverse change in the business environment is anticipated, management considered the default rate of trade receivables and contract assets to be minimal and the expected credit loss rate of institutions and government agencies to be nil for all ageing bands. As a result, no provision for impairment of trade receivables and contract assets is necessary.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) *Credit risk (cont'd)*

Trade receivables and contract assets (cont'd)

The following are credit risk management practices and quantitative information about trade receivables and contract assets.

	Contract assets \$'000	Trade receivables			Total \$'000
		Current and more than 30 days past due \$'000	More than 60 days past due \$'000	More than 90 days past due \$'000	
31 March 2026					
Gross carrying amount	39,901	10,058	–	14	49,973
Expected credit losses	<u>(43)</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>(43)</u>
31 March 2025					
Gross carrying amount	64,411	7,490	–	14	71,915
Expected credit losses	<u>(80)</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>(80)</u>

Loans and amounts due from associates and joint ventures

The Group has applied the simplified approach to provide for impairment for ECLs prescribed by SFRS(I) 9. Information regarding allowance for impairment movement of loans and amounts due from associates and joint ventures is disclosed in Note 7 and Note 8 respectively.

Amounts due from subsidiaries (non-trade)

The Company assessed the latest performance and financial position of the subsidiaries, adjusted for the future outlook of the industry in which the subsidiaries operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Company measured the impairment loss allowance using lifetime expected credit loss and determined that the expected credit loss is insignificant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

38. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(d) *Credit risk (cont'd)*

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; and
- Corporate guarantee provided by the Company for banking facilities granted to subsidiaries, associates and joint ventures (Note 36(a)).

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an on-going basis. The credit risk concentration profile of the Group's trade receivables at the end of the reporting period is as follows:

	2026		2025	
	\$'000	% of total	\$'000	% of total
Group				
By country:				
Singapore	<u>10,072</u>	<u>100</u>	<u>7,504</u>	<u>100</u>
By industry sector:				
Construction	<u>10,072</u>	<u>100</u>	<u>7,504</u>	<u>100</u>

Financial assets that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Group. Cash and cash equivalents that are neither past due nor impaired are placed with reputable financial institutions with high credit ratings and no history of default.

For the financial year ended 31 March 2026

The following tables set out the financial instruments as at the end of the reporting period:

Financial assets carried at amortised cost				
Loans due from associates	88,811	55,981	–	–
Amounts due from associates (non-trade)	16,168	8,430	–	–
Loans due from joint ventures	91,565	88,573	–	–
Amounts due from joint ventures (non-trade)	–	367	–	–
Amounts due from subsidiaries (non-trade)	–	–	197,648	129,988
Trade receivables	10,072	7,504	–	–
Other receivables and deposits	1,146	1,354	68	150
Fixed deposits	78,462	79,524	29,615	24,188
Cash and bank balances	66,731	43,601	2,995	8,549
	352,955	285,334	230,326	162,875

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Financial liabilities measured at amortised cost				
Trade payables (excluding sales tax payable)	20,037	25,248	–	–
Other payables and accruals (excluding advance payments)	77,405	89,244	574	636
Amounts due to subsidiaries (non-trade)	–	–	56,137	29,051
Amounts due to non-controlling interest (non-trade)	15,369	14,913	–	–
Loans due to associates	9,549	16,059	–	–
Loans due to a joint venture	120	–	–	–
Bank term loans, secured	74,410	65,876	74,194	63,959
Bills payable to banks, secured	30,551	–	–	–
Lease liabilities	4,177	4,185	–	–
	231,618	215,525	130,905	93,646

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

40. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains 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 March 2026 and 31 March 2025.

As disclosed in Note 25, a subsidiary of the Group is required by the Foreign Enterprise Law of the PRC to contribute to and maintain a non-distributable statutory reserve fund and enterprise expansion fund whose utilisation is subject to approval by the relevant PRC authorities. This externally imposed capital requirement has been complied with by the subsidiary for the financial years ended 31 March 2026 and 31 March 2025. The percentage to be appropriated to the above mentioned funds is determined by the Board of Directors of the PRC subsidiaries.

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, loans and borrowings, trade and other payables less cash and bank balances and fixed deposits. Capital includes equity attributable to the owners of the Company less the abovementioned restricted statutory reserve fund and general reserve fund.

	Note	Group 2026 \$'000	2025 \$'000
Loans and borrowings		104,961	65,876
Trade and other payables (excluding sales tax payable and advance payments)		97,442	114,492
Less: Cash and bank balances and fixed deposits	17	(145,193)	(123,125)
Net debt		57,210	57,243
Equity attributable to the owners of the Company		287,238	278,063
Less: Statutory reserve fund	25	(1,556)	(1,556)
General reserve fund	25	(155)	(155)
Total capital		285,527	276,352
Capital and net debt		342,737	333,595
Gearing ratio		17%	17%

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

41. EVENTS OCCURRING AFTER THE REPORTING PERIOD

On 16 April 2026, the Company's wholly-owned subsidiary, Kim Seng Heng Engineering Construction (Pte) Ltd ("KSHEC") disposed of all of the shares held by it in Techpath Construction Sdn. Bhd. ("Techpath") (being 750,000 ordinary shares representing 100% of the issued and paid-up share capital of Techpath), an indirect wholly-owned dormant subsidiary of the Group, to an individual for RM670,125.00 (equivalent to \$210,000.00 at the exchange rate of RM3.19: \$1.00). Following the disposal, Techpath has ceased to be a subsidiary of the Group.

42. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 March 2026 were authorised for issue in accordance with a resolution of the Directors on 15 July 2026.

STATISTICS OF SHAREHOLDINGS

As at 22 June 2026

DISTRIBUTION OF SHAREHOLDINGS

Issued and Fully Paid Capital	:	\$54,124,915.22
Class of Shares	:	Ordinary shares
Voting Rights	:	One vote per ordinary share
Total no. of issued Ordinary Shares (excluding treasury shares)	:	569,735,645
Total no. of treasury shares	:	Nil

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 – 99	133	7.06	6,435	0.00
100 – 1,000	138	7.33	60,797	0.01
1,001 – 10,000	480	25.49	2,800,047	0.49
10,001 – 1,000,000	1,093	58.05	82,899,451	14.55
1,000,001 AND ABOVE	39	2.07	483,968,915	84.95
TOTAL	1,883	100.00	569,735,645	100.00

The percentage of shareholdings in the hands of the public as at 22 June 2026 was approximately 41.25% and hence the Company has complied with Rule 723 of the Listing Manual which states that an issuer must ensure that at least 10% of the total number of issued shares excluding treasury shares is at all times held by the public.

The Company holds no treasury shares as at 22 June 2026.

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	CITIBANK NOMINEES SINGAPORE PTE LTD	113,569,891	19.93
2	TOK CHENG HOE	81,255,273	14.26
3	KWOK NGAT KHOW	76,255,273	13.38
4	LIM KEE SENG	68,237,360	11.98
5	DBS NOMINEES (PRIVATE) LIMITED	14,290,611	2.51
6	RAFFLES NOMINEES (PTE.) LIMITED	14,241,569	2.50
7	HSBC (SINGAPORE) NOMINEES PTE LTD	13,559,422	2.38
8	PHILLIP SECURITIES PTE LTD	13,335,133	2.34
9	CHEE SWEE HENG	10,000,000	1.76
10	MAYBANK SECURITIES PTE. LTD.	7,575,225	1.33
11	CHUA SIAK NENG	6,508,956	1.14
12	GOH KIA HUA	6,297,056	1.11
13	ANG JUI KHOON	5,870,125	1.03
14	LOW WOO SWEE @ LOH SWEE TECK	3,777,525	0.66
15	YEO LAI HUAT	3,500,000	0.61
16	OCBC SECURITIES PRIVATE LIMITED	3,430,759	0.60
17	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	3,236,659	0.57
18	LOONG SANG YEE	2,995,800	0.53
19	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	2,836,442	0.50
20	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	2,368,775	0.42
TOTAL		453,141,854	79.54

STATISTICS OF SHAREHOLDINGS

As at 22 June 2026

SUBSTANTIAL SHAREHOLDERS

(As shown in the Company's Register of Substantial Shareholders as at 22 June 2026)

NAME	DIRECT INTEREST (NO. OF SHARES)	% ⁽¹⁾	DEEMED INTEREST (NO. OF SHARES)	%
CHOO CHEE ONN	108,843,298	19.10	–	–
TOK CHENG HOE	81,255,273	14.26	–	–
KWOK NGAT KHOW	76,255,273	13.38	–	–
LIM KEE SENG	68,237,360	11.98	–	–

Note:

(1) Based on the total number of issued shares in the share capital of the Company of 569,735,645 shares.

NOTICE OF 20TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 20th Annual General Meeting of **KSH HOLDINGS LIMITED** (the “**Company**”) will be held at Furama City Centre, 60 Eu Tong Sen Street, Singapore 059804, Ballroom I at Level 5 on Friday, 31 July 2026 at 9.30 a.m. for the following purposes:

This Notice has been made available on SGXNet and the Company’s website and may be accessed at the URL <https://kimsengheng.listedcompany.com> under “Annual Report 2026”.

AS ORDINARY BUSINESS

- | | | |
|----|--|--|
| 1. | To receive the audited accounts for the financial year ended 31 March 2026, the Statement of the directors of the Company (“ Directors ”) and the Auditors’ Report. | Resolution 1 |
| 2. | To declare a final tax exempt (one-tier) cash dividend of 1.00 Singapore cent per share for the financial year ended 31 March 2026. | Resolution 2 |
| 3. | To approve Directors’ fees of S\$155,000 to be paid quarterly in arrears for the financial year ending 31 March 2027 to the Independent Directors (FY2026: S\$155,000). | Resolution 3 |
| 4. | To re-elect the following Directors who retire in accordance with Article 89 of the Company’s Constitution and who, being eligible, offer themselves for re-election.

(a) Mr Tok Cheng Hoe
(b) Mr Tan Kok Kwee | Resolution 4
Resolution 5 |
| | Mr Tok Cheng Hoe will, upon re-appointment as a Director of the Company, remain as an Executive Director.

Mr Tan Kok Kwee will, upon re-appointment as a Director of the Company, remain as an Independent Director as well as the Chairman of the Remuneration Committee and a member of each of the Nominating Committee and Audit and Risk Committee and will be considered independent of Management. | |
| 5. | To re-appoint Messrs Ernst & Young LLP as Auditor and to authorise the Directors to fix their remuneration. | Resolution 6 |
| 6. | To transact any other ordinary business of an Annual General Meeting of which due notice shall have been given. | |

NOTICE OF 20TH ANNUAL GENERAL MEETING

AS SPECIAL BUSINESS

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

7. **Authority to allot and issue shares up to 50 per centum (50%) of the total number of issued shares**

Resolution 7

That pursuant to Section 161 of the Companies Act 1967 of Singapore ("**Companies Act**") and listing rules of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), authority be and is hereby given to the directors of the Company to allot and issue shares and convertible securities in the Company (whether by way of rights, bonus or otherwise) at any time to such persons and upon such terms and conditions and for such purposes as the directors may in their absolute discretion deem fit, provided that the aggregate number of shares and convertible securities to be issued pursuant to this resolution does not exceed 50% of the total number of issued shares excluding treasury shares issued by the Company, of which the aggregate number of shares and convertible securities to be issued other than on a pro-rata basis to existing shareholders of the Company does not exceed 20% of the total number of issued shares excluding treasury shares issued by the Company.

For the purpose of this resolution, the total number of issued shares excluding treasury shares to be issued by the Company shall be based on the total number of issued shares excluding treasury shares issued by the Company at the time this resolution approving the mandate is passed (after adjusting for any new shares arising from conversion or exercise of convertible securities; or new shares arising from exercising share options or vesting of share awards outstanding or subsisting at the time of the passing of the resolution approving the mandate, provided the option or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual and any subsequent bonus issue, consolidation or subdivision of shares in the Company), and unless revoked or varied by the Company in general meeting, such authority shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier.

(See Explanatory Note (i))

8. That pursuant to Section 161 of the Companies Act, the Directors be empowered to allot and issue from time to time such number of shares in the capital of the Company as may be required to be allotted and issued pursuant to the KSH Scrip Dividend Scheme.

Resolution 8

(See Explanatory Note (ii))

NOTICE OF 20TH ANNUAL GENERAL MEETING

9. The proposed renewal of the Share Purchase Mandate

Resolution 9

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act, the exercise by the Directors of all the powers of the Company to purchase or otherwise acquire ordinary shares ("**Shares**") in the issued share capital of the Company not exceeding in aggregate the Prescribed Limit (as defined below), at such price(s) as may be determined by the Directors from time to time up to the Maximum Price (as defined below), whether by way of:

- (i) on-market purchases (each a "**Market Purchase**") transacted on the SGX-ST; and/or
- (ii) off-market purchases (each an "**Off-Market Purchase**") effected otherwise than on the SGX-ST in accordance with an equal access scheme as may be determined or formulated by the Directors as they consider fit,

in accordance with the Companies Act, the Listing Manual and all other laws, rules and regulations as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Purchase Mandate**");

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

NOTICE OF 20TH ANNUAL GENERAL MEETING

(c) in this Resolution:

“Prescribed Limit” means 10% of the issued Shares (excluding treasury shares and subsidiary holdings), as at the date of the passing of this Resolution, unless the Company has effected a reduction of its share capital in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the issued Shares of the Company shall be taken to be the total number of issued Shares of the Company as altered (excluding any subsidiary holdings and any treasury shares that may be held by the Company from time to time);

“Relevant Period” means the period commencing from the date of passing of this Resolution and expiring on the date the next annual general meeting of the Company is held or required by law to be held, whichever is the earlier;

“Maximum Price” in relation to a Share to be purchased, means an amount (excluding brokerage, commissions, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase, 105% of the Average Closing Price; and
- (ii) in the case of an Off-Market Purchase, 120% of the Average Closing Price,

where:

“Average Closing Price” is the average of the closing market prices of a Share over the last five (5) Market Days on which transactions in the Shares were recorded, preceding the date of the Market Purchase, or the date of the making of the offer pursuant to the Off-Market Purchase, as the case may be, and deemed to be adjusted for any corporate action that occurs during such five-day period and the date of the Market Purchase or the Off-Market Purchase, as the case may be; and

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

NOTICE OF 20TH ANNUAL GENERAL MEETING

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

(See Explanatory Note (iii))

BY ORDER OF THE BOARD
KSH Holdings Limited

Tang Hay Ming Tony
Ong Beng Hong
Company Secretaries

16 July 2026

EXPLANATORY NOTES:

- (i) Ordinary Resolution 7 authorises the Directors from the date of the above Annual General Meeting until the next annual general meeting to issue shares and convertible securities in the Company up to 50% of the Company's total number of issued shares excluding treasury shares in the capital of the Company, with an aggregate sub-limit of 20% of the Company's total number of issued shares excluding treasury shares for any issue of shares and convertible securities not made on a pro-rata basis to existing shareholders of the Company, as more particularly set out in the resolution.
- (ii) Ordinary Resolution 8 authorises the Directors to issue shares pursuant to the KSH Scrip Dividend Scheme to members who in respect of a qualifying dividend, have elected to receive scrip in lieu of the cash amount of qualifying dividend.
- (iii) Ordinary Resolution 9 will empower the Directors to purchase or otherwise acquire Shares by way of Market Purchases or Off-Market Purchases, provided that the aggregate number of Shares to be purchased or acquired under the Share Purchase Mandate does not exceed the Prescribed Limit, and at such price(s) as may be determined by the Directors from time to time up to but not exceeding the Maximum Price. The information relating to Ordinary Resolution 9 is set out in the Appendix enclosed together with the Annual Report.

NOTES:

- (1) The members of the Company are invited to attend physically at the Annual General Meeting (the "Meeting" or "AGM"). **There will be no option for shareholders to participate virtually.** This Notice, Proxy Form and Annual Report are available to members in physical copies and by electronic means via publication on SGXNet at the URL at <https://www.sgx.com/securities/company-announcements> or at the Company's website at the URL at <https://kimsengheng.listedcompany.com>. A member will need an internet browser and PDF reader to view these documents.
- (2) Arrangements for participation in the AGM physically:
- Members (including CPFIS and SRS investors) may participate in the AGM by:
- (a) attending the AGM in person;
 - (b) submitting questions to the Chairman of the Meeting in advance of, or at, the AGM; and/or
 - (c) voting at the AGM
 - (i) themselves personally; or
 - (ii) through their duly appointed proxy(ies).

CPFIS and SRS investors who wish to vote at the meeting or appoint the Chairman of the Meeting (and not third party proxy(ies)) as proxy should approach their respective CPF Agent Banks or SRS Operators. Please see item 6 below for details.

In the event members encounter flu-like symptoms prior to the Meeting, members are strongly encouraged to exercise social responsibility to rest at home and consider appointing a proxy(ies) to attend the Meeting. We encourage members to mask up when attending the Meeting.

NOTICE OF 20TH ANNUAL GENERAL MEETING

(3) Relevant Intermediary

- (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote in his/her stead at the AGM.
- (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member.

“**Relevant intermediary**” has the meaning ascribed to it in Section 181 of the Companies Act 1967.

(4) A proxy need not be a member of the Company.

(5) A member can appoint the Chairman of the Meeting as his/her/its proxy, **but** this is **not mandatory**.

If a member wishes to appoint the Chairman of the Meeting as proxy, such member (whether individual or corporate) is encouraged to give specific instructions as to voting for, voting against, or abstentions from voting on, each resolution in the instrument appointing the Chairman of the Meeting as proxy. If no specific direction as to voting is given or in the event of any other matter arising at the Meeting and at any adjournment thereof, the Chairman of the AGM will vote or abstain from voting at his/her discretion, as he/she will on any other matter arising at the AGM.

(6) CPFIS/SRS investors who hold shares in the Company through CPF Agent Banks/SRS Operators:

- (a) may vote at the Meeting if they are appointed as proxies by their respective CPF Agent Banks/SRS Operators, and should contact their respective CPF Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies; or
- (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the Meeting, in which case they should approach their CPF Agent Banks/SRS Operators to submit their votes at least 7 working days prior to the date of AGM i.e., by **5.00 p.m. on 21 July 2026**.

(7) Submission of instrument of proxy or proxy (“**Proxy Form**”) – **by 9.30 a.m. on 29 July 2026**

The Proxy Form must be submitted through any one of the following means:

- (a) if submitted personally or by post, be deposited at the registered office of the Company at 36 Senoko Road, Singapore 758108; or
- (b) if submitted by email, be received by the Company at mainoffice@kimsengheng.com.sg

in either case, not less than 48 hours before the time appointed for holding the Meeting i.e. by **9.30 a.m. on 29 July 2026**, and failing which, the Proxy Form will not be treated as valid.

(8) If the member is a corporation, the instrument appointing the proxy must be under seal or the hand of an officer or attorney duly authorised.

(9) Completion and return of the Proxy Form by a member will not prevent him/her from attending, speaking and voting at the Meeting if he/she so wishes. The appointment of the proxy(ies) for the Meeting will be deemed to be revoked if the member attends the Meeting in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the Meeting.

(10) Submission of questions by members in advance of the Meeting – by **23 July 2026**

- (a) Members may also submit questions related to the resolutions to be tabled for approval at the Meeting. All questions, together with the members’ full names, identification numbers, contact numbers and email addresses and manner in which they hold shares in the Company (“**Shares**”), must be submitted by **23 July 2026** via email to agm@kimsengheng.com.sg or by post to the registered office of the Company at 36 Senoko Road, Singapore 758108.
- (b) The Company will publish the responses to substantial and relevant questions on the SGX website at <https://www.sgx.com/securities/company-announcements> or at the Company’s website at the URL at <https://kimsengheng.listedcompany.com> by **27 July 2026**.
- (c) The Company endeavours to address (i) subsequent clarifications sought (ii) follow-up questions or (iii) subsequent substantial and relevant questions which are received after its responses referred to at (b) above, at the Meeting itself. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.
- (d) Minutes of AGM – The Company will, within one (1) month after the date of the AGM, publish the minutes of the AGM on SGXNet, and the minutes will include the responses to the questions which are addressed during the AGM, if any.

NOTICE OF 20TH ANNUAL GENERAL MEETING

PERSONAL DATA PRIVACY:

By submitting an instrument appointing the Chairman of the AGM as proxy to attend, speak and vote at the AGM and/or any adjournment thereof or submitting any details of Relevant Intermediary Participants in connection with the AGM, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of the appointment of the Chairman of the AGM as proxy for the AGM (including any adjournment thereof) and the preparation, compilation and publication of the attendance lists, minutes and other documents relating to the Annual General Meeting (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**"), (ii) warrants that where the member discloses the personal data of the Relevant Intermediary Participants to the Company (or its agents or service providers), the member has obtained the prior consent of such Relevant Intermediary Participants for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such Relevant Intermediary Participants for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty. 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 and/or its proxy(ies) or representative(s) (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.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr Tok Cheng Hoe and Mr Tan Kok Kwee are the Directors seeking re-election at the forthcoming annual general meeting of the Company to be convened on 31 July 2026 ("**AGM**") (collectively, the "**Retiring Directors**" and each a "**Retiring Director**").

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST is set out below:

	MR TOK CHENG HOE	MR TAN KOK KWEE
Date of Appointment	22 March 2006	1 August 2024
Date of last re-appointment (if applicable)	28 July 2023	31 July 2025
Age	76	66
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the NC and has reviewed and considered the qualification, work experience and suitability of Mr Tok Cheng Hoe for re-appointment as an Executive Director of the Company. The Board has reviewed and concluded that Mr Tok Cheng Hoe possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee (" NC ") and has reviewed and considered the qualification, work experience and suitability of Mr Tan Kok Kwee for re-appointment as an Independent Director of the Company. The Board has reviewed and concluded that Mr Tan Kok Kwee possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility	Executive; responsible for the management and execution of construction projects	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director	Independent Director, Chairman of the Remuneration Committee, Audit and Risk Committee Member and NC Member
Professional qualifications and working experience and occupation(s) during the past 10 years	Mr Tok Cheng Hoe is presently an Executive Director of the Company. Mr Tok Cheng Hoe has more than 40 years of experience in the construction, construction-related and property development industries.	Mr Tan Kok Kwee holds a Bachelor's Degree in Business Administration from the National University of Singapore. He is currently retired. Please refer to other principal commitments.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR TOK CHENG HOE	MR TAN KOK KWEE
Shareholding interest in the listed issuer and its subsidiaries	81,255,273 ordinary shares in the Company as at 16 July 2026.	Nil
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	No	No
Conflict of Interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments* Including Directorships# (for the last 5 years)	Past (for the past 5 years): <u>Directorships</u> Nil	Past (for the past 5 years): <u>Directorships</u> Nil
* "Principal Commitments" has the same meaning as defined in the Code.	<u>Other Principal Commitments</u> Nil	<u>Other Principal Commitments</u> Executive Director, corporate banking division of United Overseas Bank Limited, 2001 – 2021
# These fields are not applicable for announcements of appointments pursuant to Listing Rule 704(9)	Present: <u>Directorships</u> Directorships in the Group's subsidiaries <u>Other Principal Commitments</u> Nil	Present: <u>Directorships</u> 1. Hong Fok Corporation Limited 2. Centurion Asset Management Pte Ltd <u>Other Principal Commitments</u> Nil

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR TOK CHENG HOE	MR TAN KOK KWEE
(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
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR TOK CHENG HOE	MR TAN KOK KWEE
(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
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR TOK CHENG HOE	MR TAN KOK KWEE
(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, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:– (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR TOK CHENG HOE	MR TAN KOK KWEE
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or (iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?		

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	MR TOK CHENG HOE	MR TAN KOK KWEE
(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
Any prior experience as a director of a listed company? If yes, please provide details of prior experience. If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange. Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	Not Applicable	Not Applicable

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KSH HOLDINGS LIMITED

(Incorporated in the Republic of Singapore)

Registration No. 200603337G

PROXY FORM

(Please see notes overleaf before completing this Form)

This form of proxy has been despatched in physical copies. It has also been made available on SGXNet and the Company's website and may be accessed under "Annual Report 2026" at the URL <https://kimsengheng.listedcompany.com/ar.html>.

IMPORTANT

1. The Annual General Meeting ("AGM") will be held physically at Furama City Centre, 60 Eu Tong Sen Street, Singapore 059804, Ballroom I at Level 5. Members have no option to participate virtually.
2. For CPF Investors/SRS Investors who have used their CPF/SRS monies to buy the Company's shares, this Proxy Form is not valid to use by CPF Investors/SRS Investors and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF Investors/SRS Investors should contact their respective Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies.

I/We, _____ (Name) _____ (NRIC/PP/UEN No.)

of _____ (Address)

being a member/members of KSH Holdings Limited (the "Company"), hereby appoint:

(a)

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

and/or*

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

OR

(b) the Chairman of the Annual General Meeting ("AGM") as my/our proxy/proxies* to attend, speak or vote for me/us* on my/our* behalf at the AGM of the Company to be held physically at Furama City Centre, 60 Eu Tong Sen Street, Singapore 059804, Ballroom I at Level 5 on Friday, 31 July 2026 at 9.30 a.m. and at any adjournment thereof.

*I/We direct *my/our *proxy/proxies to vote for, against or abstain the Resolutions proposed at the AGM as indicated hereunder.

If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy/proxies will vote or abstain from voting at his/her/their discretion, as he/she/they will on any other matter arising at the AGM. All resolutions put to the vote at the AGM shall be decided by way of poll.

No.	Resolutions relating to	For	Against	Abstain
1.	To receive the Directors' Statement, Auditors' Report and Audited Accounts for the financial year ended 31 March 2026			
2.	To approve a final tax-exempt (one-tier) cash dividend of 1.00 cent per share for the financial year ended 31 March 2026			
3.	To approve Directors' Fees S\$155,000 for the financial year ending 31 March 2027 to the Independent Directors			
4.	To re-elect Mr Tok Cheng Hoe as a Director retiring under Article 89			
5.	To re-elect Mr Tan Kok Kwee as a Director retiring under Article 89			
6.	To re-appoint Messrs Ernst & Young LLP as Auditor and to authorise the Directors to fix their remuneration			
7.	To authorise the Directors to allot and issue new shares			
8.	To authorise the Directors to allot and issue shares pursuant to the KSH Scrip Dividend Scheme			
9.	To approve the renewal of the Share Purchase Mandate			

Dated this _____ day of _____ 2026

Total number of shares in	No. of Shares
(a) CDP Register	
(b) Register of Members	

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

IMPORTANT: Please read notes overleaf



Notes:-

1. Each of the resolutions to be put to the vote of members at the AGM (and at any adjournment thereof) will be voted on by way of poll.
2. Please insert the total number of shares of the Company ("**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), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, 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 or proxies shall be deemed to relate to all the Shares held by you.
3. A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote in his/her stead.
4. Where a member appoints two proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.
5. A member who is a relevant intermediary entitled to attend the meeting and vote, is entitled to appoint more than two proxies to attend and vote instead of the member, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such member. Where such member appoints more than two proxies, the appointments shall be invalid unless the member specifies the number of Shares in relation to which each proxy has been appointed.

"Relevant intermediary" means:

- (a) a banking corporation licensed under the Banking Act 1970 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 and who holds shares in that capacity; or
 - (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, 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 Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
6. A proxy need not be a member of the Company. A member can appoint the Chairman of the Meeting as his/her/its proxy but this is not mandatory.
 7. The instrument appointing a proxy(ies) ("**Proxy Form**") must be submitted to the Company in the following manner:-
 - (a) if submitted personally or by post, be deposited at the registered office of the Company at 36 Senoko Road, Singapore 758108; or
 - (b) if submitted by email, be received by the Company at mainoffice@kimsengheng.com.sg

in either case, not less than 48 hours before the time appointed for holding the AGM, that is by 9.30 a.m. on 29 July 2026, failing which, the Proxy Form will not be treated as valid.

The Company shall be entitled to reject any instrument appointing a proxy/proxies which is incomplete, illegible or where the true intentions of the member, being the appointer, are not ascertainable from the instructions of the appointer specified in the instrument. In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing a proxy/proxies if the member 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 Annual General Meeting, as certified by the Central Depository (Pte) Limited to the Company.

8. Completion and return of the Proxy Form by a member will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the AGM.
9. The Proxy Form must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where the Proxy Form is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument.
10. 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, in accordance with Section 179 of the Companies Act 1967 of Singapore.

PERSONAL DATA PRIVACY:

By attending the AGM and/or any adjournment thereof or submitting an instrument appointing a proxy, the member accepts and agrees to the personal data privacy terms as set out in the Notice of AGM dated 16 July 2026.



KSH HOLDINGS LIMITED

KSH HOLDINGS LIMITED

Company Registration Number 200603337G

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