



Far East
Orchard
LIMITED

Poised to Scale

ANNUAL
REPORT
2025



Poised to Scale

Built with discipline and intent, Far East Orchard has grown in measured stages, strengthening its foundations at each step—much like the nautilus shell. With these fundamentals in place, the Group is now poised to scale, focusing on core businesses, selective expansion, and disciplined capital deployment.

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Glossary of Key Abbreviations

ACRA	Accounting and Corporate Regulatory Authority	Group CEO	Group Chief Executive Officer
AGM	Annual General Meeting	GSTC	Global Sustainable Tourism Council
ARC	Audit & Risk Committee	HFS	Homes for Students Limited
AY	Academic Year	HSSE	Health, Safety, Security & Environment
BCPs	Business Continuity Plans	IDs	Independent Directors
CFO	Chief Financial Officer	IPT	Interested Person Transaction
CG Policy Manual	Corporate Governance Policy Manual	IR	Investor Relations
EPC	Energy Performance Certificate	IT	Information Technology
EPS	Earnings Per Share	JV	Joint Venture
ESG	Environmental, Social and Governance	MICE	Meetings, Incentives, Conferences & Exhibitions
ERM	Enterprise Risk Management	MRSC	Management Risk & Sustainability Committee
FEHH	Far East Hospitality Holdings Pte. Ltd.	NC	Nominating Committee
FEOHAM	FEO Hospitality Asset Management Pte. Ltd.	NRC	Nominating & Remuneration Committee
FEOR	Far East Orchard Limited	PBSA	Purpose-built Student Accommodation
FESAD	FE UK Student Accommodation Development Fund	RC	Remuneration Committee
FY2024	Financial year ended 31 December 2024	SGD or S\$	Singapore Dollar
FY2025	Financial year ended 31 December 2025	SGTI	Singapore Governance and Transparency Index
FY2026	Financial year ending 31 December 2026	SGX-ST	Singapore Exchange Securities Trading Limited
F&B	Food & Beverage	SID	Singapore Institute of Directors
GBP or £	Sterling Pound	TFE Hotels	Toga Far East Hotels
GRI	Global Reporting Initiative	UK	United Kingdom
		WSPL	Woodlands Square Pte. Ltd.

Corporate Profile

Our Vision

To be an enduring Singapore Real Estate Enterprise that strives to deliver steadfast growth for all stakeholders and the community.

Our Mission

To be a real estate company with a lodging platform that aims to achieve sustainable and recurring income through a diversified and balanced portfolio.

Far East Orchard Limited (“**Far East Orchard**”) is a real estate company with a lodging platform that aims to achieve sustainable and recurring income through a diversified and balanced portfolio. Established in 1967, Far East Orchard has a proven track record in real estate development, investment, and management across residential, commercial, hospitality segments in Australia, Japan, Malaysia, and PBSA in the UK.

Listed on the Mainboard of the Singapore Exchange, Far East Orchard is also a member of Far East Organization, Singapore’s largest private property developer.

Following a strategic transformation in 2012, the Group expanded into hospitality management and invested in healthcare real estate. In 2015, it diversified its portfolio to include the development and investment of PBSA properties in the UK.

Its hospitality arm, Far East Hospitality, together with the joint venture, Toga Far East Hotels, now owns more than 10 assets and manages over 100 properties with more than 18,000 rooms across

Australia, Austria, Denmark, Germany, Hungary, Japan, Malaysia, New Zealand, Singapore, Switzerland and the UK, across 10 distinct brands.

Far East Orchard's owned PBSA portfolio comprises over 3,700 beds across key cities in the UK, with three developments underway in Bristol, Glasgow and Manchester. Upon completion, the portfolio will exceed 4,900 beds across 16 properties.

In 2024, the Group acquired a 49% stake in HFS, a leading UK PBSA operator managing over 55,000 beds. In September 2025, the Group increased its stake to 84%. This acquisition, along with the establishment of a private student accommodation fund, further strengthens the Group’s position in the UK market. With HFS, the Group’s total portfolio comprises approximately 60,000 owned and managed beds.

The Group also owns purpose-built medical suites for lease and sale in Novena, Singapore’s premier medical hub.

Poised to Scale

Five Years of Building a Resilient Lodging Platform

Launched in 2020, FEOR25 was a structured journey of growth, each year adding new layers of scale, diversification, and recurring income. This steady progression reflects our discipline in building long-term value.

2020 – 2021

Laying the Foundation



- Set strategic vision and targets for FEOR25.
- Aimed to build a resilient lodging platform with sustainable, recurring income through a diversified and balanced portfolio across Hospitality and PBSA.
- Entered Japan through a joint acquisition of a hotel project in Ariake, Tokyo.
- Expanded the Quincy brand internationally with the opening of Quincy Hotel Melbourne.
- Debuted the premium A by Adina brand with the opening of its first hotel in Canberra.

2022

Building a Lodging Platform



- Introduced Australian brands, Vibe Hotels and Adina to Singapore, expanding international Hospitality presence.
- Strengthened UK PBSA portfolio via acquisition of a Southampton asset and a development JV in Bristol with Woh Hup.

2023

Seizing Opportunities in Adversity



- Celebrated 10-year partnership with TOGA Group and The Straits Trading Company.
- Expanded UK PBSA portfolio through acquisition of a development site in Glasgow, Scotland.

About Homes for Students



In 2024, the Group acquired a 49% stake in HFS a leading UK PBSA operator managing over 55,000 beds. In September 2025, the Group increased its stake to 84%. With HFS, the Group's total portfolio comprises approximately 60,000 owned and managed beds, surpassing its 5,000 beds targets under the FEOR25 Strategy.

2024 Fortifying Core Platforms



- Deepened UK PBSA presence and established a private student accommodation development fund (FESAD).
- Acquired 49% stake in HFS, UK's largest independent PBSA operator.
- Completed disposal of Rendezvous Hotel Perth Central.

2025 Delivering on FEOR25 Strategy



- Scaled an integrated investment, asset and operational management platform across Hospitality and PBSA, strengthening our unified lodging platform.
- Expanded into Osaka, Japan.
- Increased stake in HFS to 84%.
- Fund closed with £96M committed capital.
- Laid the foundation for FEOR30 growth strategy.

By 2025, the strategy stands complete, five years of milestones shaping a stronger, more resilient lodging platform. With FEOR25 fulfilled, we now look ahead to FEOR30, our next phase of strategic growth toward 2030.



2026 – 2030 Embarking on

FEOR30

the Group's next five-year strategic vision.



Focusing on scaling an integrated lodging platform through capability uplifting, earnings resilience, and discipline capital deployment.

Geographical Presence

As at 31 December 2025

Far East Orchard's geographical footprint reflects the progress of our strategy to broaden our hospitality and student accommodation platforms. With a presence across key markets in Europe and Asia-Pacific, we are poised to capture growth opportunities while building resilience for the future.

Hospitality¹

11 countries >100 properties
34 cities >18,000 rooms

UK PBSA¹

7 cities 13 properties (owned)
~60,000 beds²

Notes:

¹ Owned and/or managed.

² Excludes sites under development. FEOR currently owns more than 3,700 PBSA beds in the UK. Developments in Bristol (706-bed), Glasgow (273-bed) and Manchester (239-bed), expected to complete between 2026 and 2028, will increase the portfolio to more than 4,900 beds upon completion. With HFS, the Group's total portfolio comprised approximately 60,000 owned and managed beds.

Europe

United Kingdom

16 Properties³

- PBSA
- Property Development
- Hotel Management

Austria

3 Properties

- Hotel Management

Denmark

1 Property

- Hotel Ownership & Management

Hungary

1 Property

- Hotel Management

Germany

15 Properties

- Hotel Ownership & Management

Switzerland

1 Property

- Hotel Management

Asia-Pacific

Japan

5 Properties

- Hotel Ownership & Management

Australia

48 Properties

- Hotel Ownership & Management

Malaysia

1 Property

- Hotel Ownership & Management

New Zealand

9 Properties

- Hotel Management

Singapore

29 Properties⁴

- Hotel Management
- Property Development
- Commercial Units & Medical Suites

Notes:

³ Includes PBSA properties, hospitality properties and a mixed development, Westminster Fire Station, which has been subsequently sold in February 2026.

⁴ Includes managed hospitality properties and medical suites, shops and offices namely, Novena Medical Center, Novena Specialist Center, SBF Center and Woods Square.

Chair's Statement

HIGHLIGHTS



Profit After Tax

S\$54.8M



Profit Attributable to Shareholders

S\$54.0M



First And Final Dividend

**4.0 SINGAPORE
CENTS**

Dear Shareholders,

FY2025 unfolded in a challenging and uneven global environment, shaped by geopolitical uncertainties and shifting economic conditions. While inflation rates have eased, costs remain elevated. Against this backdrop, the Board remained committed to safeguarding long-term value and positioning the Group to navigate the near-term volatility and a changing operating environment, while advancing FEOR30, the Group's next five-year strategic plan cycle.

WRAPPING UP FEOR25

2025 marked the conclusion of FEOR25, the Group's five-year strategic plan cycle. Over this period, the Group has enhanced operational efficiency, strengthened core capabilities, continued to focus on growing recurring income and laid the foundation for sustainable long-term growth.

A key milestone in FY2025 was the closing of our first private fund, providing a platform to attract and deploy capital to support our strategic objectives. This achievement positions the Group to expand its fund management capabilities, which will be one of the central pillars under FEOR30.

Additionally, our increased investment in HFS strategically supports the Group's expansion into the student accommodation sector, further developing our portfolio and aligning with our broader growth strategy.

The Group's hospitality business also continued its expansion in Japan with the introduction of the Far East Village brand in Osaka, a pivotal step towards the five-year goal of expanding to 2,000 rooms in Japan.

Aligning with the Group's proactive asset management strategy, the Group continues to invest in asset refurbishments to drive long-term growth.

FY2025 PERFORMANCE & DIVIDENDS

Despite a challenging operating environment and ongoing macroeconomic pressures in FY2025, the Group delivered a resilient performance, achieving a profit after tax of S\$54.8 million and profit attributable to shareholders of S\$54.0 million. Results were moderated primarily by lower net fair value gains from the Group's investment properties and a JV PBSA development. During the year, the Group's hospitality business underwent planned refurbishments, an important part of the Group's proactive asset management strategy, and contained and remediated an isolated cybersecurity incident affecting our JV operations in Australia and Europe. Encouragingly, the Group saw meaningful contributions from the newly acquired HFS business, the expanded hospitality business in Japan, and stronger performance across the property segments. These positive developments underscore the Group's continued strategic progress and position it well for future growth.

In line with the Group's objective of delivering sustainable returns to shareholders, and taking into consideration the Group's operating performance, cash flow position and strategic priorities, the Board has proposed a first and final dividend of 4.0 Singapore cents per share. Subject to approval at the upcoming Annual General Meeting on 17 April 2026, the proposed dividend is expected to be paid on or about 29 June 2026.

GOVERNANCE AND SUSTAINABILITY

Our commitment to high standards of corporate governance was further affirmed in FY2025, with the Group honoured as a Joint Winner of the Singapore Corporate Governance Award at the SIAS Investors' Choice Awards 2025 and received the Best Annual Report (Silver) Award

Chair's Statement

Building on the foundations established under FEOR25, the Group now embarks on FEOR30, its next five-year strategic plan cycle.



at the 2025 Singapore Corporate Awards. In addition, Far East Orchard was ranked in the top 15% of companies in the 2025 SGTI. These recognitions underscore our unwavering dedication to transparency, accountability, and ethical practices, all of which are integral to our long-term value creation.

Sustainability remains a key driver of our strategy. Our sustainability strategy continues to take shape, with sustainable mindsets increasingly embedded across our business segments and operations. In FY2025, we made meaningful progress toward our sustainability goals, including advancing our greenhouse gas (GHG) reduction targets with all our PBSA properties moving to renewable energy use in October 2025. During the year, our managed hotels segment also considerably reduced its workplace reportable injury rates. These efforts, alongside our continued commitment to strong governance, reinforce our focus on delivering enduring value for all stakeholders.

LOOKING FORWARD: FEOR30

Building on the foundations established under FEOR25, the Group now embarks on FEOR30, its next five-year strategic cycle. Announced in November 2025, FEOR30 plan emphasises scaling our integrated lodging platform, optimising capital, and expanding our fund management business. The Board is confident in the management team's direction and remains committed to creating long-term, sustainable value for our shareholders.

A FOND FAREWELL, A NEW BEGINNING: BOARD TRANSITIONS FOR THE YEAR

This year also saw important changes to our Board. Mr Ramlee Bin Buang will retire as a director at the conclusion of the forthcoming AGM. On behalf of the Board, I would like to

express my sincere appreciation to Ramlee for his dedicated service over the past 9 years, particularly in his role as Lead Independent Director and Chair of the ARC. As we bid Ramlee a heartfelt farewell, we also warmly welcome our newly appointed Director, Ms Ong Yin Suen (Eliza), whose experience and fresh perspective will further enrich the Board leadership. This transition reflects both continuity and renewal, ensuring the Group remains guided by a strong and diverse leadership team as we enter the next phase of our journey.

APPRECIATION AND LOOKING AHEAD

On behalf of the Board, I extend my deepest gratitude to our shareholders for your continued trust and support of Far East Orchard. I would also like to express my appreciation to the management team for their leadership and disciplined execution of our strategy, and to our staff members for their commitment and professionalism, which continue to drive the Group forward.

Looking ahead, we are confident that the Group is well-positioned to build on FEOR25's momentum and execute FEOR30 with clarity and discipline, even amid an increasingly complex global landscape shaped by macroeconomic uncertainty and geopolitical developments, while remaining steadfast in our focus on long-term value for our shareholders.

Koh Kah Sek
Chair, Non-Executive Director
18 March 2026

HIGHLIGHTS



100%
**Renewable Energy
with all our PBSA
properties**



Chat With Group CEO



**WHAT DOES
'POISED TO SCALE'
MEAN FOR FEOR?**

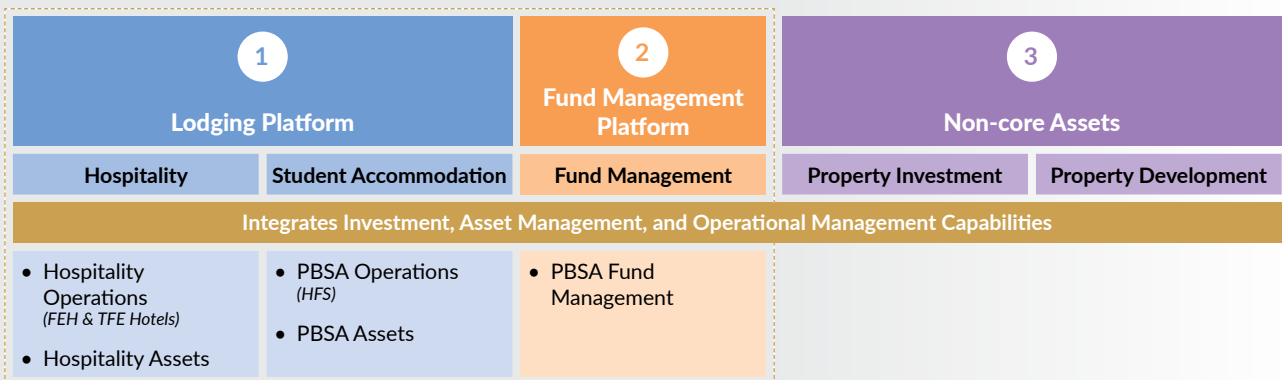
'Poised to Scale' reflects where the Group is today as we wrapped up FEOR25. Over the past five years, we strengthened our investment, operations and asset management capabilities, to build a stronger, more integrated lodging platform across hospitality and PBSA. We also extended into fund management, a structural shift toward scaling our lodging platform via third-party capital.

In November 2025, we announced FEOR30, a new five-year roadmap to 2030, designed to scale our integrated lodging platform established under FEOR25, anchored on Hospitality, PBSA, and Fund Management, through recurring income, third-party capital and portfolio growth.

Ultimately, being 'Poised to Scale' is not just about size; it is about sustainable growth and disciplined execution to grow recurring income and deliver long-term value for our shareholders.

Scaling an Integrated Lodging Platform

Core Assets



Chat With Group CEO

Our diversified lodging platform, proactive asset management, and sustainability initiatives will continue to enhance our operational resilience, positioning the Group to navigate market fluctuations and pursue strategic growth opportunities under FEOR30.



Alan Tang
Executive Director
and Group CEO



HOW DID THE GROUP PERFORM FINANCIALLY IN FY2025?

The Group's revenue increased 29.1% to S\$247.6 million in FY2025, driven mainly by the consolidation of HFS following the stage two acquisition, and the expansion of our Japan hospitality business, reflecting progress in scaling the Group's lodging platform.

Operating profit, however, was lower at S\$64.2 million (FY2024: S\$77.8 million), mainly due to a S\$3.0 million fair value loss of a PBSA JV development asset, compared to a S\$10.7 million gain in FY2024. Excluding share of fair value gains/losses on investment properties of an associated company and a JV, operating profit for FY2025 and FY2024 would be S\$64.6 million and S\$66.8 million, respectively, a marginal decline of 3.3%.

Operating performance for the Hospitality business moderated during the year, mainly due to the lower contributions from the hospitality JVs in Australia and Europe, which were impacted by a cyber incident in March 2025. While business interruption claims helped mitigate the impact of the incident, the Australia JV recorded a one-off legal liability related to a claim disclosed previously in our 2024 annual report. The segment was also impacted by ongoing refurbishments and/or nearby construction works at certain properties and higher operating costs. The expansion of Japan's hospitality business helped mitigate the soft performance, supported by newly added managed hotels and higher room rates across the Japan portfolio.

Our owned PBSA portfolio held steady, with occupancy at 88% for AY25/26, slightly lower than the previous academic year, due to lower occupancy rate in certain cities. Nevertheless, pre-leasing for the next academic year (AY26/27) is tracking positively, marginally ahead of the same period last year for AY25/26. The segment has also been impacted by higher operating costs, partly offset by the full-year contributions from HFS.

The Property segments helped mitigate the softer core hospitality and PBSA operating businesses, supported by higher rentals and increased shareholding in a property JV.

Profit after tax was lower at S\$54.8 million due to lower net fair value gains in PBSA, softer performance from the hospitality business segment and higher interest expense. These were partly offset by one-off gains from the Woods Square JV acquisition, the remeasurement gain on the Group's previously held 49% interest in HFS, and positive currency translation effects.

The Group maintained a resilient balance sheet, with cash and bank balances of S\$178.7 million and NAV per share of S\$2.87, providing flexibility to support operations and strategic initiatives.

Chat With Group CEO

Q WHAT OPERATIONAL INITIATIVES DID THE GROUP FOCUS IN FY2025, AND HOW DID THESE STRENGTHEN ITS LODGING PLATFORM?

While FY2025 presented operational challenges, higher operating and financing costs, and an isolated cyber incident, we remained focused on creating market advantage through asset refurbishments, building scale through the integration of the enlarged PBSA platform and strengthening our fund management capabilities.

During the year, we completed the stage two acquisition of HFS on 30 September 2025, increasing our stake from 49% to 84%, with full-year contributions reflected in our results. The Group also closed its first private fund (FESAD), reinforcing our fund management capabilities and marking a structural shift toward scaling the lodging platform through third-party capital. Fund management now complements our investment and operational expertise as we deepen our shift toward a sustainable, asset-light business model.

Our hospitality management arm, Far East Hospitality, expanded in Japan with two new managed properties in Osaka. Meanwhile, our hospitality JV, TFE Hotels, made its first foray into the UK, opening two properties, one in Cambridge and the other in Glasgow. The Group also continued investing in asset refurbishments to drive long-term growth, with works ongoing at two properties in Australia and one in Frankfurt.

Together, these initiatives reinforced operational control and resilience, supporting stable recurring income and reliable performance across the lodging platform.

Q HOW HAS FEOR25 POSITIONED THE GROUP FOR THE NEXT PHASE OF GROWTH, AND WHAT ARE THE STRATEGIC PRIORITIES GOING FORWARD?

Under FEOR25, we strengthened our lodging platform across Hospitality and PBSA, developed our fund management capabilities, and reinforced operational discipline and balance sheet resilience. These achievements provided a solid foundation for FEOR30, the Group's next five-year strategic plan cycle focused on scaling an integrated lodging platform.

Together, the progress we made under FEOR25 and our strategic focus under FEOR30 position the Group to capture the right opportunities, scale our integrated lodging platform, and deliver sustainable long-term value for shareholders.

FEOR30 is anchored on three strategic pillars:



Strengthening core capabilities

Deepening expertise across investment, asset management, operations, and fund management, while embedding disciplined processes and building a high-calibre team. This ensures the Group can operate efficiently as the platform scales.



Growing recurring earnings

Prioritising income streams with strong visibility and long-term demand, enhancing resilience across market cycles and creating a more stable foundation for value creation.



Maintaining asset-right discipline

Focus capital on core assets, recycle non-core assets, and leverage third-party capital where appropriate. This approach allows the Group to scale the platform efficiently while keeping the balance sheet flexible and risk-aligned.

Chat With Group CEO



SUSTAINABILITY AND LEADERSHIP: WHAT WERE THE MAJOR ESG DEVELOPMENTS IN FY2025? HOW WILL THESE SHAPE FAR EAST ORCHARD'S FUTURE?

Sustainability continues to be embedded in the Group's strategy, guiding operational decisions and long-term planning. In FY2025, we advanced our climate strategy through the full transition of the UK PBSA portfolio to renewable energy and by embedding risk management processes informed by quantitative climate scenario analysis. These initiatives strengthen our resilience to climate impacts, such as extreme weather events, while ensuring alignment with global and domestic regulatory expectations.

We also deepened sustainable practices across our businesses, including improved workplace safety and capability building, reinforcing operational discipline and long-term value creation. By integrating sustainability with our asset management, fund management, and lodging operations, the Group is positioned to scale efficiently while maintaining a responsible, resilient, and future-ready portfolio.

During the year, we made important leadership changes to strengthen our management bench. Arthur Kiong retired as Managing Director of Far East Hospitality after years of tireless contributions and leadership, and Mark Rohner has since stepped into the role to ensure continuity and operational excellence. For the UK PBSA business, Yang Zejian joined as Managing Director, bringing deep sector experience to provide leadership and support growth in that market.

These ESG developments, leadership succession and talent acquisition reinforced operational discipline, talent development, and sustainable growth, positioning the Group to continue creating long-term value for shareholders.

CLOSING & APPRECIATION

Amid a dynamic macroeconomic environment and evolving geopolitical conflicts, we expect to face short-term volatility. However, we will remain vigilant and disciplined in our execution. Our diversified lodging platform, proactive asset management, and sustainability initiatives will continue to enhance our operational resilience, positioning the Group to navigate market fluctuations and pursue strategic growth opportunities under FEOR30.

I want to thank our team, partners, shareholders, and investors for their continued support, and acknowledge the Board of Directors for their guidance in steering Far East Orchard toward sustainable growth. With the strength of our team and the support of all stakeholders, we are Poised to Scale, to build on our achievements, and to create long-term value under FEOR30.

Board of Directors



From left:

1. Ms Ku Xian Hong
ID

2. Mr Shailesh Anand Ganu
ID

3. Ms Koh Kah Sek
Chair, Non-Executive Director

4. Mr Alan Tang Yew Kuen
Executive Director and Group CEO

Board of Directors



From left:

1. Mr Ramlee Bin Buang
Lead ID

3. Mdm Ee Choo Lin Diana
Non-Executive Director

2. Ms Ong Yin Suen
ID

4. Mr Chan Hon Chew
ID

Board of Directors

Ms Koh Kah Sek

CHAIR, NON-EXECUTIVE DIRECTOR

Member, NC

Ms Koh Kah Sek was appointed as a Non-Executive Director on 1 November 2016 and was last re-elected on 19 April 2023. Ms Koh was appointed as Chair of the Board on 18 April 2022 and as a member of the NC on 1 January 2023. As Ms Koh is directly associated with Far East Organization Pte. Ltd., which is a substantial shareholder of the Company, she is considered by the NC and Board to be non-independent.

Ms Koh is an Executive Director and the CFO of Far East Organization (“FEO”), where she is responsible for FEO’s financial affairs, including corporate finance, treasury, property investments, risk management and capital management. She also oversees the Group Legal Division.

Ms Koh is also a Non-Executive ID and Chairman of the Audit Committee of Netlink NBN Management Pte. Ltd., trustee-manager of Netlink NBN Trust.

Prior to joining FEO, Ms Koh worked in Singapore Telecommunications Limited (SingTel) from 2005 to 2011, where she held various senior management positions, including Group Financial Controller, CFO of Singapore Business and Group Treasurer. Ms Koh has also served as a board member of public listed companies including Globe Telecom Inc. and Advanced Info Service Public Company Limited. Ms Koh’s professional journey began with her career at Price Waterhouse, after which she joined a leading global investment bank. Prior to her tenure at SingTel, Ms Koh held a senior management role in a public listed F&B company in Singapore.

Ms Koh graduated with a Bachelor of Commerce from the University of Melbourne and is a member of The Institute of Singapore Chartered Accountants and a Fellow Member of CPA Australia.

Ms Koh will retire pursuant to Regulation 98 of the Company’s Constitution at the Company’s 58th AGM and she is eligible for re-election. Ms Koh will, upon re-election, continue to serve as the Board Chair.

At the conclusion of the 58th AGM, and following the merger of the NC and the RC into the NRC, Ms Koh will cease to be a member of the NC, and will be appointed to the NRC.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Singapore

- Netlink NBN Management Pte. Ltd. (trustee-manager of Netlink NBN Trust, a business trust listed on the SGX-ST) (Non-Executive ID and Chair of Audit Committee)

OTHER PRINCIPAL COMMITMENTS:

Singapore

- FEO (Executive Director and CFO)
- Baker & Cook Pte. Ltd. (Director)
- Commonwealth Concepts Pte. Ltd. (Director)

Overseas

Nil

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES

(2023-2025):

Nil

Board of Directors

Mr Alan Tang Yew Kuen

EXECUTIVE DIRECTOR

Group CEO

Mr Alan Tang Yew Kuen was appointed as an Executive Director on 1 January 2020, and was last re-elected on 19 April 2023. Mr Tang was also appointed as the Group CEO of the Company on 1 January 2020, and over the past five years re-positioned the Company as a real estate lodging platform with the execution of FEOR25 strategy.

Mr Tang has rich and balanced experience in the global hospitality real estate capital market and operations. He served as Senior Vice President, Head Hospitality of GIC Real Estate Private Limited, where he held leadership responsibilities for investment and asset management of a USD multi-billion portfolio. During his tenure at GIC Real Estate Private Limited, he oversaw both direct and indirect (through third-party funds) equity and debt investments, as well as both private and public-listed entities. Prior to joining the Company, Mr Tang was Chief Operating Officer of Frasers Hospitality International Pte. Ltd., where he led the operations of its hotels and serviced apartments worldwide.

Mr Tang received a Bachelor of Science (Distinction) in 1992 from the School of Hotel Administration, Cornell University, USA. He is also a Chartered Financial Analyst (CFA). In 2016, he completed the Module 10 of the Capital Markets and Financial Advisory Services (CMFAS) Examination.

Mr Tang will retire pursuant to Regulation 98 of the Company's Constitution at the Company's 58th AGM and he is eligible for re-election.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Nil

OTHER PRINCIPAL COMMITMENTS:

Singapore

- FEHH (Chairman)
- Board Member & Member of Hotel Innovation Committee, Singapore Hotel Association

Overseas

- Toga Hotel Holdings Pty Limited (Director of the Trustee Board)
- Homes for Students Limited (Director)

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES (2023-2025):

Nil

Board of Directors

Mr Ramlee Bin Buang

LEAD ID

Chair, ARC

Member, NC

Mr Ramlee Bin Buang was appointed as a Non-Executive Director on 25 April 2017 and was last re-elected on 25 April 2024. Mr Ramlee was appointed Chair of the ARC and a member of the NC on 24 April 2018, and as Lead ID on 1 January 2023. The NC and Board considers Mr Ramlee to be an ID.

Mr Ramlee has extensive experience in corporate and international business and finance, accounting, tax, corporate IR, management information systems, risk management and audit, human resource development in leading multinational corporations and in various industries ranging from petroleum, power tools and housewares to household and personal care products, health supplements, F&B and hospitals.

Mr Ramlee holds a Professional Qualification from the Chartered Association of Certified Accountants in UK, a Diploma in Marketing from the Chartered Institute of Marketing, UK and a Graduate Diploma in Marketing from the Marketing Institute of Singapore. He is a non-practicing member of the Institute of Singapore Chartered Accountants. He attended the Harvard Business School Advanced Management Program in 2011. He is a Certified Governance, Risk Management and Compliance Professional, Certified Professional Co-Active Coach (The Coaches Training Institute) and an Associated Certified Coach with International Coaching Federation.

He was conferred the Public Service Medal (PBM) in 2018 and Public Service Star (BBM) in 2024.

As part of the Board succession planning and renewal process, Mr Ramlee will retire as a Director of the Company at the conclusion of the 58th AGM.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Nil

OTHER PRINCIPAL COMMITMENTS:

Singapore

- Uyko Advisory (Founder/ Owner)
- 1FSS Pte. Ltd. (Chair, Director and member of Human Resource Committee)
- Singapore University of Technology and Design (Member of Board of Trustee and Chair of the ARC)
- Public Service Commission (Member of Council)
- ACRA (Board Member and Member of Audit & Risk Management Committee)
- Ministry of Health, Singapore (Health Technology Advisory Council)

Overseas

Nil

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES

(2023-2025):

Nil

Board of Directors

Mdm Ee Choo Lin Diana

NON-EXECUTIVE DIRECTOR

Member, ARC

Member, RC

Mdm Ee Choo Lin Diana was appointed as a Non-Executive Director on 29 April 2011, and was last re-elected on 19 April 2023. Mdm Ee is a member of the ARC and RC. As Mdm Ee has served the Board for more than nine years, with effect from 1 January 2022, she was re-designated as a Non-Independent Non-Executive Director. Nonetheless, Mdm Ee continues to demonstrate strong independence in character and judgement, and provides impartial and autonomous views.

A business leader in the hospitality, lodging, tourism and MICE industry, Mdm Ee brings with her strategic, commercial and governance experience. After a career posting in the US, she accumulated 25 years of experience in hotel and resort management, holding executive leadership roles in corporate headquarters and across multiple brands. Her expertise spans business operations, brand stewardship, and commercial strategy, including global sales, marketing, electronic distribution, revenue management, technical services, quality assurance and strategic organisational development.

Formerly, as President of Raffles Hotels & Resorts, Mdm Ee held responsibilities for the brand's growth and for the operating and financial performance of its portfolio in multi-cultural environments in South East Asia, China, the United States, Middle East and Europe.

She has previously served as Director at Sentosa Development Corporation, Singapore Tourism Board, and Republic Polytechnic Singapore.

Mdm Ee also served as Vice-Chairman of Shatec Institutes Pte. Ltd. and Chairman of Mount Faber Leisure Group Pte. Ltd., operator of a suite of leisure and lifestyle offerings, including attractions such as the Singapore Cable Car and operations in retail and F&B.

She is presently a Director of Constellar Holdings Pte. Ltd., manager of proprietary large scale international events in Asia and operator of Singapore Expo, Singapore's largest purpose-built venue for MICE.

Mdm Ee obtained her Bachelor of Arts degree in Economics from the National University of Singapore.

Mdm Ee will retire pursuant to Regulation 98 of the Company's Constitution at the Company's 58th AGM and she is eligible for re-election. If re-elected, Mdm Ee will remain as an ARC member, while she will cease to be a member of the RC.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Nil

OTHER PRINCIPAL COMMITMENTS:

Singapore

- FEHH (Director)
- Constellar Holdings Pte. Ltd. (Director and Member NRC)
- SPD (Supporting People with Disabilities) (Board Director and Member Resource Mobilisation Committee)

Overseas

- Toga Hotel Holdings Pty Ltd (Director and Member of the ARC of the Trustee Board)
- Homes for Students Limited (Director)

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES

(2023-2025):

Nil

Board of Directors

Mr Shailesh Anand Ganu

ID

Chair, RC

Mr Shailesh Anand Ganu was appointed as a Non-Executive Director on 12 February 2019, and was last re-elected on 25 April 2025. Mr Ganu was appointed as the Chair of the RC on 1 January 2022. He was appointed as a member of the NC from 18 April 2022 to 25 April 2024. The NC and Board considers Mr Ganu to be an ID.

Mr Ganu is a seasoned business leader, management consultant, and senior human capital practitioner with experience leading large teams and projects in both corporate and consulting environments. He has over 25 years of experience working closely with the boards and management teams of some of the leading companies in the world across real estate and several other industries. He is an Executive Compensation, Sustainability, and Corporate Governance expert, with deep expertise in the design and implementation of people strategies, organisation development, business transformations, and ESG issues.

Mr Ganu has a Bachelor of Engineering (Chemical Engineering) degree from the University of Mumbai, India; and a Masters of Business Administration from Sydney Business School – University of Wollongong, Australia. He is a member and faculty of non-executive director institutes across the region, and is an associate lecturer teaching corporate governance and strategic HR courses. He is a keynote speaker, and frequently writes for business publications on gender diversity and board effectiveness matters.

At the conclusion of the 58th AGM, the NC and the RC will be merged into the NRC, and Mr Ganu will cease to be the Chair of RC, and will be appointed as the Chair of NRC.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Singapore

- Telechoice International Limited (Non-Executive ID & Chair of Risk and Sustainability Committee)

OTHER PRINCIPAL COMMITMENTS:

Singapore

- WTW (Senior Managing Director; Global Practice Leader – Executive Compensation and Board Advisory)
- SATA Commhealth (ID, Chair of Human Resource Committee, and member of Governance and Nominating Committee)
- Singapore Institute of Directors (Governing Council member, Chair of Sustainability Committee)
- Vanguard Healthcare Pte. Ltd. (ID)
- NUS High School of Mathematics and Science (Board of Governors)

Overseas

Nil

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES (2023-2025):

Nil

Board of Directors

Ms Ku Xian Hong

ID

Chair, NC

Member, RC

Ms Ku Xian Hong was appointed as a Non-Executive Director on 1 January 2022, and was last re-elected on 25 April 2025. Ms Ku was appointed as a member of the ARC from 1 July 2022 to 25 April 2024. Ms Ku was appointed as the Chair of NC, and a member of the RC on 25 April 2024. The NC and Board considers Ms Ku to be an ID.

Prior to her directorship roles, Ms Ku spent 27 years in Accenture Singapore where she was a Managing Director. She assumed multiple Asia Pacific leadership roles during her career at Accenture where she led technology and consulting projects across clients in various industries. She also spent four years in China, Hong Kong and Taiwan where she established the Greater China Change Management practice to help clients transform their organisation and workforce.

Ms Ku formerly served on the Council of Singapore Cancer Society for nine years and Chaired its Digital and Technology Committee.

Ms Ku chairs the Risk and Sustainability Committee at Netlink NBN Management Pte. Ltd., trustee-manager of Netlink NBN Trust. She is also a member of the RC at Netlink NBN.

Ms Ku obtained her Bachelor of Science from the National University of Singapore and Master of Business Administration (with Distinction) from the DePaul University, Chicago.

At the conclusion of the 58th AGM, the NC and the RC will be merged into the NRC, and Ms Ku will cease to be the Chair of NC, and will be appointed as a member of the NRC.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Singapore

- Netlink NBN Management Pte. Ltd. (trustee-manager of Netlink NBN Trust, a business trust listed on the SGX-ST) (Non-Executive ID, Chair of Risk and Sustainability Committee, and member of RC)

OTHER PRINCIPAL COMMITMENTS:

Singapore

- Surbana Jurong Private Limited (Non-Executive ID, and member of ARC)

Overseas

Nil

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES (2023-2025):

Nil

Board of Directors

Mr Chan Hon Chew

ID

Member, ARC

Mr Chan Hon Chew was appointed as a Non-Executive Director on 6 March 2024, and was last re-elected on 25 April 2024. Mr Chan was appointed as a member of the ARC on 25 April 2024. The NC and Board considers Mr Chan to be an ID.

Mr Chan has extensive experience in business and finance, strategic planning, investment, corporate accounting and reporting, treasury, tax and risk management. He began his career with Price Waterhouse and thereafter worked as Financial Controller at IBM, before moving to Wing Tai Holdings as Assistant General Manager, Finance where he oversaw all financial matters as well as tax, legal and corporate secretarial functions.

In 2003, Mr Chan joined Singapore Airlines Limited (SIA) where he served as Senior Vice President, Finance and was responsible for a diverse range of functions including IR, risk management and insurance and was involved in SIA's strategic planning process. During his tenure with SIA, Mr Chan received the Best CFO Award at the 2011 Singapore Corporate Awards, under the category of companies with S\$1 billion and above in market capitalization.

In 2014, Mr Chan joined Keppel Corporation Limited (Keppel) where he served as CFO and contributed significantly to sharpening Keppel's focus as one integrated company when its various operating units were privatised between 2015 to 2019. While at Keppel, the Singapore Ministry of Finance appointed Mr Chan to the Board of the Accounting Standard Council. Mr Chan contributed to the successful digitalisation and streamlining of Keppel's finance processes, and the prudent management of Keppel's finances. Mr Chan retired from Keppel in December 2023.

Mr Chan obtained his Bachelor of Accountancy (Honours) from the National University of Singapore. He is a Chartered Accountant of Singapore, Australia and New Zealand, and a Chartered Financial Analyst with CFA Institute. Mr Chan is also a Senior Accredited Director with SID.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Nil

OTHER PRINCIPAL COMMITMENTS:

Singapore

- National University of Singapore Business School (Member of Accounting Advisory Board)
- Lee Kong Chian School of Medicine (LKCMedicine) (Governing Board)

Overseas

Nil

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES

(2023-2025):

Nil

Board of Directors

Ms Ong Yin Suen

ID

Ms Ong Yin Suen was appointed as a Non-Executive Director on 1 October 2025. The NC and Board consider Ms Ong to be an ID.

Ms Ong brings deep experience across the financial services and capital markets sector, covering global credit bureau, wholesale banking, asset structuring, asset management, wealth management, private banking, trustee business and venture capital. Her career spans across Australia, Malaysia, Singapore, Indonesia and Hong Kong, where she has held senior management, C-suite, and board positions. She was previously MD/CEO of RHB Group Asset Management and has chaired and served on key committees including Asset Management Committee, Trustee Management Committee, ESG Committee as well as Project Steering Committee covering Digital and Technology and Private Retirement Scheme with responsibilities across Strategy, Investments, Risk Management, Governance, Operations, and Sustainable Growth. She was also a member of Wholesale Banking Council, and Capital Markets ESG Council.

Ms Ong holds a Bachelor of Commerce (Applied Finance and Commercial Law) from Curtin University of Technology, Australia, and a Master of Business (Banking and Finance) from Monash University, Australia. She is also a Certified Treasury and Finance Professional (Finance and Treasury Association, Australia), a Certified Financial Planner (Financial Planning Association, Malaysia), and a Professional Certified Chief Sustainability Officer (Massachusetts Institute of Technology, USA).

Ms Ong will retire pursuant to Regulation 103 of the Company's Constitution at the Company's 58th AGM and she is eligible for re-election. If re-elected, Ms Ong will be appointed as a member of the ARC at the conclusion of the 58th AGM.

PRESENT DIRECTORSHIPS IN OTHER LISTED COMPANIES:

Nil

OTHER PRINCIPAL COMMITMENTS:

Singapore

- OSK Capital Holdings (S) Pte Ltd
- OSK Capital Singapore Pte Ltd

Overseas

- OSK Ventures International Berhad (Investment Partner)

PAST DIRECTORSHIPS IN OTHER LISTED COMPANIES (2023-2025):

Nil

Management



From left:

1. **Mr Yang Zejian**
Managing Director,
PBSA Business
2. **Ms Joanna Gok Yin Yin**
CFO
3. **Mr Alan Tang Yew Kuen**
Group CEO
4. **Mr Mark Rohner**
Managing Director,
Far East Hospitality

Management

Mr Alan Tang Yew Kuen

GROUP CEO

The profile of Mr Alan Tang Yew Kuen is presented on page 15 of this report.

Ms Joanna Gok Yin Yin

CFO

Ms Joanna Gok Yin Yin was appointed CFO of the Company on 2 January 2018. Joanna leads the finance and corporate development teams and is responsible for business ventures, strategic partnerships, risk management, IR and overall financial matters of the Group. She also supports the Group CEO in the Group's strategic business planning process. Joanna has over 20 years of diversified experience in her previous roles in external audit and transaction services in the Big Four audit firms and finance and investment-related roles.

Joanna joined the Company in 2012 and held various managerial positions before her appointment as CFO.

Prior to joining the Company, Joanna served as CFO of Newage Investment Holding Pte Ltd for two years, overseeing financial matters of the holding company in Singapore which owns hotels and office buildings in Jakarta. Joanna began her career at Arthur Andersen before moving on to Ernst & Young where she led statutory audit and IPO-audit engagements. Thereafter, she joined the Transaction Services team in KPMG Singapore as Senior Manager, before leaving as Director in 2010. In KPMG, she led financial due diligence engagements for both buy-side and sell-side engagements.

Joanna holds a Bachelor of Accountancy (Honours) from the Nanyang Technological University, Singapore, and is a Chartered Accountant with the Institute of Singapore Chartered Accountants.

Mr Mark Rohner

MANAGING DIRECTOR, FAR EAST HOSPITALITY

Mr Mark Rohner was appointed Managing Director, Far East Hospitality, on 1 January 2026.

In his role, Mark is responsible for driving the growth and overall performance of the Group's hospitality portfolio. He provides strategic leadership across the full spectrum of the business, including overseas expansion, operational excellence and service delivery.

Prior to joining the Group, Mark held senior leadership roles in hospitality investment and asset management with Patience Capital Group, Frasers Hospitality Trust, Shangri-La Asia Limited and GIC Real Estate. He has extensive experience across international markets spanning hotel operations, investment strategy and asset management.

Mark holds a Bachelor of Science from EHL Hospitality Business School and a Master of Business Administration from INSEAD.

Mr Yang Zejian

MANAGING DIRECTOR, PBSA BUSINESS

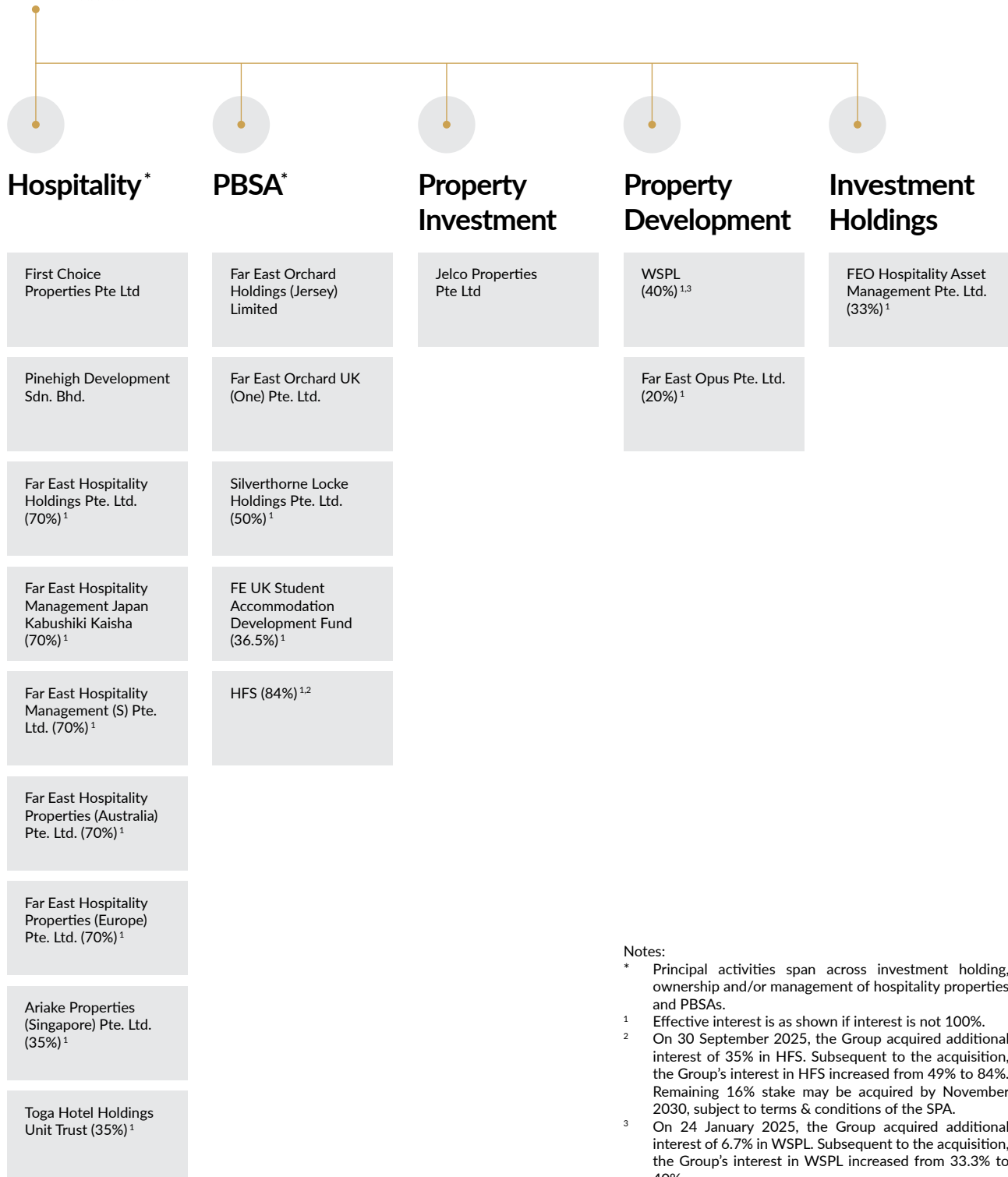
Mr Yang Zejian joined the Company as Managing Director, PBSA Business, on 8 September 2025.

In his role, Zejian leads the Company's PBSA business, focusing on expanding the portfolio in the UK and other strategic markets. He oversees investment strategy and day-to-day operations, ensuring sustainable growth and strong portfolio performance across all assets under management.

Zejian has extensive experience in investment and asset management across student accommodation, commercial office and logistics sectors. Based in Singapore and London during his career, he has executed a broad range of real estate and corporate transactions across the UK, Europe, the United States and Australia. Prior to joining the Company, Zejian worked in Mapletree Investments between 2010 to 2025 with over 10 years of experience in the student housing sector. In his last role, he served as Head of Investment and Asset Management for Mapletree's student housing platform in Europe between 2022 and 2025.

Zejian holds a Bachelor of Business Administration (Honours) and a Master of Business Administration from the National University of Singapore. He is also a Chartered Financial Analyst (CFA). In 2022, he completed the Module 10 of the Capital Markets and Financial Advisory Services (CMFAS) Examination.

Corporate Group Structure



Notes:

* Principal activities span across investment holding, ownership and/or management of hospitality properties and PBSAs.

¹ Effective interest is as shown if interest is not 100%.

² On 30 September 2025, the Group acquired additional interest of 35% in HFS. Subsequent to the acquisition, the Group's interest in HFS increased from 49% to 84%. Remaining 16% stake may be acquired by November 2030, subject to terms & conditions of the SPA.

³ On 24 January 2025, the Group acquired additional interest of 6.7% in WSPL. Subsequent to the acquisition, the Group's interest in WSPL increased from 33.3% to 40%.

2025 Corporate Highlights

24 JANUARY 2025

Increased stake in WSPL to

40%



3 APRIL 2025 ^{1, 2}

Acquired Maiden PBSA Development Site in Manchester

239 beds




18 JUNE 2025 ³

Closed the Private Student Accommodation Development Fund in Singapore

£96M

Committed Capital



30 SEPTEMBER 2025 ⁴

Increased stake in HFS to

84%



FAR EAST VILLAGE BRAND EXPANDS TO OSAKA

11 APRIL 2025

Far East Village Hotel Osaka, Namba South

77 rooms



ADINA BRAND DEBUTS IN THE UNITED KINGDOM

24 NOVEMBER 2025

The Hobson Cambridge by Adina

56 rooms



24 NOVEMBER 2025

Launched

FEOR30

Five-Year Strategic Plan



15 JULY 2025

Far East Village Hotel Osaka, Honmachi

165 rooms



8 DECEMBER 2025

The Wellington Glasgow by Adina


98 rooms



AWARDS & ACCOLADES

20 JANUARY 2025

Recognised for Exemplar Diversity Standards in the 2025 Board Diversity Index (Mid-Cap)



1 SEPTEMBER 2025

Best Annual Report (Silver) for Mid-Cap with Market Capitalisation of S\$300M to <S\$1Bn



11 NOVEMBER 2025

Joint Winner of the Singapore Corporate Governance Award (Mid-Cap)



Notes:

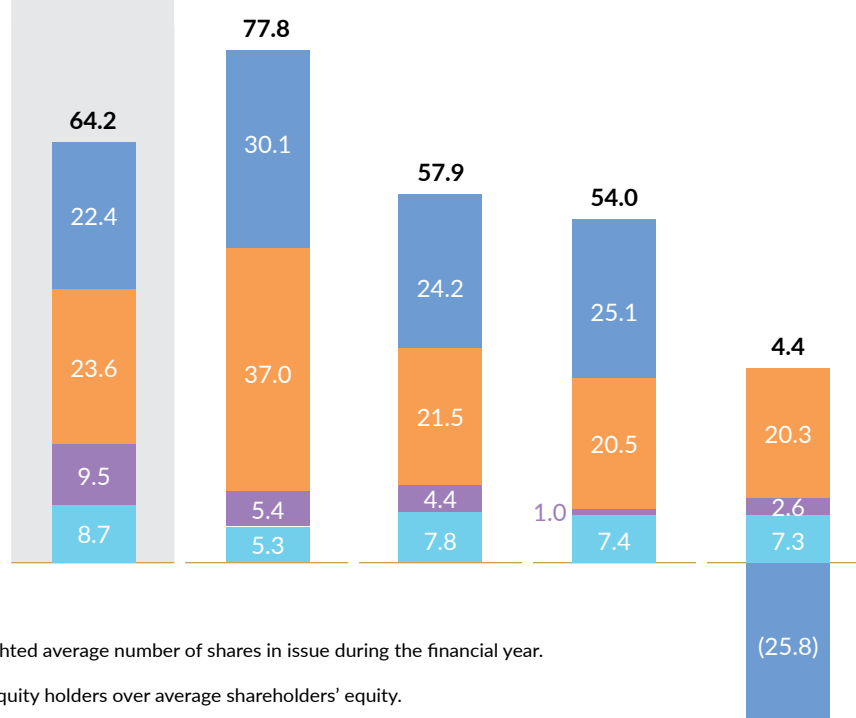
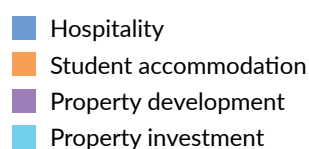
- ¹ Acquired by the private student accommodation development fund established by the Group in August 2024.
- ² The development is targeting completion for the 2028/29 academic year.
- ³ The Group holds a 36.5% stake in the Fund.
- ⁴ Remaining 16% stake may be acquired by November 2030, subject to terms & conditions of the SPA.

5-Year Financial Highlights

S\$'000	2025	2024	2023	2022	2021
Hospitality	124,689	128,118	126,918	90,354	59,990
Student accommodation	111,961	53,840	46,390	40,773	37,290
Property development	-	-	-	-	-
Property investment	10,983	9,915	10,312	9,841	9,548
Total revenue	247,633	191,873	183,620	140,968	106,828
Operating profit	64,216	77,833	57,888	54,016	4,350
Profit before income tax	59,126	72,809	80,373	22,896	29,078
Profit attributable to equity holders	54,006	58,968	65,946	21,918	28,127
Shareholders' equity	1,410,850	1,387,680	1,355,616	1,294,528	1,280,128
Total assets	2,764,763	2,641,463	2,615,148	2,535,234	2,625,384
Net asset per share (S\$)	2.87	2.84	2.78	2.73	2.76
EPS (cents) ^{1,2}	11.0	12.1	13.7	4.7	6.1
Dividends (cents)					
- First and final dividend per share	4.0	4.0	4.0	3.0	3.0
- Special dividend per share	-	1.0	-	1.0	-
Return on equity ^{2,3} (%)	3.9	4.3	5.0	1.7	2.2
Gearing ratio ²	0.45	0.43	0.44	0.46	0.54

Total Operating Profit/(Loss) by Business Segment

(S\$'Million)



Notes:

¹ EPS are calculated by reference to the weighted average number of shares in issue during the financial year.

² Figures have been rounded.

³ Computed based on profit attributable to equity holders over average shareholders' equity.

Following the update of the Group's reportable segments during the financial year ended 31 December 2025, comparative operating revenue and operating profit for 2024 have been restated to conform to the current year's presentation.

Corporate Information

Board of Directors

Non-Executive Chair

Ms Koh Kah Sek

Executive Director

Mr Alan Tang Yew Kuen
(Group CEO)

IDs

Mr Ramlee Bin Buang
(Lead ID)
Mr Shailesh Anand Ganu
Ms Ku Xian Hong
Mr Chan Hon Chew
Ms Ong Yin Suen
(appointed on 1 October 2025)

Non-Executive Director

Mdm Ee Choo Lin Diana

ARC

Mr Ramlee Bin Buang
(Chair)
Mdm Ee Choo Lin Diana
Mr Chan Hon Chew

NC

Ms Ku Xian Hong
(Chair)
Mr Ramlee Bin Buang
Ms Koh Kah Sek

RC

Mr Shailesh Anand Ganu
(Chair)
Mdm Ee Choo Lin Diana
Ms Ku Xian Hong

Company Secretary

Ms Phua Siyu, Audrey

Registered Office

6 Eu Tong Sen Street
#04-28 The Central
Singapore 059817

T: (65) 6830 6599

W: www.fareastorchard.com

Share Registrar

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

T: (65) 6536 5355

F: (65) 6438 8710

Independent Auditor

Deloitte & Touche LLP
6 Shenton Way
#33-00 OUE Downtown
Singapore 068809

Partner-in-charge:

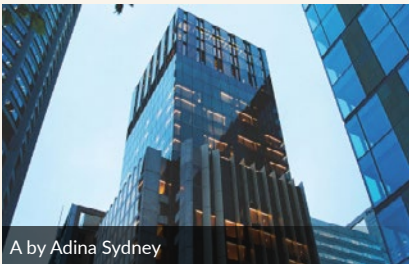
Ms Seah Gek Choo
(Appointed since the financial year
ended 31 December 2025)

Main Bankers

DBS Bank Ltd
Oversea-Chinese Banking
Corporation Limited
United Overseas Bank Limited

Properties of the Group

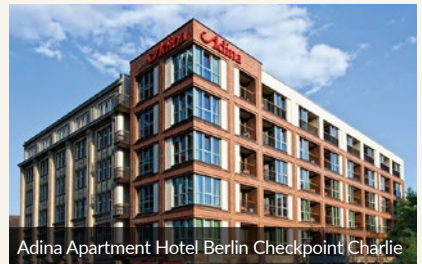
As at 31 December 2025



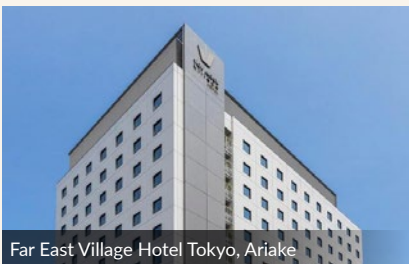
A by Adina Sydney



Rendezvous Hotel Melbourne



Adina Apartment Hotel Berlin Checkpoint Charlie



Far East Village Hotel Tokyo, Ariake



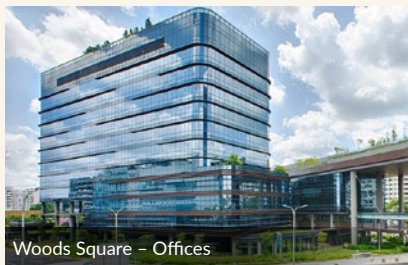
Oasia Suites Kuala Lumpur



Orchard Rendezvous Hotel, Singapore



Novena Medical Center - Medical Suites



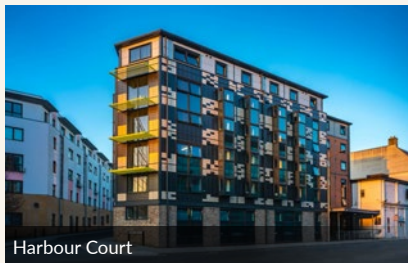
Woods Square - Offices



Artist Impression Under Development
Plymouth Grove, Manchester



Rendezvous Hotel Perth Scarborough



Harbour Court



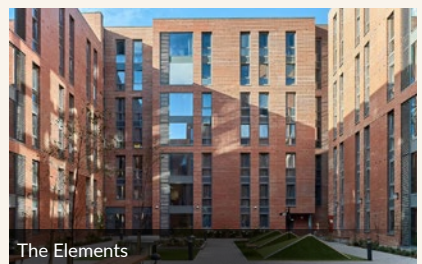
Hollingbury House



Artist Impression Under Development
Plot 6 Silverthorne Lane



Portland Green Student Village - Bryson Court



The Elements

Properties of the Group

Hospitality Properties

As at 31 December 2025

Name of Properties	Location	Effective Interest	Tenure	Approximate Site Area (sm)	No. of Units/ Rooms/ Beds
Owned Properties					
AUSTRALIA					
A by Adina Sydney	Sydney	35%	Freehold	593	194
Adina Apartment Hotel Adelaide Treasury	Adelaide	35%	Leasehold	4,153	79
Adina Apartment Hotel Brisbane	Brisbane	35%	Freehold	1,485	220
Adina Apartment Hotel Sydney Darling Harbour	Sydney	35%	Leasehold	3,058	114
Rendezvous Hotel Perth Scarborough	Perth	70%	Freehold	11,467	337
Rendezvous Hotel Melbourne	Melbourne	70%	Freehold	1,999	340
DENMARK					
Adina Apartment Hotel Copenhagen	Copenhagen	35%	Freehold	3,000	128
GERMANY					
Adina Apartment Hotel Berlin Checkpoint Charlie	Berlin	35%	Freehold	2,143	127
Adina Apartment Hotel Berlin Mitte	Berlin	35%	Freehold	1,798	139
Adina Apartment Hotel Frankfurt Neue Oper	Frankfurt	35%	Freehold	1,455	134
JAPAN					
Far East Village Hotel Tokyo, Ariake	Tokyo	35%	Freehold	2,542	306
MALAYSIA					
Oasia Suites Kuala Lumpur	Kuala Lumpur	100%	Freehold	1,880	247

Owned Properties (Land)

SINGAPORE					
Orchard Rendezvous Hotel, Singapore ¹	Singapore	100%	Freehold	8,143	-

Leased and Managed

SINGAPORE					
Orchard Rendezvous Hotel, Singapore ¹	Singapore	100%	Freehold	-	388
Village Hotel Albert Court	Singapore	100%	Leasehold	-	210

Notes:

¹ Site area includes 1,069 sm of leasehold area. The Group owns the freehold and leasehold land of Orchard Rendezvous Hotel, and has granted a 50-year leasehold interest in the property to Far East Hospitality Trust. The hotel is leased back and managed by the Group.

Properties of the Group

Properties Held for Sale & Development Properties

As at 31 December 2025

Name of Properties	Location	Effective Interest	Tenure	Approximate Site Area (sm)	No. of Units/ Rooms/ Beds
Commercial					
SINGAPORE					
Novena Medical Center – Medical Suites	Singapore	100%	Leasehold	–	7 ¹
Novena Specialist Center – Medical Suites	Singapore	100%	Leasehold	–	29
SBF Center – Medical Suite	Singapore	20%	Leasehold	–	1
Woods Square – Offices	Singapore	40%	Leasehold	18,569 ²	225
Mixed Development					
UNITED KINGDOM					
Westminster Fire Station ³	London	100%	Freehold	769	18
PBSA					
UNITED KINGDOM					
Osborne Street ⁴	Glasgow	36.5%	Freehold	2,170	–
Plymouth Grove ⁴	Manchester	36.5%	Leasehold	1,320	–

Notes:

¹ Sale of a medical suite at Novena Medical Center was completed on 25 February 2026.

² Comprises properties held for sale (including site area of sold units) and investment property.

³ 17 residential units and 1 restaurant unit. Development sold in February 2026.

⁴ The Group's private fund, FE UK Student Accommodation Development Fund (FESAD), holds two projects: Osborne Street, Glasgow (273-bed, acquired in March 2024, targeted for completion in 2027), and Plymouth Grove, Manchester (239-bed, acquired in April 2025, targeted for completion in 2028).

Properties of the Group
Investment Properties
 As at 31 December 2025

Name of Properties	Location	Effective Interest	Tenure	Approximate Site Area (sm)	No. of Units/ Rooms/ Beds
AUSTRALIA					
Rendezvous Hotel Perth Scarborough – Retail Podium	Perth	70%	Freehold	–	13
SINGAPORE					
Novena Medical Center – Medical Suites	Singapore	100%	Leasehold	–	37
Novena Specialist Center – Medical Suites	Singapore	100%	Leasehold	–	10
SBF Center – Shops	Singapore	20%	Leasehold	–	3
Woods Square – Offices and Retail	Singapore	40%	Leasehold	18,569 ¹	68
UNITED KINGDOM (PBSA)					
Emily Davies	Southampton	100%	Freehold	1,380	158
Harbour Court	Bristol	100%	Freehold	794	133
Hollingbury House	Brighton	100%	Freehold	1,616	195
King Square Studios	Bristol	100%	Freehold	2,700	301
Land sites for student accommodation buildings	Newcastle upon Tyne	100%	Freehold	4,513	–
Plot 6 Silverthorne Lane ²	Bristol	42.5%	Freehold	7,350	–
Portland Green Student Village – Bryson Court	Newcastle upon Tyne	100%	Freehold	3,287	366
Portland Green Student Village – Marshall Court	Newcastle upon Tyne	100%	Freehold	2,155	196
Portland Green Student Village – Newton Court	Newcastle upon Tyne	100%	Freehold	3,271	295
Portland Green Student Village – Rosedale Court	Newcastle upon Tyne	100%	Freehold	3,548	338
Portland Green Student Village – Turner Court	Newcastle upon Tyne	100%	Freehold	2,640	274
St Lawrence House	Bristol	100%	Freehold	1,022	166
The Elements	Sheffield	100%	Freehold	5,196	735
The Foundry	Leeds	100%	Freehold	2,161	239
The Glassworks	Liverpool	100%	Freehold	1,900	323

Notes:

¹ Comprises properties held for sale (including site area of sold units) and investment property.

² Will be developed into a 706-bed PBSA targeted for completion in 2026.

Investor Relations

57th AGM

BUILDING TRUST THROUGH OPEN DIALOGUE

Far East Orchard is committed to transparent, timely, and meaningful communication with our shareholders and the broader investment community. Guided by our IR Policy and aligned with SGX Listing Rules and the Singapore Code of Corporate Governance, we provide fair and equal access to relevant information to support informed decisions and long-term value creation.

STAKEHOLDER ENGAGEMENT

We engage our investors through multiple channels. The AGM serving as the primary platform for dialogue with the Board and Management. Shareholders may submit questions in advance, with responses disclosed via SGXNet and our corporate website prior to the AGM. At the same time, the Directors and Management also addressed questions from shareholders at the AGM.

Beyond the AGM, we maintain ongoing engagement through briefings, one-on-one meetings, and roadshows. In 2025, Management participated in analyst and investor meetings to facilitate a better understanding of the Group's business and development plans. An analyst and media briefing was also conducted, where the Management shared the Group's FEOR30 Strategy.

Feedback from these engagements is shared with Management and the Board to support ongoing and constructive communication.

Key events during 2025 included:

DATE	EVENT
Jan 2025	CGSI Value-up Singapore Conference
Feb 2025	FY2024 Results Announcement
Apr 2025	57 th Annual General Meeting
May 2025	1Q FY2025 Business Updates
Aug 2025	1H FY2025 Financial Results Announcement
Sep 2025	SIAS Corporate Connect 2025
Nov 2025	9M FY2025 Business Updates, and FEOR30 Strategy Briefing

Shareholder's Enquiries

For enquiries or to learn more about Far East Orchard, please contact:

IR Team

Email: ir@fareastorchard.com

Website: www.fareastorchard.com



Scan to connect with Far East Orchard on LinkedIn

Investor Relations

AWARDS AND RECOGNITION

Strong corporate governance underpins our decision-making, reinforces accountability, and guides our engagement with shareholders.

At the Singapore Corporate Awards held in September 2025, Far East Orchard garnered the “Best Annual Report” (Silver Award, S\$300 million to less than S\$1 billion market capitalisation category). At the Investors’ Choice Awards & Members’ Night 2025 organised by SIAS, the Company was awarded as Joint Winner of Singapore Corporate Governance Award (Mid-Cap category). In the 2025 SGTI jointly published by CPA Australia, NUS Business School’s Centre for Governance and Sustainability and the SID, Far East Orchard ranked 69th out of 467 SGX-listed companies, placing us in the top 15% assessed in terms of corporate governance and transparency.

INVESTOR RELATIONS RESOURCES

We are committed to keeping our shareholders informed. Our revamped website provides financial updates, corporate announcements, and investor resources, with a dedicated Sustainability section highlighting our progress. Shareholders can subscribe to alerts or follow us on LinkedIn for the latest updates. Further information and investor relations resources, including contact details for inquiries, are available on our corporate website.

CORPORATE CALENDAR

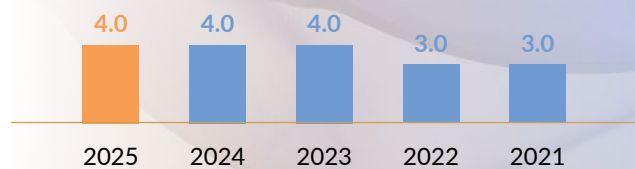
Subject to changes by the Company without prior notice.

DATE (Indicative)	EVENT
Apr 2026	58 th Annual General Meeting
May 2026	1Q FY2026 Business Updates
Jun 2026	FY2025 Dividend Payment Date
Aug 2026	1H FY2026 Financial Results Announcement
Nov 2026	9M FY2026 Business Updates
Feb 2027	FY2026 Financial Results Announcement
Apr 2027	59 th Annual General Meeting

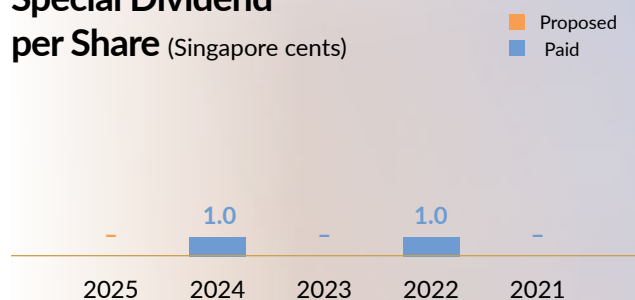


Analysts and media briefing in Nov 2025

First and Final Dividend per Share (Singapore cents)



Special Dividend per Share (Singapore cents)



Corporate Governance

At a Glance

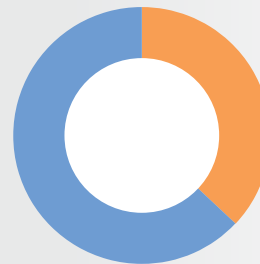
Guided by the Singapore Code of Corporate Governance 2018, the Board and Management exercise disciplined oversight and decision-making to create sustainable value and protect stakeholders' interests.



Board Independence

62.5% Independent Directors
(5 Independent Directors)

37.5% Non-Independent Directors
(2 Non-Executive Directors and
1 Executive Director)



Board Gender Diversity

50% Male Directors

50% Female Directors



Board Age Group

50% 60 - 69 years old

25% 50 - 59 years old

25% 40 - 49 years old



Corporate Governance



Awards & Accolades

RANKED

TOP 15%

of listed companies in the SGTI (2025)

2025 Board Diversity Index
Recognised for Exemplar Diversity Standards

Singapore Corporate Awards 2025
Silver Award for Best Annual Report (Mid-Cap)

SIAS Investors' Choice Awards 2025
Joint Winner of Singapore Corporate Governance Award (Mid-Cap)



Board and Committee Meetings

5 Board Meetings

5 Audit & Risk Committee Meetings

2 Nominating Committee Meetings

3 Remuneration Committee Meetings

Corporate Governance

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Corporate Governance

FEOR (the “Company”) is firmly committed to maintaining a high standard of corporate governance and promoting corporate transparency, accountability and integrity to enhance long-term shareholder value, while taking into account the interests of its other stakeholders. Under the SGTI which assesses companies on the timeliness, accessibility and transparency of their financial results announcements along with their corporate governance disclosure and practices, the Company ranked 69 out of 467 listed companies in 2025. At the Singapore Corporate Awards 2025, which is supported by ACRA and SGX, the Company received the Silver Award for Best Annual Report Award, in the category of companies with market capitalisation of S\$300 million to less than S\$1 billion (“Mid-Cap”). At the Investors’ Choice Awards & Members’ Night 2025 organised by the Singapore Investors Association Singapore, the Company was awarded the Joint Winner of Singapore Corporate Governance Award, in the Mid-Cap category. The Company is also among the six Mid-Cap companies recognised for exemplar diversity standards in the 2025 Board Diversity Index, developed by SID with global advisory firm WTW and James Cook University, which evaluated 553 Singapore-listed companies across eight dimensions of diversity.

This report describes the corporate governance practices and policies of the Company and its subsidiaries (the “Group”) with reference to the principles and provisions of the Code of Corporate Governance 2018 as amended on 11 January 2023 (the “Code”), the Mainboard Rules of the Listing Manual of the SGX-ST (“Listing Rules”), the Companies Act 1967 (“Companies Act”), the Securities and Futures Act 2001 (“Securities and Futures Act”) and the voluntary Practice Guidance as at 14 December 2023 (“Practice Guidance”).

The Company has complied with all the principles and provisions in the Code.

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.

Principal Duties of the Board

The Board, as fiduciaries acting in the Company’s interests, is collectively responsible for the Group’s long-term success. In addition to its statutory duties, the Board’s principal functions are to:

- a. create value for shareholders and to ensure the long-term success of the Group;
- b. oversee the effectiveness of Management, provide leadership and review the Group’s strategic directions having regard to sustainability, and ensure that the necessary financial and human resources are adequate to achieve the Group’s goals;
- c. review and approve the Group’s annual budget;
- d. ensure that the Management establishes and maintains a robust ERM framework (including a workplace health and safety framework), and a sound system of internal controls to effectively monitor and manage risks so as to safeguard shareholders’ interests and the Group’s assets;
- e. review the business performance of the Group and approve the release of the half-year and full-year results and any other announcements;
- f. endorse the framework of remuneration for the Board and key management personnel (“KMP”) (being the Group CEO, and other persons having authority and responsibility for planning, directing and controlling the activities of the Group);
- g. identify the key stakeholder groups for engagement;
- h. set the Group’s values and standards and ensure that obligations to shareholders and other stakeholders are understood and met; and
- i. set the sustainability direction for the Group, providing oversight and management of ESG risks and opportunities.

Independent Judgement and Proper Accountability

The Board and Management are guided by a CG Policy Manual, which encapsulates the terms of reference for the Board and each Board Committee, and is aligned with the Code. The Group’s employees are also guided by its Code of Conduct and Employee Handbook which are published on the intranet and which prescribes the standards of ethical behaviour.

The CG Policy Manual directs the Board and Management to adhere to the approved policies and schemes, including the Board Diversity Policy, the Dividend Policy and Scrip Dividend Scheme, the IR Policy, the Securities Trading Policy and Whistle-blowing Policy. It comprehensively addresses declaration and disclosure obligations, covering areas such as director independence, listed company directorships and principal commitments, declaration of any relatives in managerial positions and conflicts of interest.

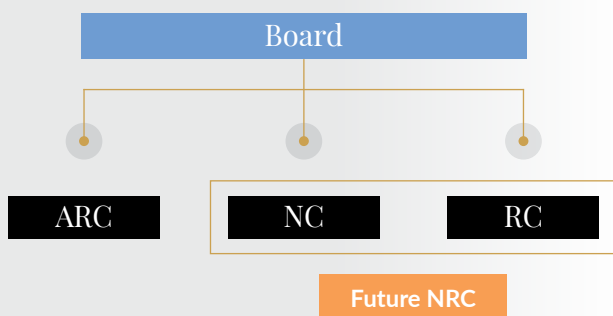
Corporate Governance

To address and manage possible conflicts of interest that may arise between Directors' interests and those of the Group, the Company has put in place appropriate procedures including requiring Directors to declare any conflict of interest to any proposal or papers submitted for deliberation, and for such Directors to recuse from participating in meetings or discussions (or relevant segments thereof) in addition to abstaining from voting, on any matter in which they are so interested or conflicted. For the purpose of monitoring IPTs and directors' independence, and for accountability, each Director is required to submit details of his/her associates to the Company on an annual basis and to promptly notify the Company of subsequent changes.

The CG Policy Manual makes clear that every Director is expected to objectively discharge his/her duties and responsibilities, to act in good faith, provide insights and consider the interests of the Group at all times. The Directors have the right core competencies and experience to enable the Board to contribute effectively.

Delegation by the Board

The Board has established three board committees ("**Board Committees**") to assist in the execution of its responsibilities. They are the ARC, the RC and the NC. Each Board Committee is governed by clear terms of reference approved by the Board, which set out its role, authority, duties and responsibilities, as well as qualifications for committee membership in line with the Code, which has been approved by the Board.



To enhance efficiency, streamline and facilitate a holistic review of the appointment, performance, succession planning, and compensation of Directors and KMP, the Board has approved the merger of the NC and the RC into a single Nominating & Remuneration Committee ("**NRC**") with effect from the conclusion of the forthcoming AGM. The NRC will perform the functions of both NC and RC in accordance with terms of reference approved by the Board.

The NRC will comprise at least three directors, all non-executive, with the majority (including the Chair) being independent, and will include the lead ID ("**Lead ID**"). Please refer to the Company's announcement dated 27 February 2026 on the Change in Composition of the Board and Board Committees for further details.

The Board has also delegated authority to Management to approve transactions below certain thresholds, which are set out in a structured Delegation of Authority Matrix ("**DoA Matrix**"), while key matters are reserved for the Board's approval.

The Board Committees and Management remain accountable to and report back to the Board. Minutes of all Board Committees meetings held in FY2025 were provided to the Board, and the Chair of each Board Committee provided updates at Board meetings on its activities and matters discussed. The activities of each Board Committee in FY2025 are disclosed under the respective principles of this report.

Board and Board Committees Meetings

The Board meets at least quarterly, or more frequently when required or appropriate, to review and evaluate the Group's performance and address key matters. The meeting calendar is planned and circulated one year in advance to ensure maximum attendance by the participants. Directors are expected to attend all Board meetings and meetings of the Board Committees on which they serve, either in person or via telephone or video-conference which is allowed under the Company's Constitution. In the event that a Director is unable to attend a meeting, he/she may, where appropriate, convey his/her views, comments, concerns or decisions in advance to the Chair of the Board or, as applicable, the Chair of the relevant Board Committee, for consideration at the meeting. The agendas are approved by the Chair and respective Chair of the Board Committees in consultation with the KMP, with sufficient time provisioned for key and material topics. The agendas and meeting materials are circulated to the Board and Board Committees about one week before the meetings to allow for sufficient time to review and raise questions prior to the meeting. The Board and Board Committees may also make decisions by way of circular resolutions. Minutes of meetings are prepared and circulated to the Directors for review and approval post-meeting.

The attendance of the Directors and Group CEO at scheduled meetings of the Board and Board Committees and the AGM held in FY2025 is disclosed below. The Directors with multiple board representations have ensured that sufficient time and attention are given to the affairs of the Company.

Corporate Governance

	AGM	Board of Directors	ARC	NC	RC
No. of Meetings Held	1	5	5	2	3
Names of Directors	Number of Meetings Attended				
Koh Kah Sek	1	5	–	2	–
Ramlee Bin Buang	1	5	5	2	–
Alan Tang Yew Kuen ¹	1	5	5	2	3
Ee Choo Lin Diana ²	1	5	4	–	2
Shailesh Anand Ganu	1	5	–	–	3
Ku Xian Hong	1	5	–	2	3
Chan Hon Chew	1	5	5	–	–
Ong Yin Suen ³	–	1	1	–	–

Board Approval

Key Matters

The Company has a structured DoA Matrix and internal guidelines regarding matters that require Board approval. Key matters which require Board approval include:

- transactions in the ordinary course of business that have not been delegated by the Board to any Board Committee for approval;
- major transactions not in the ordinary course of business;
- bank borrowings;
- provision of corporate guarantees or other securities to secure loans granted to subsidiaries and associated companies;
- acquisition or disposal of fixed assets, save where authority has been delegated by the Board to any Board Committee for approval;
- equity or contractual JV; and
- diversification into new businesses.

Key Activities of the Board during FY2025

Regular agenda items:

- Quarterly updates on the businesses
- Quarterly review of ERM and sustainability updates

- Quarterly review of financial and operational performance including compliance of financial covenants and cash flow projection
- Review and approval of all announcements including full-year results and year-end financial statements
- Conflict of interests and register of IPTs
- Disclosure of Directors' interests pursuant to the Companies Act and the Securities and Futures Act
- Reports of the ARC, NC and RC

Other key agenda items considered during FY2025:

- Review and approve the Company's 5-year strategy (FEOR30)
- Approve the 2025 strategic asset plans and hurdle rates
- Sustainability issues as part of Group's strategy
- Review the results of the quantitative climate scenario analysis
- Cybersecurity matters
- Business opportunities
- Second stage of the phased acquisition of HFS and its subsidiaries and the business integration progress
- New banking relationships
- Material developments relating to accounting, risk management, sustainability reporting, legal, regulatory and/or corporate governance issues
- Adequacy and effectiveness of the internal controls and risk management systems of the Group
- Review of the independence, effectiveness and adequacy of resources for the internal audit function
- Review of a workplace health and safety framework for the Group

Notes:

⁽¹⁾ Group CEO and Executive Director Mr Alan Tang was invited to attend all the ARC, NC and RC meetings held in FY2025.

⁽²⁾ Mdm Ee was absent from one ARC meeting and one RC meeting held in FY2025 due to family bereavement.

⁽³⁾ Ms Ong was appointed as a Director on 1 October 2025. She was invited to attend all the ARC meetings held following her appointment. She attended all Board and ARC meetings after her appointment.

Corporate Governance

Matters reserved for Board recommendation/approval annually:

- Documents for distribution to shareholders including the Annual Report, Sustainability Report and Audited Financial Statements
- Annual budget and business plan
- Dividend payout
- Remuneration of the Executive Director(s), Non-Executive Directors ("NEDs") and KMP
- Retirement and re-election of Directors
- Appointment and re-appointment of external auditors

Throughout the year, the Board receives regular updates on business performance, risk management, sustainability initiatives, and strategic discussions. This ensures that all decisions are made based on comprehensive and up-to-date information.

The Company schedules periodic site visits to the Group's local and overseas operations for the Directors to have a deeper understanding on the issues reported by Management and on-site conditions. The most recent visit took place in FY2024, during which the Board visited selected hotels operated by TFE Hotels in Europe, and the Group's UK PBSA.

Board Training and Orientation

Directors receive a comprehensive induction when they are first appointed to the Board. New Directors are provided with relevant information on the Group's business activities, strategic directions, policies and procedures relating to corporate conduct and governance, including disclosure of interests in securities, restricted periods for dealings in the Company's securities and restrictions on disclosure of confidential or price-sensitive information. If the new Director is also appointed to a Board Committee, relevant information on the duties of such Board Committee is also provided. If there are first-time Directors appointed, the Group will direct them to attend external training courses prescribed by SGX, at the Company's cost. Each newly appointed Director is also provided with a formal letter setting out the Director's duties and obligations, including pertinent obligations under the Companies Act, the Securities and Futures Act, the Listing Rules and the Code, and information on the Group including the Company's Annual Report and the detailed Group organisation structure.

The Company is responsible for funding and arranging regular training for the Directors from time to time, particularly on changes in the relevant laws, regulations and changing commercial risks to enable them to make well-informed decisions in carrying out their expected roles and responsibilities. Changes to regulations and accounting standards are monitored closely by Management, and Directors are briefed during Board meetings or at specially convened sessions conducted by professionals, on regulatory changes that have any significant bearing on the Group's or Directors' obligations. Directors are provided with

opportunities to attend appropriate courses, conferences and seminars.

In FY2025, the Company's Directors attended training programmes by reputable providers such as the Singapore Business Federation, Monetary Authority of Singapore, Singapore Exchange Regulation, banks, public accounting firms, CPA Australia and SID, covering a wide range of topics including audit committee matters, cybersecurity, sustainability, corporate governance, and the SID Directors Conference 2025 among others. The Company also arranged for the Board to attend a focused discussion on quantitative climate scenario analysis and generative AI and its possible applications to the business.

Ms Ong Yin Suen was appointed as an ID on 1 October 2025 and attended an induction programme conducted by the Company. Ms Ong has completed all the mandatory trainings prescribed by the Singapore Exchange for a first-time director of a listed company.

Complete, Adequate and Timely Information

The Board has separate and independent access to Management. Management also keeps the Board apprised of the Group's operations and performance by providing regular management reports. To ensure that the Board is able to fulfil its responsibilities, Management is required to provide complete, adequate and timely information to the Board on issues that require their decision. Whenever appropriate, employees or external advisors who can provide additional insight in the matters to be discussed are invited to attend the Board meetings.

Board papers and related materials are disseminated about one week in advance to the Board and the Board Committees, giving the Directors sufficient time to review the relevant information. In line with the Company's sustainability efforts and for efficiency, the Company subscribes to a secure electronic board portal to electronically disseminate board papers and materials. Directors can access the board portal through a secure log-in process from any device, which eliminates the need to circulate hard copies. Directors are also provided with tablet devices to facilitate their access to and review of board materials. News articles and industry knowledge relevant to the Group's businesses are also uploaded to the secure electronic board portal on a regular basis to keep Directors updated.

Provision of Information to the Board

Information provided include board papers and related materials, background or explanatory information relating to matters, and copies of disclosure documents, budgets, forecasts, quarterly management accounts and interim and annual financial statements. Material variances between the actual results and forecast and budgets are also discussed and explained by Management to the Board. The Directors can ask for additional information as needed to make informed decisions.

Corporate Governance

Company Secretary

The Directors have separate and independent access to the Company Secretary. The role of the Company Secretary is crucial in facilitating the operations of the Board, including attendance at all Board meetings, preparation of the agenda and papers for meetings of the Board and Board Committees, taking and circulating minutes of meetings, sending the Board information relating to the Group as needed, advising the Board on corporate and administrative matters, ensuring that Board procedures are followed and that applicable rules and regulations including requirements of the Code, Companies Act, Securities and Futures Act and Listing Rules are complied with, facilitating orientation and assisting with professional development for the Board. The Company Secretary also ensures good information flow within the Board and Board Committees and between the Management and NEDs, advising the Board on all governance matters. In FY2025, the Company Secretary attended the AGM and all meetings of the Board and Board Committees.

The appointment and removal of the Company Secretary is subject to the approval of the Board as a whole.

Independent Professional Advice

In fulfilling their duties, the Directors may (individually or as a group), seek independent professional advice whenever necessary, at the Company's expense. This includes access to a reputable law firm which has been appointed by the Company as corporate governance advisor.

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.

Board Size and Composition

Following the appointment of Ms Ong Yin Suen on 1 October 2025, the Board comprised eight Directors during FY2025, the majority of whom are non-executive. The only Executive Director is the Group CEO.

There is a strong element of independence on the Board, with the IDs constituting a majority throughout FY2025 and to-date. The Board's decision-making process is not dominated by any individual or small group of individuals. While the Board Chair is a non-independent non-executive Director ("NI-NED"), the Company has complied with the Code's requirement for IDs to make up a majority of the Board and appointment of a Lead ID.

Each Director is required to complete a detailed self-assessment questionnaire on his/her independence annually. For FY2025, the questionnaires were premised on

Rule 210(5)(d) of the Listing Rules, Provision 2.1 of the Code, and the circumstances set out in Practice Guidance 2. The NC assessed the responses submitted and reported to the Board on its findings and recommendations.

For FY2025, five Directors provided declarations to confirm that they do not have any relationship with the Company or its related companies and its officers that could impair, interfere, or be reasonably perceived to interfere, with their judgement in the best interests of the Company, and are to be considered IDs. They are Mr Ramlee Bin Buang, Mr Shailesh Anand Ganu, Ms Ku Xian Hong, Mr Chan Hon Chew, and Ms Ong Yin Suen. The NC and Board observed many occasions where Mr Ramlee, Mr Ganu, Ms Ku, Mr Chan, and Ms Ong debated issues, objectively scrutinised and challenged Management, and provided impartial and autonomous views, and following deliberation, concurred that they are all independent. Each ID abstained from deliberations on his/her independence.

As Mdm Ee Choo Lin Diana has served the Board for more than nine years, with effect from 1 January 2022, she was re-designated as a NI-NED. Nonetheless, Mdm Ee continues to demonstrate strong independence in character and judgement, and provides impartial and autonomous views.

Mr Ramlee Bin Buang will reach his 9-year tenure as an ID on 25 April 2026. He has decided to retire as a Director at the conclusion of the forthcoming AGM and relinquish his roles as the Lead ID, Chair of ARC and a Member of NC. His intended retirement has been taken into consideration as part of the Board's succession planning and Board Committee renewal processes.

The Company has on 27 February 2026 made an SGX announcement on Change in Composition of the Board and Board Committees effective from the conclusion of the forthcoming AGM, including the appointment of the Lead ID, ARC Chair, ARC member, and the merger of NC and RC into NRC. Please refer to the said announcement for further details.

The Board concurred with the NC that its size and the size of each Board Committee is appropriate and facilitates effective decision-making, taking into account the scope and nature of the Group's operations.

Board Competency and Diversity Policy

The Company is compliant with Rule 710A(2) of the Listing Rules. The Board comprises respected members of the business community, female and male, across diverse age ranges, with long and extensive experience in various fields, including real estate, engineering, hospitality, investment, corporate management, accounting, finance, and human capital, risk management, technology and sustainability. The Board finds the core competencies of the Directors, which include industry knowledge, strategic planning and customer-based experience, to be relevant and beneficial to the Group, both in the context of the Group's current plans and future strategy.

Corporate Governance

The 2025 Singapore Board Diversity Index monitored eight diversity attributes, being age, gender, industry experience, domain or functional expertise, international experience, cultural ethnicity, board independence and tenure of directors, and recognised listed companies with exemplar diversity standards across four or more of these attributes. The Company is pleased to be one of six Mid-Cap companies recognised in this Index.

When deciding on the appointment of new directors to the Board, the NC and the Board will consider various factors such as scope and nature of the Group's operations, skills, knowledge, experience, gender, age and competencies of the candidates that are required on the Board and Board Committees, conflicts of interest, time commitments, the prevailing Board Skills Matrix, the Board Succession Planning Policy and the Board Diversity Policy. The Board Skills Matrix was formalised in FY2023, along with a list of the knowledge/skillsets and expertise desired of the Board, and guidelines for Directors to self-assess if they possess them. The NC will review the self-assessment (with each Director abstaining from deliberations on his/her self-assessment) and report to the Board for concurrence.

In FY2025, the NC and Board reviewed and updated the self-assessment guidelines in the Board Skills Matrix.

The Board Diversity Policy was established since 2018 as the NC and Board firmly believe that board diversity enhances decision-making capability and fosters constructive debate. The Board agreed that diversity is a wide-ranging concept and covers aspects ranging from industry knowledge, professional experience, educational qualifications, gender, age, ethnicity and nationality, among others. While all appointments to the Board will continue to be made based on merit, in making recommendations on Board appointments, the NC will consider all aspects of diversity to achieve an optimal composition for the Board.

The Board Diversity Policy sets out two specific targets addressing age and gender, and the practical measures

which may be implemented to meet such targets. The age target is to have directors of different age ranges (so that the Board will not consist of directors only in a particular age band). The gender target is for women to comprise at least 30% of the Board. Both targets were met and maintained throughout FY2025 and to-date. A profile of each Director is found in the "Board of Directors" section of this Annual Report.

Role of NEDs

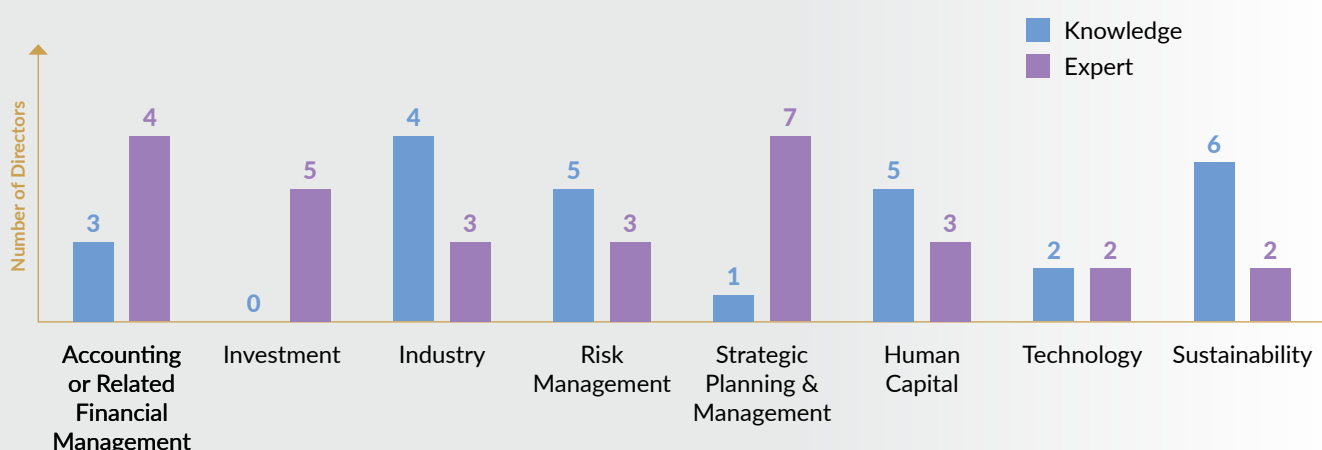
The NEDs are well-supported by accurate, complete and timely information from Management. They engage in open and constructive debate and challenge Management on its assumptions and proposals, which are fundamental to good corporate governance. They aid in the development of growth strategies and oversee effective implementation by Management to achieve set objectives. They also monitor the performance of the Group.

NEDs have unrestricted access to Management. The NEDs constructively challenge and help develop proposals on strategy formulated by Management. They also review the performance of Management in meeting agreed goals and objectives and monitor the reporting of financial and operational performances.

Meetings of NEDs, and of IDs, without the presence of Management

In FY2025, the NEDs met regularly without the presence of Management, and discussed matters ranging from internal audit and external audit matters to the performance of Management.

In FY2025, the IDs, led by the Lead ID, met periodically without the presence of other Directors and Management and discussed matters including succession planning and remuneration, and where appropriate they provided feedback to the Board Chair after such meetings.



Corporate Governance

Chair and Chief Executive Officer

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

Separate Persons Acting as Chair and Group CEO

The roles and responsibilities of the Chair and the Group CEO are distinct and separate to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making. The division of responsibilities between the Chair and the Group CEO are clearly established in the Group's CG Policy Manual. The Chair and the Group CEO are not related family members.

Roles of Chair

Ms Koh Kah Sek assumed the role of Chair on 18 April 2022. The Chair is responsible for leading the Board and ensuring the effectiveness and governance of the Board and Board Committees.

The other roles of the Chair include the following:

- a. with the assistance of the Company Secretary, to schedule meetings and approve meeting agendas that enable the Board to perform its duties responsibly while minimising disruptions to the Company's operations;
- b. ensure sufficient allocation of time for thorough discussion of Board meeting agenda items;
- c. promote an open environment for debate at the Board;
- d. foster constructive dialogue between shareholders, the Board and Management at AGMs and other shareholders' meetings;
- e. encourage constructive relations within the Board and between the Board and Management;
- f. ensure that NEDs are able to speak freely and contribute effectively; and
- g. promote high standards of corporate governance.

Roles of Group CEO

Mr Alan Tang Yew Kuen was appointed as the Group CEO on 1 January 2020. The roles and responsibilities of the Group CEO are clearly defined in his service contract with the Company and includes managing and supervising the day-to-day business operations in accordance with the strategies, policies and business plans approved by the Board.

Lead ID

The Company has a Lead ID as the Chair is not an ID. Mr Ramlee Bin Buang was appointed as Lead ID on 1 January 2023, and following his retirement at the forthcoming AGM, Ms Ku Xian Hong will be appointed as Lead ID. The Lead ID is a key member of the Board, providing leadership in situations where the Chair is conflicted, representing the views of the IDs, offering a confidential channel for the NEDs to discuss any concerns, and facilitating communication between shareholders, the Chair and the Board.

Shareholders with concerns may contact the Lead ID directly if contact through the normal channels via the Chair or Management is inappropriate or has failed to provide satisfactory resolution. The Lead ID's email address is lead_independent_director@fareastorchard.com, which is also listed on the Company's website.

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.

NC Composition and Key Terms of Reference

The NC comprises three NEDs, the majority of whom, including the NC Chair, are independent. The Lead ID is also a member of NC.

FY2025 NC Composition

Ms Ku Xian Hong	(ID) as NC Chair
Mr Ramlee Bin Buang	(Lead ID)
Ms Koh Kah Sek	(NI-NED)

The principal functions of the NC under its terms of reference are to:

- a. identify and nominate new Directors for appointment to the Board and Board Committees, after evaluating factors such as the candidate's experience, knowledge, skills, age and gender in relation to the needs of the Board, whether the candidate will add diversity to the Board having regard to the Board Diversity Policy and Board Skills Matrix, the composition and progressive renewal of the Board and Board Committees, and whether it is ideal to appoint an independent third-party search firm to source and screen candidates;

Corporate Governance

- b. develop and maintain a formal and transparent process for the appointment of new Directors to the Board, which includes disclosing to the Board the channels used in searching for candidates, and the criteria used to identify and evaluate the candidates;
- c. provide nominations for the re-appointment of a Director having regard to the Director's performance, tenure, commitment and ability to continue contributing to the Board, and how the Director will fit in the overall competency, performance, diversity of the Board and Board Skills Matrix;
- d. recommend retirement of Directors at regular intervals and arrange all Directors to submit themselves for re-nomination and re-appointment at least once every three years in accordance with the Listing Rules;
- e. identify and develop training and professional development programmes for the Board and Board Committees, and review these annually;
- f. provide the Board with succession plans for the Chair and Directors and KMP;
- g. review the independent status of NEDs and assess the independence of the Directors annually having regard to the Listing Rules, the Code, and the Practice Guidance, among others;
- h. review the appropriate structure, composition and size of the Board and Board Committees for effective decision-making and constructive debate;
- i. develop and maintain a formal annual assessment process and objective performance criteria to evaluate the effectiveness of the Board, its Board Committees and the contribution by each Director (including the Chair) to the effectiveness of the Board, and to analyse the findings of the performance evaluation forms submitted; and
- j. provide a reasoned assessment of a Director's ability to diligently discharge his/her duties where such Director holds a significant number of listed company directorships and principal commitments.

In FY2025, the NC held two meetings. In those meetings, the NC carried out all its principal functions as listed above. After each NC meeting, the NC Chair provided updates and relevant recommendations to the Board.

The Board approved on 27 February 2026 the merger of the NC and RC into the NRC, and for NC responsibilities to be undertaken by the NRC in accordance with its terms of reference, effective from the conclusion of the forthcoming

AGM. The NRC will be reconstituted with a refreshed membership as part of the merger. Please refer to the Company's announcement dated 27 February 2026 on the Change in Composition of the Board and Board Committees for more details.

Board Renewal, Roles and Responsibilities

The Board's renewal is an on-going process, to ensure good governance and to maintain relevance to the business as well as the changing needs of the Group. New Directors are appointed by way of a Board Resolution, after the NC recommends their appointments.

The Board Succession Planning Policy together with a Board Skills Matrix and the Board Diversity Policy serves as a guide to the NC in the identification, nomination and appointment of new directors, as well as the re-nomination of Directors to the Board. The annual performance evaluations of individual Directors are also considered by the NC when nominating Directors for re-election. The Board Succession Planning Policy and Board Diversity Policy are regularly reviewed and were updated in FY2024 to reflect an increase in the gender diversity target for the Board. The Board Skills Matrix was also updated in FY2025 to enhance guidelines for the Board's self-assessment.

As part of its Board renewal and succession planning responsibilities, the NC also took into consideration the retirement of Lead ID Mr Ramlee Bin Buang, at the conclusion of the forthcoming AGM. The NC has reviewed the impact of his retirement on Board and Board Committee composition and is satisfied that appropriate succession and transition plans are in place.

The NC is charged with the responsibility of re-nominating the Directors. The Company's Constitution requires one-third, or the number nearest to one-third of the Directors, to retire from office at every AGM. The Directors so retiring are those who have been longest in office since their last election. In line with SGX Listing Rule 720(5), all Directors are required to submit themselves for re-nomination and re-election at least once every three years. In addition, a newly appointed Director will hold office only until the next AGM at which he/she will be eligible for re-election.

Each NC member abstains from voting on any resolution, making any recommendation and/or participating in matters where he/she is the subject or interested in.

Directors who are subject to retirement by rotation in accordance with the Company's Constitution and who are seeking re-election at the forthcoming AGM scheduled on 17 April 2026, are named in the Notice of AGM on page 162 of this Annual Report.

Corporate Governance

Review of Directors' Independence

The NC conducts an annual review of the independence of each Director, with full regard to the Listing Rules, the Code, the Practice Guidance and having considered the self-assessment of independence submitted by each Director to the NC, details of which were explained above. The NC provides its views on Directors' independence to the Board for consideration. The NC is also committed to reassessing the independence of each individual Director as and when warranted. Directors are required to notify the Board of any changes to their external appointments, interests in shares, and other relevant information which may affect their independence.

Based on the review for FY2025, the Board concurred with the NC that Mr Ramlee Bin Buang, Mr Shailesh Anand Ganu, Ms Ku Xian Hong, Mr Chan Hon Chew and Ms Ong Yin Suen are independent.

Multiple Board Representations

When a Director has multiple board representations or principal commitments, the NC also considers whether or not the Director is able to and has adequately carried out his/her duties as a Director of the Company. The NC will consider factors such as the degree of participation by a Director at meetings and in considering issues, and the quality of contributions made by a Director, as well as attendance since Board and Board Committee meetings are scheduled in advance to facilitate the Directors' scheduling of their commitments.

Since FY2023, the NC and Board agreed on a guideline of a maximum of four other directorships in unrelated listed companies for each Director, noting the significant time commitment required of directors on listed companies. Through FY2025 and to-date, there were no Directors who exceeded this internal guideline limit. In FY2025, three Directors held one other directorship in unrelated listed companies. The NC reviewed each Director's other directorships, principal commitments, attendance, performance and contributions to the Board, and noted the full attendance of all Directors at the AGM and all scheduled Board meetings. The NC also noted that attendance at Board Committee meetings was generally strong. One Director did not attend one ARC meeting and one RC meeting due to family bereavement. The NC is satisfied that all Directors have given sufficient time and attention to the Company's matters and have diligently discharged their duties.

Appointment of Alternate Director

The Company did not have any alternate director on its Board during FY2025. The Company discourages the appointment of alternate directors as it is an indication that the principal director is not able or prepared to commit the time required for the Company's affairs.

Nomination and Selection of Directors

The Board Succession Planning Policy, guided by the Practice Guidance, supported by a service tenure chart of the Board and a checklist process, guides the NC in the identification, nomination and appointment of new Directors to the Board and relevant Board Committees, if applicable. The various factors to be considered by the NC when identifying and evaluating potential new directors are set out therein. The criteria include relevant experience, skillsets, qualifications, whether they have the calibre to contribute to the Group and its businesses, whether they complement the skills, competencies and attributes of the existing Board, and their independence status. The NC will also consider the Company's current Board in terms of its size, composition, collective skills, experience and diversity, tenure, the Board Skills Matrix, and the targets in the Board Diversity Policy. The NC will also assess whether a Director's resignation from the board of any company casts any doubt on his/her qualification and ability to act as a Director of the Company.

Potential new directors are shortlisted after conducting external searches and/or tapping on internal resources and referrals from existing Directors. The potential candidates are required to provide their curriculum vitae and the following key information to the NC: (a) any relationships including immediate family relationships between the candidate and the Directors, the Company or its 5% shareholders; (b) a list of all current directorships in other listed companies; (c) details of other principal commitments; and (d) any shareholding (including immediate family's shareholding) in the Company and its related corporations.

The NC meets with each shortlisted candidate personally to assess suitability and to ensure that the candidate is aware of the expectations and the level of commitment required. Thereafter, the NC makes a recommendation to the Board for approval.

During FY2025, as part of the Board renewal exercise and succession planning, the NC conducted the search of potential candidates for Board appointments. The exercise is guided by the Board Succession Planning Policy, supported by the service tenure chart of the Board, the checklist process, the Board Skills Matrix and the Board Diversity Policy. After identifying several candidates through internal and external searches with third-party firms, the NC evaluated them based on the established criteria and eventually shortlisted Ms Ong Yin Suen, and recommended her to the Board for approval. As Ms Ong was appointed on 1 October 2025, in accordance with the Company's Constitution, she will retire and seek re-election at the forthcoming AGM to be held on 17 April 2026.

Key Information of Directors

Key information regarding the Directors including academic and professional qualifications, membership or chairmanship in the Group's Board Committees, date of first appointment and last re-appointment, directorships or chairmanships

Corporate Governance

both present and those held over the preceding three years in other listed companies and other principal commitments are listed in the “Board of Directors” section of this Annual Report. Information on the Directors is also available on www.fareastorchard.com/en/board-of-directors-and-management.

Board Performance

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

Board Evaluation Process

The responsibilities of the NC include evaluating the performance and effectiveness of the Board, the Board Committees and the contribution by the Chair and each Director, based on a set of criteria. The Board and each Board Committee carefully considered the sample evaluation forms in SID’s NC Guidebook before preparing separate forms for evaluation of the Board, the ARC, the RC and the NC. These forms were specifically designed to focus on the specific roles and performance of the Board and each Board Committee. With the merger of the NC and RC into the NRC, a fresh evaluation form for evaluation of the NRC will be prepared for use from FY2026 onwards.

The annual evaluation process involves each Director completing performance evaluation forms on the Board and each relevant Board Committee on which he/she is a member of, including the chair of such Board Committee. Each Director is also to complete a self-assessment performance evaluation form. Directors are encouraged to provide comments or suggestions for improvement in these forms.

The results of the performance evaluations are taken into consideration when the NC conducts its regular review in consultation with the Board Chair, on the appropriate composition for the Board and Board Committees and whether it would be appropriate or beneficial to propose changes to such composition.

The Company subscribes to a secure electronic board portal and utilises its survey tools to conduct the annual evaluation process. The findings from the performance evaluation forms are collated and presented by the Company Secretary to the NC for review. The NC considers the actions appropriate or beneficial to improve the corporate governance and effectiveness of the Board and Board Committees, before it presents the results of the evaluation exercise and its recommendations to the Board. The NC and the Board deliberated and agreed that in FY2025 the Board and each Board Committee was effective, and that the Board Chair and each individual Director have contributed to the effectiveness of the Board.

The NC agreed that there was no need to appoint any external facilitator to assist in the assessment for FY2025 and that it will suffice for the NC Chair to speak with the Directors individually on how to improve effectiveness of the Board and Board Committees.

Board and Board Committee Performance Criteria

The Board and each Board Committee are evaluated on a range of criteria including competencies, attendance, guidance provided in relation to the Company’s performance, degree of preparedness, participation and candour of Directors, contribution to effective risk management, timeliness in response to resolution of issues, adequacy and conduct of Board and Board Committee meetings, engagement and collaboration, independence and objectivity, succession planning, and communication lines with Management and shareholders.

The Board is committed to guide the Company towards achieving its growth targets identified in the Company’s 5-year business plan.

Individual Director Evaluation

For FY2025, the NC took note of each Director’s attendance and preparation for Board and relevant Board Committee meetings, constructive participation in discussions, and application of skillset to the decision-making process. When assessing the contribution of each individual Director to the Board, each NC member abstains from assessing on his/her own performance as a Director to avoid any conflict of interest.

REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

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

RC Composition and Key Terms of Reference

The RC comprises three NEDs, the majority of whom, including the RC Chair, are independent.

FY2025 RC Composition

Mr Shailesh Anand Ganu	(ID) as RC Chair
Mdm Ee Choo Lin Diana	(NI-NED)
Ms Ku Xian Hong	(ID)

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The principal functions of the RC under its terms of reference are to:

- a. review and recommend to the Board, a formal and transparent procedure for determining the remuneration of the Company's Directors, including NEDs and the Executive Director(s);
- b. review and recommend to the Board, a remuneration framework for Directors' fees (covering all aspects of remuneration) and the appropriateness of remuneration awarded to attract, retain and motivate Directors, having regard to factors including but not limited to the effort, time spent and responsibilities of the Director;
- c. review and recommend to the Board, a remuneration framework for KMP (including the Group CEO), with remuneration packages designed to align interest with shareholders and the Company's long-term goals, promoting long-term corporate value creation;
- d. review and recommend to the Board, proposed performance measures and targets for any performance-related pay schemes operated by the Company, and specific remuneration packages for each KMP covering all aspects of remuneration, including but not limited to salaries, allowances, bonuses, options and long-term incentives;
- e. review the design of all short-term and long-term incentive plans for approval by the Board and shareholders, with consideration of the use of long-term incentives such as share schemes (if appropriate) for KMP;
- f. review the level and structure of pay and employment conditions for KMP relative to internal and external peers from companies in the same industry to ensure that KMP are appropriately remunerated;
- g. oversee any major changes in employee benefits or remuneration structures and review the ongoing appropriateness and relevance of the Company's remuneration policy; and
- h. ensure that contractual terms and any termination payments for KMP are fair to the individuals and to the Company, and that poor performance will not be rewarded.

In FY2025, the RC held three meetings, during which the RC carried out all its principal functions as listed above.

The Board approved on 27 February 2026 the merger of the NC and RC into the NRC, and for RC responsibilities to be undertaken by the NRC in accordance with its terms of reference, effective from the conclusion of the forthcoming AGM. The NRC will be reconstituted with a refreshed membership as part of the merger. Please refer to the Company's announcement dated 27 February 2026 on the Change in Composition of the Board and Board Committees for more details.

RC's Access to Advice on Remuneration Matters

The RC has access to appropriate advice from the Head of Human Resources, who is invited to all RC meetings. The RC may also seek external expert advice on the remuneration of Directors and employees as and when the need arises. In its deliberations, the RC takes into consideration industry practices and norms in compensation, the Group's relative performance to the industry, and the performance of individual Directors.

Remuneration Framework

The RC reviews and recommends to the Board a general framework of remuneration for the Board as well as the entire Group, with a goal to recruit, motivate and retain employees through competitive compensation. The RC annually reviews the overall annual increment and bonus framework for Group employees, before putting forth its recommendations to the Board for approval.

The RC reviews and recommends to the Board the specific remuneration packages for the Executive Director/Group CEO and the other KMP upon recruitment. Subsequently, various aspects of their remuneration will be reviewed by the RC for recommendation to the Board from time to time, and the Board will annually assess their performance and approve their remuneration.

Individual Directors do not participate in any decisions concerning their own remuneration.

The Directors' Fees framework is evaluated for appropriateness, taking into account the level of contribution, the responsibilities and obligations of the Directors, the prevailing market conditions, the most recent benchmarking report (if any) and referencing the Directors' Fees against comparable and independent benchmarks. Benchmarking study is conducted to ensure that the remuneration structure for the Board is appropriate to attract, retain and motivate the Directors to provide good stewardship to the Company. The most recent benchmarking study was done independently by Mercer in FY2024 through to FY2025 on the remuneration of NEDs. The RC has reviewed and recommended to the Board the updated framework. After considering the RC's recommendation, the Board approved the revised Directors' Fees framework effective from FY2025. The revised Directors' Fees framework is presented under Principle 8 of this Report. With the merger of the NC and RC into the NRC, the RC has recommended, and the Board has approved, the fees payable to the NRC following its constitution.

Service Contracts

The RC has reviewed the Company's obligations arising in the event of termination of the Executive Director/Group CEO and other KMP's service contracts and is of the view that such service contracts contain fair and reasonable termination clauses which are not overly generous nor reward poor performance.

Corporate Governance

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.

Remuneration of Executive Director and KMP

The Company has one Executive Director who is the Group CEO, Mr Alan Tang Yew Kuen. He does not receive any Directors' fees, as his Group CEO remuneration package is inclusive of his executive directorship responsibilities. The identities of the top five KMP (who are not Directors or the Group CEO) are set out in Principle 8.

The service contracts of the Company's Executive Director/ Group CEO and the other top five KMP comprise both fixed and variable components. The fixed component comprises base salary, fixed allowances, and central provident fund contributions. The variable component comprises a cash-based annual short-term incentive (that is performance-related and is linked to the Company's and the individual's performance) and a long-term incentive scheme as detailed below. In structuring their remuneration packages, the RC and Board take into account the performance of the Group and the individual, and risk policies of the Group, so as to be symmetric with risk outcomes and sensitive to the time horizon of risks. The variable components are designed to align remuneration with the interest of shareholders and to promote the long-term success of the Group.

The RC and Board annually assess and evaluate the performance of the Group CEO and other top five KMP with reference to the performance metrics tied to the Group's long-term strategic objectives. The RC and the Board have deliberated and are assured that the current level and structure of the remuneration of the Company's Executive Director/ Group CEO and the other top five KMP are aligned with the interest of shareholders, long-term success and risk management policies of the Company, and are appropriate to retain and motivate them to successfully manage the Group for the long-term.

Long-term Incentive ("LTI")

The Group has a LTI scheme for KMP and selected senior executives. Through the LTI scheme, the Group seeks to drive long-term business value creation, and ensure the alignment of longer-term interests among the LTI participants and those of shareholders and stakeholders. Through the LTIs, the Group seeks to motivate and retain key talents that are responsible for achieving the Group's long-term objectives.

The LTIs are cash-based, with a forward-looking three-year performance period, and performance metrics tied to the Group's long-term strategic objectives. Since FY2023, the LTI includes ESG targets to achieve the Group's long-term strategic sustainability objectives. Aligned with strong pay-for-performance principles, LTI outcomes are not guaranteed, and are subject to the achievement of stretched goals and long-term priorities set by the Board. As the LTIs are cash-based, they do not dilute the current shareholders of the Company. The Group does not have any employee share scheme.

Remuneration of NEDs

NEDs are paid a base retainer fee that varies depending on whether he/she serves as Board Chair, or as an ID or a NI-NED. The NEDs receive additional fees if they serve as the Lead ID or as a chair or member of the various Board Committees. NEDs do not receive any variable incentives or equity grants. The remuneration framework and fee structure are presented under Principles 6 and 8 of this Report.

At the AGM of each financial year, the Company will seek shareholders' approval for the aggregate of the fees that may be paid to the Board in such financial year ("**Directors' Fees**"). NED fees were last revised in FY2025 following an independent bench-marking study on the remuneration of NEDs. Consistent with the prior year, a sum of up to S\$560,000 as total pool for the NED fees for FY2026 will be recommended by the Board for shareholders' approval at the forthcoming AGM.

The RC is of the view that the remuneration is appropriate to attract, retain and motivate the NEDs and they are not over-compensated to the extent that their independence and objectivity may be compromised.

Contractual Provisions for Executive Director and KMP

The Company's LTI scheme contains contractual provisions to reclaim vested or cancel unvested amounts from all LTI participants including the Executive Director/Group CEO and other KMP in the event of a breach of obligations, laws or regulations. There are no excessively lengthy or onerous removal clauses in their service contracts.

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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.

Annual Remuneration Report

For FY2025, there were no termination, retirement or post-employment benefits granted to any Director or KMP. The breakdown of the remuneration of Directors and KMP for FY2025 is reported below.

Disclosure of Directors and Group CEO's Remuneration

Breakdown of Level and Mix of Directors' Fees

Save for Directors' Fees, the Directors do not receive any other form of remuneration or payment from the Company. A breakdown showing the level and mix of the Directors' Fees for FY2025 is appended below:

	Fees Per Approved Framework (\$\$)
Base Retainer Fee:	
Board Chair	70,000
ID	50,000
NI-NED	50,000
Executive Director	Nil
Lead ID	17,000
Board Committees:	
Audit & Risk Committee	
- Chair	38,500
- Member	19,000
Remuneration Committee	
- Chair	17,500
- Member	9,500
Nominating Committee	
- Chair	17,500
- Member	9,500

If a NED is nominated by the Company to the board of a JV company, or a company in which the Group has shareholding interests, the RC will recommend to the Board for approval, additional Director fees, with the quantum dependent on the level of activities and responsibilities.

Breakdown of Directors' Fees Received by Each Director

A further breakdown of the aggregate Directors' Fees received by each Director for FY2025 is appended below.

Name of Director	Aggregate Director Fee (\$\$)
Koh Kah Sek	79,500
Ramlee Bin Buang	115,000
Alan Tang Yew Kuen	Nil
Ee Choo Lin Diana ⁽¹⁾	133,500
Shailesh Anand Ganu	67,500
Ku Xian Hong	77,000
Chan Hon Chew	69,000
Ong Yin Suen ⁽²⁾	12,500

Notes:

⁽¹⁾ The Directors' Fees received by Mdm Ee include fees for her directorships on the board of FEHH (\$\$10,000), Toga Hotel Holdings Pty Limited (director and member of the ARC of the trustee board) (\$\$25,000), and Homes for Students Limited (\$\$20,000).

⁽²⁾ Ms Ong was appointed as a Director on 1 October 2025.

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Disclosure of Remuneration of the Group CEO

The remuneration of the Group CEO for FY2025 is disclosed as follows:

Group CEO	Base Salary ⁽¹⁾ (S\$)	Short-term Incentives (S\$)	Long-term Incentives ⁽²⁾ (S\$)	Benefits- in-kind (S\$)	Total (S\$)
Alan Tang Yew Kuen	626,963 (54.5%)	229,122 (19.9%)	235,232 (20.5%)	58,117 (5.1%)	1,149,434 (100.0%)

Notes:

⁽¹⁾ Inclusive of allowances and Central Provident Fund contributions.

⁽²⁾ LTI amount is the value of contingent award granted in 2025. Payment is not guaranteed, and is subject to achievement of performance conditions over the period from 1 January 2025 to 31 December 2027.

Disclosure of Remuneration of KMP

The compensation of the KMP consists of salary, allowances and bonuses. Bonuses are conditional upon the KMP and the Group meeting certain performance targets. A proportion of the remuneration of the KMP is linked to the Group and individual performances.

The Group's top five KMP (who are not Directors or the Group CEO) in FY2025 are listed below. The aggregate of the total remuneration paid to them is S\$2,339,402. Their remuneration is also disclosed in percentage terms and in bands of S\$250,000 as follows.

KMP	Designation	Base Salary ⁽¹⁾ %	Short-term Incentives %	Long-term Incentives ⁽²⁾ %	Benefits- in-Kind %
S\$500,000 - S\$749,999					
Kiong Kim Hock Arthur ⁽³⁾	Managing Director, Far East Hospitality	78.1	9.2	9.5	3.2
Joanna Gok Yin Yin	CFO				
Mark Rohner ⁽⁴⁾	Managing Director, Far East Hospitality				
S\$250,000 - S\$499,999					
Tan Thiam Soon	Head of Human Resources				
S\$249,999 and below					
Yang Zejian ⁽⁵⁾	Managing Director, PBSA Business				

Notes:

⁽¹⁾ Inclusive of allowances and Central Provident Fund contributions.

⁽²⁾ LTI amount is the value of contingent award granted in 2025. Payment is not guaranteed, and is subject to achievement of performance conditions over the period from 1 January 2025 to 31 December 2027.

⁽³⁾ Mr Arthur Kiong will retire from the Group on 30 April 2026. As part of a planned leadership transition, he stepped down from his role as Managing Director of Far East Hospitality on 31 December 2025 and is serving as Consultant from 1 January to 30 April 2026.

⁽⁴⁾ Mr Mark Rohner was Deputy Managing Director until 31 December 2025 and took over as Managing Director of Far East Hospitality on 1 January 2026.

⁽⁵⁾ Mr Yang Zejian was appointed as Managing Director, PBSA Business on 8 September 2025.

Corporate Governance

No Employees with Relationships with a Director or the Group CEO or Substantial Shareholder of the Company

None of the Company's substantial shareholders are employees. There are no Company employees who are an immediate family member of a Director or the Group CEO or a substantial shareholder of the Company.

Relationships between Remuneration, Performance and Value Creation

The Company considers the achievement of sustainable income and long-term capital growth, and the provision of consistent and sustainable ordinary dividend payments on an annual basis, to be value creation for its shareholders. The Group also views the continuous enhancement of its sustainability practices to be value creation for its stakeholders.

The variable component of the remuneration of the Executive Director/Group CEO and other KMP is tied to certain performance conditions of the Group, including financial targets such as revenue and profit, and non-financial targets such as guest/customer satisfaction levels and sustainability targets. These performance conditions align the Executive Director/Group CEO and other KMP with the short-term and long-term interests of the Group. The variable component of their remuneration was paid in accordance with those performance conditions which were met.

ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

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

Accountability of the Board and Management

The Board conducts itself in ways that deliver optimal sustainable value to the shareholders based on available information. The Board promotes best practices in providing timely and full disclosure of material information in compliance with the statutory reporting requirements. The Board is accountable to shareholders and is responsible for providing a balanced and understandable assessment of the Group's performance, position and prospects through SGXNet announcements on a half-year and full-year basis as well as timely announcements of other matters as prescribed by the relevant rules and regulations.

The half-year unaudited financial results and full-year results of the Group for FY2025 were announced within the deadlines prescribed by the Listing Rules. In addition, the Company also provides voluntary interim business updates.

Compliance with Legislative and Regulatory Requirements

In preparing the financial statements, the Board has selected suitable accounting policies and applied them consistently. The Board has made judgements and estimates that are reasonable and prudent and ensures that all applicable accounting standards have been followed.

The Board has taken adequate steps to ensure the Company's compliance with legislative and regulatory requirements, including requirements under the Companies Act and Listing Rules, for instance, by publishing its annual report, holding its AGM and making announcements of material corporate developments in a timely manner within required deadlines. Announcements are reviewed and approved by the Board before they are published. Relevant policies are also instituted, for example, the Company has a data protection policy and appointed data protection officers to oversee compliance with relevant data protection regulations in Singapore and overseas.

The Group has put in place a procedure to screen relevant identified entities and/or individuals dealing with the Group for compliance with the applicable sanction laws and regulations.

The Company confirms that undertakings under Rule 720(1) of the Listing Rules have been obtained from all its Directors and Executive Officers (as defined in the Listing Rules) in the format set out in Appendix 7.7 of the Listing Rules.

Management Accounts

Management provides the Board with management accounts on a quarterly basis and other information in connection with matters or transactions which require Board approval. In this way, the Board is kept abreast of the operations, financial performance, position and prospects of the Group.

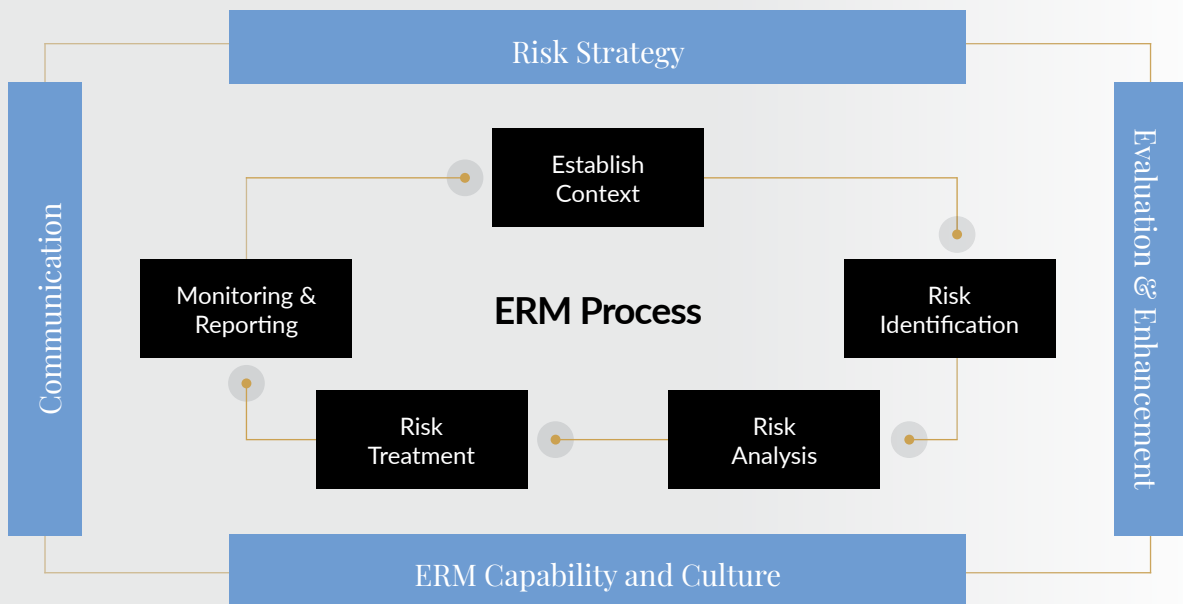
Risk Management and Internal Control Systems

The Company has in place a sound system of risk management and internal controls to address material strategic, financial, operational, compliance, technological and sustainability risks, safeguarding the interests of stakeholders and assets of the Group.

The Board is responsible for risk governance, including determining the Company's risk appetite, risk tolerance levels, risk policies, as well as overseeing the design, implementation and monitoring of the Company's risk management and internal control systems. All significant matters relating to risk and internal controls are reported to the ARC and the Board for review.

The Group's ERM framework integrates with ESG (being environmental, social and governance areas) to assure consistent and robust risk management practices across the Group's operations. Key Risk Indicators ("KRIs") are defined with specific thresholds to ensure that the Group operates within the prescribed risk appetite. The risk appetite statements, and KRIs' thresholds are considered and endorsed by the ARC and the Board. The ERM framework also sets out the appropriate risk mitigation

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strategy for different aspects of business risks and adopts a zero tolerance approach towards non-compliance with laws and regulations, breaches of health and safety requirements, corruption, bribery, graft and fraudulent activities. It provides Management with a formal framework and structure to systematically identify, assess and monitor key risks, and to optimise resources in mitigating residual risks. The ERM framework encompasses an evaluation process to determine its adequacy and effectiveness; and accords appropriate improvements to the framework and process where relevant. The framework is reviewed annually, taking into consideration the changing business landscape, strategy and expansion of the Group's operations, including acquisitions. References were drawn from the Corporate Governance Council Risk Governance Guidance for Listed Boards (issued in 2012) and ISO 31000 (Risk Management Principles and Guidelines) when conceptualising this framework.

The Group has established BCPs across all business units. These BCPs outline response and recovery procedures designed to ensure that operations can continue with minimal disruption when unforeseen events occur. In addition, the Group maintains a crisis management policy ("CM Policy") that sets out the overall response framework, including escalation protocols and communication processes. This policy was approved by the ARC and the Board following a comprehensive review. Both the BCPs and the CM framework are integral components of the Group's ERM system.

In FY2025, the Company completed the second stage of the phased acquisition of HFS, following which HFS became a subsidiary of the Company. In conjunction with the acquisition, the Company undertook a structured post-acquisition integration process to align HFS' risk management, internal control and sustainability frameworks with those of the Company. This integration process

included the assessment and alignment of HFS' policies, processes and controls relating to risk management, internal controls, compliance and sustainability reporting, to ensure consistency with the Company's established governance, risk and sustainability standards, which the ARC and the Board were kept apprised of.

The Group has established a risk matrix system where the key classes of risk are assessed and ranked, having regard to the likelihood of occurrence and the impact to the Group. Management conducts regular performance reviews and undertakes horizon scanning to identify and assess both current and emerging risks. Risks that fall outside existing classifications, or that have not yet fully materialised, are identified and tracked separately as "emergent risks" during quarterly MRSC discussions. Management exercises reasonable efforts to ensure that all risks (including emergent risks) remain within the limits and strategic parameters approved by the Board. The ARC and Board review the key risks of the Group quarterly. The key risks identified by the Group may be broadly categorised into the following:

Strategic Risks

These risks are multi-fold in nature and include changes in external market conditions such as oversupply of properties, competitive pricing in the market, fluctuations in guest or student numbers due to externalities such as political instability, terrorism, health warnings or other factors. The Group's approach to strategic risk management is to take a proactive approach with regular reviews of market developments and other external risk drivers such as macroeconomic trends and geopolitical developments affecting our areas of operations, business segments or asset classes. Any relevant ongoing topical matters are discussed at quarterly MRSC, ARC and Board meetings.

Corporate Governance

Financial Risks

The Group's activities are affected by various financial risks, including interest rates, foreign exchange, credit ratings and liquidity. We manage our liquidity and access to funds actively. Kindly refer to Notes to the Financial Statements ("Note") 31 for details of each of these risks.

Operational Risks

Operational risks include workplace health and safety matters, operational incidents, increase in operating costs, and various other issues that are generally ad hoc in nature. Additionally, our contracts and partnerships with vendors and suppliers expose us to third-party related risks, which we monitor periodically. The Group's key operational risk matters are reviewed quarterly by the Board, ARC and MRSC and specific aspects are summarised in the Sustainability Report.

Compliance Risks

The Group faces compliance risks such as changing government policies, rules and regulations relating to the hospitality and property businesses within the jurisdictions where the Group operates. The Group monitors such risks closely and any developments or key matters are discussed at quarterly MRSC meetings and further escalated to both the ARC and Board where appropriate.

Technological/Cybersecurity Risks

A disruption to critical IT systems could adversely affect the Group's business operations, while confidential information—including customers' personal data—may be vulnerable to cyber-attacks. To mitigate these risks, the Group conducts ongoing reviews of its IT infrastructure, security controls, and related policies and processes, implementing enhancements where necessary. Key risk indicators and cybersecurity matters are reviewed quarterly by both the MRSC and the ARC to ensure robust oversight and timely response.

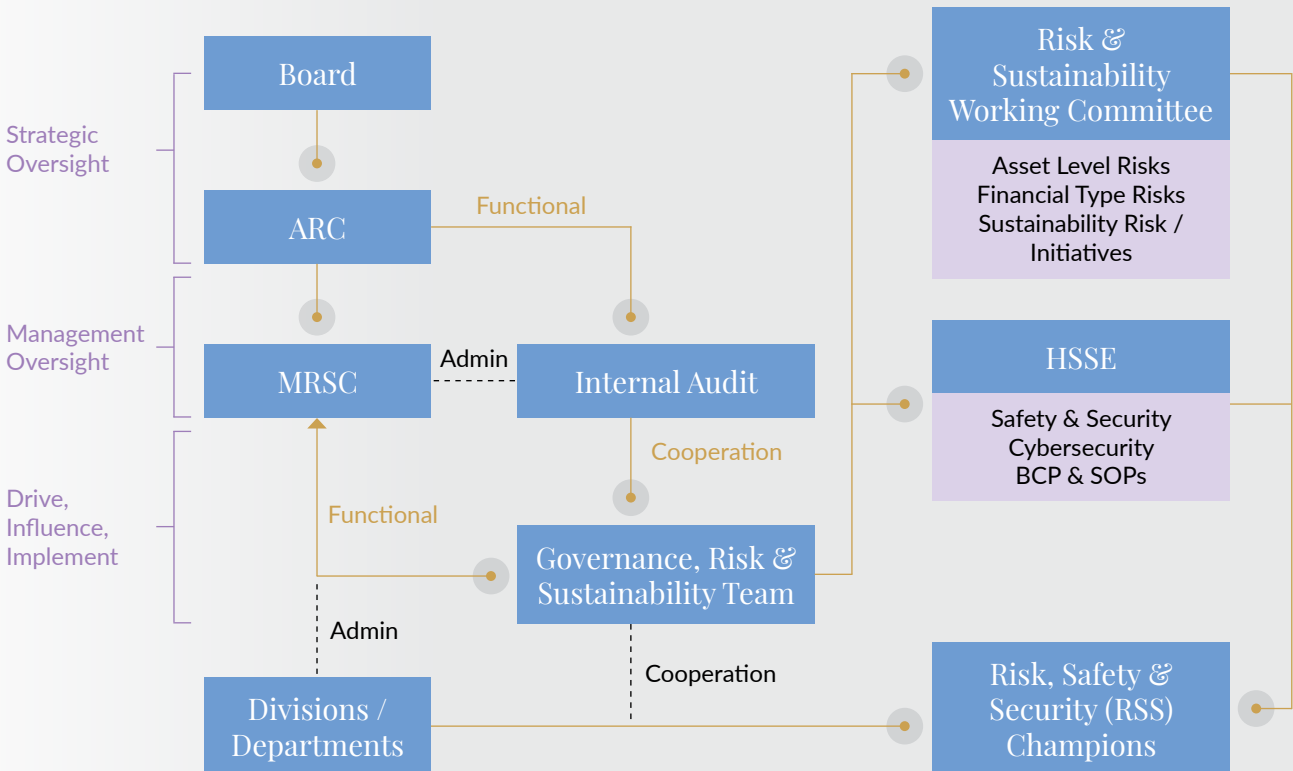
Sustainability Risks

Sustainability-related risks, including key ESG considerations, are monitored and discussed during quarterly MRSC meetings and subsequently reported to the ARC and the Board. The Group recognises its ESG responsibilities and the associated risks—particularly the physical and transition risks arising from climate change across our operating geographies. We actively implement a range of measures to address these risks, all of which are outlined in our Sustainability Report.

Risk Committees

The Company's structure to facilitate management of risks is set out below:

Risk & Sustainability Governance Model



Corporate Governance

Adequacy and Effectiveness of Risk Management and Internal Control Systems







The Board oversees, on a quarterly basis, the adequacy and effectiveness of the Group's risk management and internal control systems.

The ARC assists the Board in determining the nature and extent of the significant risks which the Board is willing to take in achieving its strategic objectives. The ARC considers the nature of the risks facing the Group and the extent to which these risks are acceptable, the likelihood of risks materialising and the Group's ability to reduce their occurrence and/or impact on the business, and the cost versus the benefit of managing such risks. The ARC also ensures that the internal auditors conduct reviews of the Group's internal controls, addressing material strategic, financial, operational, compliance, technological, and sustainability risks, and their relevant associated controls. The effectiveness of the risk management and financial management processes is also assessed.

The ARC is supported by the MRSC, which is headed by the Group CEO and comprises relevant KMP and senior executives from across the Group's business divisions as committee members. The MRSC supports the ARC in driving the risk management and sustainability efforts. The Group CEO and the CFO will also assess the reports from the internal auditors, external auditors and the MRSC before providing relevant assurance to the ARC and Board.

Following the completion of the second stage of the phased acquisition of HFS in FY2025, the ARC's assessment has broadened to cover the adequacy and effectiveness of the risk management and internal control systems to mitigate the risks facing HFS. Risks related to HFS' operations are included in the Group's ERM reporting framework and reported to both the ARC and Board on a quarterly basis.

The following table presents the policies and procedures that are in place to strengthen the adequacy and effectiveness of the Group's risk management and internal control systems, including measures that safeguard the health, safety, and well-being of our employees. The Group also conducts regular training for team members across a broad range of areas, such as personal data protection, competition law, workplace health and safety, operational risk management, and IT/cyber risk awareness. For key training programmes, employees are required to complete assessments to ensure they understand the training material and can apply it in their day-to-day work.

Strategic Risks 	a) CG Policy Manual b) ERM & Sustainability Risk Manual c) BCPs d) Whistle-blowing policy e) CM Policy
Financial Risks 	a) Foreign currencies & control procedures, including forex monitoring & hedging b) Interest rate hedging policy
Operational Risks 	a) HSSE Policy b) Emergency response plan and drills c) Service quality audits d) Workplace safety & health risk assessment procedures manual e) Employee safety handbook f) Code of Conduct
Compliance Risks 	a) Annual declaration of potential conflicts of interest b) Anti-Bribery and Corruption Policy c) Company's Code of Conduct and Employee Handbook covering: - Compliance with Competition Act - Usage of social media d) External and Internal audits e) Securities Trading Policy f) Board Diversity Policy g) Dividend Policy h) Investor Relations Policy i) IPT procedure
Technological/ Cybersecurity Risks 	a) Information Security Management Policy b) Personal Data Protection Policy c) Artificial Intelligence Use Governance & Guidelines
Sustainability Risks 	a) Sustainability Manual

Corporate Governance

Although the Board acknowledges that it is responsible for the overall internal control framework, it also recognises that no cost-effective internal control system will preclude all errors and irregularities. The system of risk management and internal controls is designed to mitigate and reduce rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable, but not absolute, assurance against material misstatements or losses and any other potential non-systemic risk event such as human error, accidents or deliberate crime. The Board is satisfied that the system of risk management and internal controls that the Group has in place to identify and manage relevant and material business risks, provides reasonable assurance against material financial misstatements or losses, and ensures the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with legislation, regulations and industry best practices.

Assurance from Group CEO and relevant KMP

The Board has received assurance:

- (i) from the Group CEO and the CFO that the financial records have been properly maintained and the audited financial statements give a true and fair view of the Group's operations and finances; and
- (ii) from the Group CEO and the MRSC (which comprises relevant KMP and other employees) who are responsible for the adequacy and effectiveness for the Group's risk management and internal control systems, that the Group's risk management and internal control systems are adequate and effective in addressing the relevant and material risks of the Group in its current business environment, including material strategic, financial, operational, compliance, technological and sustainability risks.

Having reviewed the periodic reports by Management, internal auditors, external auditors and the procedures in place, as well as the assurances set out above, the Board, with the concurrence of the ARC, is of the view that the Group's system of risk management and internal controls is adequate and effective to address material strategic, financial, operational, compliance, technological and sustainability risks of the Group in its current business environment.

Audit & Risk Committee

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

ARC Composition and Key Terms of Reference

The ARC comprises three NEDs, the majority of whom, including the ARC Chair, are independent.

FY2025 ARC Composition

Mr Ramlee Bin Buang	(Lead ID) as ARC Chair
Mdm Ee Choo Lin Diana	(NI-NED)
Mr Chan Hon Chew	(ID)

At the conclusion of the forthcoming AGM where Mr Ramlee retires as a Director, Mr Chan Hon Chew will be appointed as ARC Chair and Ms Ong Yin Suen will be appointed as ARC Member. Please refer to the Company's SGX announcement on Change in Composition of the Board and Board Committees made on 27 February 2026 for details.

The ARC assists the Board in discharging its responsibility to safeguard the Group's assets, maintain adequate accounting records, and develop and maintain adequate and effective risk management and internal control systems.

Expertise of ARC Members

The Board is of the view that all members of the ARC have recent and relevant accounting and/or related financial management expertise and experience to discharge their responsibilities as members of the ARC.

Authority of ARC

The ARC has explicit authority to investigate any matter within its terms of reference. The ARC has full access to and the co-operation of Management, internal auditors, external auditors and in addition, has absolute discretion to invite any Director, Executive Officer (as defined in the Listing Rules) or any employees of the Group to attend its meetings, as it deems necessary. External expert advice is available to the ARC as and when the need arises, to enable it to discharge its functions properly, at the Company's expense.

Role and Responsibilities of ARC

The principal roles and responsibilities of the ARC under its terms of reference are to:

- a. review the significant financial reporting issues and judgements to ensure the integrity of the financial statements of the Group and any announcements relating to the Company's financial performance;

Corporate Governance

- b. review annually the adequacy and effectiveness of the Group's risk management framework and material internal controls including controls for strategic, financial, operational, compliance, technological and sustainability risks of the Group;
- c. review the assurance from the Group CEO and the CFO on the financial records and financial statements;
- d. review the audit plans and reports by the internal auditors;
- e. review all non-audit services provided by the external auditors to ensure that any provision of such services would not affect the independence and objectivity of the external auditors;
- f. make recommendations to the Board on the appointment, re-appointment and removal of the external auditors, and approve their remuneration and terms of engagement;
- g. review the adequacy, effectiveness, independence, scope and results of the external audit and the Group's internal audit function;
- h. identify and mitigate business risks;
- i. review significant sustainability reporting issues and assess whether the annual sustainability information reflects the principles of the selected sustainability reporting framework;
- j. review IPTs, if any; and
- k. provide oversight and monitoring of whistle-blowing, including review of the policy and ensure arrangements are in place for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on.

In its review of the financial statements of the Group and the Company for FY2025, the ARC bore in mind voluntary Practice Guidance 10 as it discussed with Management regarding the identification of matters that could significantly affect the integrity of the financial statements ("**significant financial reporting matters**"). The discussion included an assessment of the accounting principles and critical judgements applied by Management and the clarity of the relevant disclosures in the financial statements. The significant financial reporting matters identified, which are consistent with the key audit matters identified by the external auditors, and the ARC's commentaries are set out as follows:

Key Audit Matters	How these issues were addressed by the ARC
Valuation of investment properties, and land and buildings classified under property, plant and equipment (" PPE ")	<p>The ARC reviewed the outcomes of the annual valuation process and discussed the details of the valuation with Management, focusing on investment properties and land and buildings classified under PPE which registered higher fair value gains or losses during the period under review.</p> <p>The ARC considered the techniques and key assumptions applied by the external valuers in arriving at the valuation of the investment properties and PPE.</p> <p>The ARC also considered the findings of the external auditors, including their assessment of the appropriateness of valuation techniques and the underlying key assumptions applied in the valuation.</p> <p>The ARC was satisfied with the valuation process, the techniques used and the valuation outcomes adopted and disclosed in the financial statements.</p> <p>Refer to Notes 16, 17, 19 and 20 for details of the relevant valuations.</p>
Impairment assessment of goodwill	<p>The ARC reviewed the outcome of the annual goodwill impairment assessment process and discussed the details of the impairment assessment with Management, focusing on the key assumptions and judgements applied on the cash flow projections and key inputs used including discount rates and terminal growth rates.</p> <p>The ARC also considered the findings of the external auditors, including their assessment of the appropriateness of valuation methodologies and the underlying key assumptions applied.</p> <p>The ARC was satisfied with the valuation methodologies applied, the appropriateness of the key assumptions applied and the conclusion of the impairment assessment of goodwill.</p> <p>Refer to Note 22 for details of the goodwill impairment assessment.</p>

Corporate Governance

Meetings with External Auditors and Internal Auditors without Management

In FY2025, the ARC met twice with the external auditors without the presence of Management. The first private meeting was held with PricewaterhouseCoopers LLP (“PwC”) in February 2025 prior to PwC’s retirement at the AGM held in April 2025. The second private meeting was held with Deloitte & Touche LLP (“Deloitte”) in August 2025 following Deloitte’s appointment as the Company’s external auditor at the AGM in April 2025.

In addition, the ARC met four times with the internal auditors, an independent firm RSM SG Risk Advisory Pte Ltd (“RSM”), without the presence of Management. These private meetings enabled the external auditors and internal auditors to raise issues directly to the ARC, if any, encountered during their audits.

During FY2025, PwC was invited to two ARC meetings that took place prior to its retirement. Deloitte was invited to four ARC meetings, including one meeting prior to its formal appointment as external auditor as part of the transition process. RSM was invited to four ARC meetings during FY2025.

Independence of External Auditors

The ARC is primarily responsible for proposing the appointment and removal of the external auditors. Deloitte was appointed as the Company’s external auditor in place of PwC at the AGM held in April 2025.

As part of its annual assessment, the ARC reviewed Deloitte’s independence and objectivity. In FY2025, Deloitte did not provide any non-audit services to the Company and its subsidiaries, and accordingly the total non-audit fees were nil. The details of the total audit fees, total non-audit fees and total fees payable to Deloitte and its network of member firms for services provided to the Company and its subsidiaries for FY2025 are set out in the table below.

Fees Payable to Deloitte for FY2025	S\$	Percentage
Total Audit Fees	781,000	100%
Total Non-Audit Fees	-	-
Total Fees	781,000	100%

The ARC also evaluated the quality of work carried out by Deloitte based on the Audit Quality Indicators (“AQIs”) Disclosure Framework published by the ACRA and was satisfied with the independence, objectivity and performance of Deloitte. Measures are in place to continuously monitor and ensure the effectiveness of the external audit function to maintain high standards.

All local subsidiaries of the Company that are required to have their accounts audited have appointed Deloitte as their

external auditor. The Company has two local significant associated companies, each of which has appointed a different audit firm as its external auditor. The Board and the ARC had reviewed, and were satisfied, that the appointment of different auditors for these local significant associated companies would not compromise the standard and effectiveness of the audit of the Group.

Each significant foreign-incorporated subsidiary and associated company of the Company (which is required to appoint an auditor) has appointed a suitable audit firm as its external auditor.

The Company is compliant with Rules 712, 715 and 716 of the Listing Rules in relation to its external auditors.

Whistle-blowing Policy (“WB Policy”)

The Company’s WB Policy, which was adopted in 2015, provides employees and external parties of the Group with an avenue to raise concerns in good faith, either with their identity kept confidential or on an anonymous basis, without fear of reprisals. Such concerns may relate to possible improprieties relating to the Group and its officers, including collusion, conflict of interest, violation of business ethics, unsafe work practices or other misconduct. The policy’s objective is to ensure that arrangements are in place for such concerns to be raised and independently investigated, with appropriate follow-up actions to be taken, while ensuring the whistle-blower is protected against detrimental or unfair treatment. The WB Policy is communicated to all employees during orientation together with the employee handbook and is also posted on the Group’s intranet system in three different languages, namely English, Mandarin and Malay.

During FY2025, following the completion of the second stage of the phased acquisition of HFS, the Company’s WB Policy and reporting channels were extended to HFS to ensure that employees and other relevant external parties associated with HFS have access to the same whistle-blowing arrangements and safeguards as those of the Company.

The ARC is responsible for the oversight and monitoring of the Company’s whistle-blowing arrangements. The communication channels for whistle-blowing reports are published on the Company’s website and are managed by the Company’s internal auditors (an independent professional services firm, RSM) who assist the ARC in the administration and enforcement of the WB Policy. The internal auditors report quarterly to the ARC on whether any whistle-blowing reports have been received. In accordance with the Company’s WB Policy, the identity of the whistle-blower is kept confidential, and unless required by law or with the whistle-blower’s prior consent, his/her identity will not be revealed by the internal auditors to the Group.

No whistle-blowing incidents were reported during FY2025.

The Company is in compliance with Rule 1207(18A) and (18B) of the Listing Rules in relation to its WB Policy.

Corporate Governance

Disclosure on the ARC's activities

In FY2025, the ARC held five meetings. In those meetings, the ARC reviewed, *inter alia*, the internal auditors' report on processes relating to IPTs and various reports on other areas of the Group's business, the internal auditors' audit plan and fees for the current financial year, the external auditors' final audit report, key audit matters, the performance and independence of the external auditors, the half-year and full-year announcements on financial statements, the Group's consolidated financial statements, the Group's half-year and full-year performance, the ERM and sustainability updates, and corporate governance matters.

The ARC has been kept abreast of any changes to the accounting standards and issues which have direct impact on the Group's consolidated financial statements by the CFO and the external auditors during FY2025.

ARC Member Restriction

None of the ARC members is a former partner or director of or holds any financial interest in, the Company's existing auditing firm or auditing corporation.

Internal Auditors

The ARC approves the appointment, removal, evaluation and fees of the outsourced internal audit function. During FY2025, the Group outsourced its internal audit function to an independent professional firm (RSM) to provide internal audit services.

The internal auditors report directly to the ARC Chair on internal audit matters and to the Group CEO on administrative matters. The internal auditors have unfettered access to the ARC, the Company's documents, records, properties and personnel.

Resource and Standing of Internal Audit Function

The ARC ensures the adequacy of the internal audit function by examining the scope of the internal auditors' work, the quality of their reports, their qualifications and training, their relationship with the external auditors and their independence of the areas reviewed. A digital tool known as Client Interactive Platform Application is deployed to facilitate continuous auditing to enhance the internal controls.

Qualification and Experience of Internal Auditors

RSM is a corporate member of the Singapore chapter of the Institute of Internal Auditors ("IIA") and is staffed with professionals with relevant qualifications and experience.

Professional Standards and Competency

RSM is guided by the International Professional Practices Framework (IPPF) issued by the IIA. Having assessed the functions and organisational structure of the internal auditors pursuant to the Standards for the Professional Practice of Internal Auditing of the IIA and its ten core principles, the ARC is satisfied that the internal auditors meet the requisite IIA standards, are adequately resourced, and have appropriate standing within the Group.

Independence, Adequate Resourcing and Effectiveness of Internal Audit Function

The ARC reviews, at least once a year, whether the internal audit function is independent, effective and adequately resourced. The ARC reviews and approves the internal audit plans and the resources required to adequately perform this function annually, to ensure the adequacy of the internal audit function. During the internal audit process, the internal auditors follow up on the identified inherent and operational risks of each business entity (as well as the content of any management letter issued by the external auditors) to ensure that the committed rectification measures have been implemented. In FY2025, RSM audited, *inter alia*, areas such as procurement, hospitality operations, centralised reservation, outsourcing management, and at the Group level, IPTs, sustainability reporting and risk management activities. Reports are provided by RSM with the recommended action steps to be taken, and remediation/rectification actions taken by Management. In addition, RSM conducts an internal Quality Assessment Review ("QAR") annually and an external QAR at least once every two years. The most recent internal and external QAR were conducted in September 2025 and October 2025 respectively and the summary of findings from both QAR were submitted to ARC for review. Following its review and assessment, the ARC was of the view that the internal audit function is independent, effective and adequately resourced.

Corporate Governance

SHAREHOLDER RIGHTS AND ENGAGEMENT

Shareholder Rights and Conduct of General Meetings

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

Effective Shareholder Participation

Shareholders are informed of general meetings at least 14 days in advance through notices published on SGXNet, Company's website, annual report and local newspaper. This allows shareholders sufficient time to consider the matters being discussed at the meetings. The procedures at general meetings are structured to facilitate shareholders to participation and engagement with the Directors.

In line with its commitment to environmental sustainability, the Company makes its annual reports available electronically via its website found under 'Publication' section. Annual reports are also available on SGXNet and shareholders may request for hard copies of annual reports if preferred.

Shareholder Opportunity to Participate in and Vote at General Meetings

Shareholders are entitled to participate effectively in and vote at all general meetings. The Company encourages all shareholders to attend its general meetings to stay informed of the Company's goals and strategies and to ensure a high level of accountability. During the AGM, the Group CEO will present the strategic focus, key financial highlights, business review, sustainability highlights and outlook to enhance insight and transparency on the Group's activities. Presentation materials are made available on SGXNet and the Company's website.

To facilitate engagement, the Chair also ensures there is sufficient time for shareholders to ask questions, and comprehensive answers are provided.

General meetings are held at a central location, which is easily accessible by public transportation. All resolutions at general meetings are voted by way of electronic poll for greater transparency in the voting process. A polling agent and independent scrutineer are appointed to handle and brief the e-polling voting procedures, and to count and validate the votes cast at the general meetings, respectively, to ensure that the poll process is properly carried out. Votes cast 'for' or 'against' each resolution, along with its respective percentages will be tallied and displayed 'live' on-screen immediately after each poll is conducted. The total number of votes cast 'for' or 'against' the resolutions and the respective percentages will also be announced via SGXNet promptly after the general meeting. This process was followed through for the Company's physical AGM on 25 April 2025 (the "AGM 2025").



Corporate Governance

Shareholders are invited to submit questions to the Company in advance of each AGM in relation to the resolutions tabled for approval. For AGM 2025, the notice of AGM 2025 was sent to shareholders on 8 April 2025, at least 14 calendar days before the AGM 2025. Shareholders were given at least seven calendar days from the publication of notice of AGM 2025 to submit their questions to the Company. All substantial and relevant questions received from shareholders by 15 April 2025 were publicly addressed, and the Company's responses were published on SGXNet and the Company's website on 17 April 2025, at least 72 hours prior to the closing date and time for lodgement of the proxy forms. Questions received after this deadline, as well as questions raised during AGM 2025, were addressed live by the Board and Management at the AGM 2025.

For the upcoming AGM on 17 April 2026, shareholders can again submit questions relating to the AGM resolutions in advance, and the Company will publish its responses on SGXNet and Company's website before the AGM.

Proxies

The Company's Constitution allows shareholders to vote in person, by proxy or by attorney, at general meetings. Corporate shareholders can also appoint a representative to vote in their stead. A shareholder may appoint up to two proxies to attend and vote in his/her stead at a general meeting through a proxy form or certificate of corporate representative sent in advance. For shareholders who hold shares through nominees such as Central Provident Fund Board and custodian banks, are able to attend and vote at general meetings under the multiple proxies regime. This process was followed through for the Company's AGM 2025.

Separate Resolutions at General Meetings

To safeguard shareholder interests and rights, at general meetings, each distinct issue is the subject of a separate resolution. All resolutions put to every general meeting of the Company are voted separately unless the resolutions are inter-dependent and linked so as to form one significant proposal. Detailed information on each item in the agenda of general meeting is provided in the explanatory notes to the notice of general meeting.

Attendees at General Meetings

The Company requests all its Directors, certain KMP, external auditors and external advisers to attend the Company's general meetings to address any questions raised by shareholders. Shareholders are given the opportunity to communicate their views and discuss with the Board and KMP after the general meetings.

All Directors, together with the Company's CFO, Financial Controller, Company Secretary, external auditors, internal auditors and external corporate governance and legal advisers attended the Company's AGM 2025.

Absentia Voting

The Company's Constitution provides that the Board may, at its sole discretion, approve and implement voting methods to allow shareholders an option to vote in absentia, such as online voting or voting by mail or electronic mail. Having considered that shareholders who are unable to attend in person may vote by proxy or by attorney, or in the case of a corporation, by a representative, and the various security and cost concerns related to absentia voting (with careful study needed to ensure that integrity of information and authentication of the identity of shareholders through the web are not compromised), the Company has refrained from implementing absentia voting.

Minutes of General Meetings

The Company prepares minutes of general meetings that include substantial and relevant comments or queries from shareholders relating to the agenda of the meetings, and responses from the Board and Management. The minutes of the AGM 2025 was published to SGXNet and the Company's website on 22 May 2025, within a month of the AGM 2024.

Dividend Policy

The Company's principle-based dividend policy is published on the Company's website. The Company is committed to achieving sustainable income and long-term capital growth for the benefit of shareholders, and will strive to provide consistent and sustainable ordinary dividend payments to its shareholders on an annual basis.

In considering any recommendation for dividend payment and the appropriate level of dividend, the Board will take into consideration various factors, including but not limited to the Group's:

- Cash position and liquidity requirements
- Gearing levels
- Retained earnings
- Actual and projected financial performance
- Capital requirements for expansion and business development
- General economic conditions and outlook

The Company has a scrip dividend scheme. Under this scheme, shareholders can elect to receive their dividends in the form of new fully paid-up ordinary shares in the Company ("Shares") instead of cash. This provides shareholders with the opportunity to acquire additional Shares without having to incur transaction or other related costs. Additionally, the Company benefits by retaining the cash that would otherwise be distributed, which can be reinvested to fund continuing growth and strategic initiatives of the Group. If the scrip dividend scheme is applied to any dividend, payment will be made in compliance with the Listing Rules.

Corporate Governance

The Board will review and refresh the dividend policy from time to time. The Company is aligned to the voluntary Practice Guidance 11 (Shareholder Rights and Conduct of General Meetings) as updated in December 2023.

Upon approval by shareholders at the general meeting and application of the Company's scrip dividend scheme, the Company pays the dividend in accordance with the Listing Rules to all shareholders within 35 market days after the record date.

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.

Shareholder Rights

The Company practises fair and equitable treatment to all shareholders and stakeholders. To facilitate the exercise of ownership rights, the Company provides timely, accurate and material information that may have a material impact on the price or value of the Company's shares, to enable shareholders to make informed decisions. Such information is shared through appropriate and accessible channels, including announcements on SGXNet, the Company's website, shareholders' meetings, annual reports, sustainability reports, shareholder circulars, news releases, investor presentations, as well as real-time stock information and historical share price data. The Frequently Asked Questions (FAQs) section on the Company's website provides supplementary information helping shareholders stay informed about the Company's operations and its approach to various matters.

Communication with Shareholders and Soliciting and Understanding Views of Shareholders

The Company recognises the importance of regular, effective and timely communication with its shareholders.

The AGM serves as the Company's main forum for dialogue where shareholders have the opportunity to express their views and ask questions regarding the Company. For the AGM 2025, shareholders were invited to submit questions relating to the AGM resolutions in advance, and the Company provided its responses both before and during the AGM.

In addition to the AGM, the Company maintains regular channels of communication with shareholders to solicit and understand their views. Shareholders may contact the IR

team via email at ir@fareastorchard.com, as published on the Company's website. The IR team responds to queries based on publicly available information, upholding the principle of no selective disclosure. The Company aims to respond to shareholder inquiries within one week, ensuring timely and transparent communication.

Investor Relations Policy and Contact

The Company has established an IR policy, which outlines the principles and practices for maintaining effective communication with shareholders and the investment community. The IR policy ensures that shareholders are kept well-informed through multiple communication channels, including annual and sustainability reports, shareholders' meetings, and financial results (both half-yearly and full-year), all of which are made available on the Company's website.

In line with the Company's commitment to transparency and engagement, senior management, including the Company's Group CEO and CFO, actively participate in dialogue with shareholders and investors. This direct involvement allows management to provide valuable insights into the Company's strategy and performance, and to address key shareholder concerns. The Company ensures that feedback from shareholders is effectively communicated to the Board, fostering a responsive and proactive approach to governance.

Shareholders can access the full IR Policy via the dedicated IR link on the Company's website www.fareastorchard.com/en/corporate-policies.

Disclosure of Information on a Timely Basis

The Company is committed to making timely, full and accurate disclosures in accordance with the Listing Rules and the Code. The Company is aligned to the voluntary Practice Guidance 12 (Engagement with Shareholders) effective from December 2023, pertaining to engagement with shareholders via interim updates (that are in addition to the mandatory financial statements). As part of its ongoing disclosure practices, the Company voluntarily issued, *inter alia*, two interim updates in May 2025 and November 2025, covering its first and third quarter business performance. These updates provide shareholders the Company's performance in the current business environment.

The Company also makes voluntary announcements on its strategy and corporate transactions from time to time, which are published on SGXNet and the Company's website. In FY2025, the Company issued voluntary announcements of, *inter alia*, acquisitions in Singapore and UK that are in the Company's ordinary course of business and the FEOR30 strategy, the Group's next five year strategic plan cycle.

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The Group has adopted half-yearly reporting since FY2020. Half-year financial results are released no later than 45 days after the end of the half-year period, while full-year financial results are published no later than 60 days from the financial year-end. The investor calendar is available on the Company's website at www.fareastorchard.com/en/investor-calendar.

Notices of general meetings, including explanatory notes, are dispatched to shareholders in a timely manner, in accordance with the legal requirements.

Beyond general meetings, the Company maintains continuous engagement with investors, analysts and the media to solicit and understand the views, while also providing updates on corporate developments. During FY2025, the Company held analyst and media engagement sessions to enhance transparency, update stakeholders on its performance, and strengthen its engagement with the investment community. Presentation materials from these sessions were made available on SGXNet and the Company's website.

For FY2025, the Company adhered to a blackout period of one month before announcing the Company's half-year and full-year financial results. During this period, the Company had limited interactions with investors and analysts and avoided commenting on financial results, operational performance and market outlook, except where required under the Listing Rules.

MANAGING STAKEHOLDER 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.

Identification and Engagement of Material Stakeholders

The Company identifies its material stakeholders as shareholders, employees, customers, business partners, and communities. These groups play a critical role in the Company's long-term success. The Company's Sustainability Report provides detailed information on these stakeholders and outlines how their relationships are managed and concerns are addressed. Their feedback is integral to the Group's strategic planning and decision-making processes.

Stakeholder engagement is facilitated through various communication channels, including general meetings, investor presentations, employee surveys, and ongoing dialogue with customers and business partners. Feedback from stakeholders is actively reviewed by the Board to ensure alignment with the Company's strategies.

The Company's policies such as the Stakeholder Engagement Policy, the Board Succession Policy, the Board Diversity Policy, the Dividend Policy and Scrip Dividend Scheme, the IR Policy, the Security Trading Policy and WB Policy, facilitate meaningful engagement with its material stakeholders. These policies uphold the Company's commitment to transparency, fairness, and accountability, ensuring stakeholders' rights are respected and that their interests are safeguarded.

For further details on the Group's engagement with its stakeholders, the Sustainability Report 2025 provides comprehensive insights into how the Company integrates ESG issues into its business practices. This report, available on the Company's website at www.fareastorchard.com/en/sustainability-overview, is prepared in accordance with GRI 2021 standards and is consistent with the recommendations.

Corporate Website

The Company maintains an up-to-date corporate website that serves as the primary communication hub for stakeholders. Key documents, including annual and sustainability reports, financial statements, voluntary updates, press releases, and other relevant materials, are readily accessible through the dedicated IR section at www.fareastorchard.com/en/investor-overview. This ensures that shareholders and the investment community have easy access to current information regarding the Company's performance, strategy, and developments.

To enhance accessibility, members of the public can subscribe to RSS feeds for real-time updates on all announcements and press releases issued by the Company. The Company's website also provides transparency on the Group's Code of Conduct, as well as its vision, mission, and corporate structure, offering stakeholders clarity on the Company's ethical framework and organisational priorities.

In addition, the Company stays connected with stakeholders through LinkedIn at sg.linkedin.com/company/far-east-orchard-ltd, where it regularly shares key developments and milestones.

Corporate Governance

ADDITIONAL INFORMATION

Business Conduct and Ethics

The Group is guided by its Code of Conduct and Employee Handbook which are published on the intranet, and which new employees receive and are briefed upon joining. The Code of Conduct and Employee Handbook explain the Group's core values, encapsulated in BUILD, which stands for Business with Grace, Unity, Integrity, Love and Diligence. The Group seeks to build and maintain a strong ethical organisational culture through its core values. All employees are required to read and acknowledge the Code of Conduct and Employee Handbook on an annual basis.

The Code of Conduct and Employee Handbook outline the standards of ethics and behaviour in the way the employees are to conduct themselves in relationships with customers, suppliers, business partners and colleagues. They address several aspects including confidentiality, conflict of interest, the offering and receipt of gifts, entertainment, business dealings, intellectual property, workplace conduct, workplace health and safety, discipline, grievance handling and whistle-blowing.

The Group believes in applying ethical and transparent business practices across the value chain to maintain business continuity and market reputation, including the upholding of customer privacy. The Group's Anti-Bribery and Corruption Policy affirms its zero-tolerance approach to bribery and corruption. The Group has a Competition Compliance Manual which forms part of the Employee Handbook. This Manual reminds Directors, employees and representatives of the Group's commitment to compliance with the Competition Act of Singapore and to maintain the highest level of ethics in the conduct of its business. It was developed to help these stakeholders understand the basic principles of the Group's competition law compliance policy.

The Group's policies and work procedures incorporate internal controls to ensure adequate checks and balances are in place, and to help detect and prevent any form of fraud, bribery or dishonesty by employees.

Creditors' Rights

The Group values its suppliers and vendors and is committed to safeguarding creditors' rights and acknowledges the importance of paying invoices, especially those of small businesses, in a timely manner. It is the Group's practice to agree terms with suppliers and vendors when entering into contracts. The Group negotiates with suppliers and vendors on an individual basis and meets its obligations accordingly.

The Group also protects creditors' rights through the presence of debt covenants in some of its loans including maintaining debt to equity and interest coverage ratios and

fulfilling them. The Group monitors and maintains a level of cash and cash equivalents and enough standby credit lines to meet its financial obligations.

Health, Safety and Well-Being of Customers and Employees

The health, safety, and well-being of our customers and employees remains the Group's utmost priority. Our health and safety processes are regularly reviewed to ensure the high standards across our operations. In 2025, the Group's HSSE policy was reviewed by Management to cover additional areas that are relevant to our operations and the updated policy rolled out on 1 January 2026. The policy underscores our commitment to providing a safe, healthy, and secure environment for employees, contractors, visitors, and guests. By consistently adhering to national safety regulations, strengthening our policies and procedures, and engaging employees in proactive risk management and training, we reaffirm our commitment to maintaining a safe and healthy workplace for all stakeholders.

As part of our risk management framework, we have established regular workplace inspections, risk assessments, and incident reporting processes to identify and mitigate potential hazards. In response to musculoskeletal injuries being among the top workplace accident concerns in 2024, ergonomic training was conducted in 2025 for all employees, alongside mental well-being talks to support overall employee health and safety.

For the health, safety, and hygiene of our guests, the CARE Programme (Clean And Repair Everything) remained in place at our Singapore hospitality properties, ensuring stringent standards for guest assurance. The programme targets 100% completion across all properties, with a dedicated annual cycle of deep cleaning and engineering maintenance for every guest room.

Health, safety and wellbeing of employees, contractors, visitors, and guests to our properties are always foremost on our agenda and the Group remains fully committed to ensure this remains as a pillar of our hospitality operations.

Dealings in Securities

The Securities Trading Policy is an internal compliance code devised and adopted by the Company as a listed issuer, to provide guidance on dealings in its securities. The policy is guided by the Principles of Best Practice - Handling of Confidential Information and Dealings in Securities issued jointly by the SGX-ST with other associations in December 2017, the Corporate Disclosure Policy in the Listing Rules and prevailing provisions of the Securities and Futures Act. The policy reflects the Company's commitment to the best practices outlined in Rule 1207(19) of the Listing Rules.

Corporate Governance

The policy is reviewed as and when appropriate, and the last update was in FY2024. The policy applies to the Company, its principal subsidiaries, their officers, certain management personnel, and any persons who come into possession of material information of the Group before its public release.

On an annual basis, the Company circulates its Security Trading Policy to its officers (including the Directors of the Company and its principal subsidiaries, persons employed in an executive capacity and the Company Secretary) and any persons who come into possession of material information of the Group before its public release. These individuals are reminded to refrain from dealing in the securities of the Company:

- (i) during one month before and up to the date of announcement of the half-year and full-year results, and for the two-week period before scheduled announcements of key business updates; and
- (ii) on short term considerations.

The Company has consistently complied and will continue to comply with Rule 1207(19) of the Listing Rules, by observing the aforesaid blackout periods for any dealing in its securities.

In addition, the Company issues a quarterly circular to the officers of the Company and its principal subsidiaries reminding them of the prohibited period from dealing in the Company's securities before the release of the results, key business updates and at any time if they are in possession of unpublished material price-sensitive information.

Material Contracts

Save for the transactions set out in the Company's circular to shareholders dated 24 June 2013 and the related parties transactions as disclosed in the Financial Statements and this Annual Report, no material contract involving the interests of any Director or controlling shareholder of the Group has been entered into by the Company or any of its subsidiaries during the financial year and no such material contract is subsisting as at 31 December 2025.

IPTs

The Company has established a policy on how proposed IPTs are to be reviewed and approved, to ensure IPTs are conducted fairly and on an arm's length basis. The IPT policy is detailed in the IPT general mandate ("IPT Mandate") which was approved by shareholders at an Extraordinary General Meeting of the Company held on 9 July 2013. The IPT Mandate is submitted annually to shareholders for approval at each AGM, and for the upcoming AGM, is set out in the Letter to Shareholders. The IPT policy and processes are reviewed by the internal auditors on a half-yearly basis, and findings with management's remedial actions are reported during ARC meetings.

IPTs carried out during FY2025 which fall under Chapter 9 of the Listing Rules are as follows:

Name of interested person	Nature of relationship	Aggregate value of all IPTs conducted under shareholders' mandate pursuant to Rule 920 of the Listing Rules (excluding transactions less than S\$100,000)	Aggregate value of all IPTs during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)
		12 months ended 31 December 2025 S\$'000	12 months ended 31 December 2025 S\$'000
Hospitality Management income			
Ariake Hospitality Kabushiki Kaisha	Each interested person is an associate of the Company's controlling shareholders.	546	-
Boo Han Holdings Pte. Ltd.		549	-
China Classic Pte Ltd		1,534	-
Commons SR Trustee Pte. Ltd.		884	-
Dollar Land Singapore Private Limited		238	-
Far East Organization Centre Pte Ltd		1,548	-
Far East Soho Pte. Ltd.		1,096	-
Far East SR Trustee Pte Ltd		370	-
Fontaine Investment Pte Ltd		1,764	-
Golden Development Private Limited		1,926	-
Golden Landmark Pte. Ltd.		1,020	-

Corporate Governance

Name of interested person	Nature of relationship	Aggregate value of all IPTs conducted under shareholders' mandate pursuant to Rule 920 of the Listing Rules (excluding transactions less than S\$100,000)	Aggregate value of all IPTs during the financial year under review (excluding transactions less than S\$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)
		12 months ended 31 December 2025 S\$'000	12 months ended 31 December 2025 S\$'000
Hospitality Management income (continued)			
Orchard Mall Pte. Ltd.	Each interested person is an associate of the Company's controlling shareholders.	589	-
Orchard Parksuites Pte Ltd		1,106	-
Oxley Hill Properties Pte Ltd		475	-
Riverland Pte Ltd		324	-
Sakuragicho Hospitality Kabushiki Kaisha		304	-
Serene Land Pte Ltd		1,196	-
Transurban Properties Pte. Ltd.		1,077	-
Management services income			
Ariake Hospitality Kabushiki Kaisha	Associate of the Company's controlling shareholders	104	-
Management income			
Far East Hospitality Real Estate Investment Trust ¹	Associate of the Company's controlling shareholders	3,695	-
Management services			
Far East Management (Private) Limited	Each interested person is an associate of the Company's controlling shareholders.	2,170	-
Far East Real Estate Agency Pte. Ltd.		648	-
Sales and marketing services			
Far East Real Estate Agency Pte. Ltd.	Associate of the Company's controlling shareholders	242	-
Rental expense on operating leases - hotels and offices			
Far East Hospitality Real Estate Investment Trust	Each interested person is an associate of the Company's controlling shareholders.		
- office		112	-
- hotels		16,002	-
Far East Rocks Pty Ltd - hotel		882	-
Riverhub Pte Ltd - office		908	-
Acquisition of additional stake in a joint venture company²			
Far East Civil Engineering (Pte.) Limited	Associate of the Company's controlling shareholders	-	25,000

1 Pursuant to the trust deed constituting Far East Hospitality Real Estate Investment Trust ("Far East H-REIT") (the "Trust Deed") and entered into between FEO Hospitality Asset Management Pte. Ltd. ("FEOHAM") (in its capacity as the manager of Far East H-REIT) and DBS Trustee Limited (in its capacity as the trustee of Far East H-REIT), FEOHAM is entitled to a management fee comprising a base fee of 0.28% per annum of the value of the Deposited Property (as defined in the Trust Deed) and a performance fee of 4.0% per annum of net property income or the annual distributable amount (as defined in the Trust Deed) in the relevant year, whichever is lower. During FY25, the Company was a 33% shareholder of FEOHAM and this amount represents 33% of the management fees received during the financial year, being the value at risk to the Group.

2 The transaction relates to the acquisition of a 6%% interest in a joint venture company, WSPL, from an unrelated party, by Tannery Holdings Pte Ltd ("THPL"), a wholly-owned subsidiary of the Company, resulting in THPL's increased shareholding in WSPL alongside Far East Civil Engineering (Pte.) Limited, an associate of the estate of the late Mr Ng Teng Fong, a controlling shareholder of the Company. Further details of the transaction are set out in the Company's announcement dated 24 January 2025, titled "Acquisition of Additional 6%% Interest in Woodlands Square Pte. Ltd."

2025 Sustainability Highlights

Responsible Operations



ACHIEVED TARGET OF REDUCING WORKPLACE INJURY RATE BY 20% IN 2025 (FROM 2022) – injury rate reduced by 33% from 2022 and more than 24% from 2024



OBTAINED GSTC RE-CERTIFICATION for all 16 Far East Hospitality managed hotels in Singapore



ATTAINED EPC¹ RATING OF A OR B for 80% of our owned UK PBSAs, and targeting to achieve 100% by 2028



ZERO workplace fatalities for the 9th consecutive year

Environmental Accountability



COMPLETED QUANTITATIVE CLIMATE SCENARIO ANALYSIS along two climate pathways and with outcomes assessed and mitigating actions completed



PROGRESSING TOWARDS OUR 2030 DECARBONISATION TARGET²
– reduced Scope 1 and 2 emissions for owned properties in 2025 by 7.6% from 2024 through more renewable energy
– renewable energy consumption increased 25% from 2024



RECEIVED SINGAPORE HOTEL SUSTAINABILITY AWARD (2025 - 2026) for four Sentosa hotels



ATTAINED GREEN MARK GOLD PLUS FOR 2 HOTELS AND MAINTAINED GREEN MARK GOLD FOR 1 HOTEL

Nurturing a Resilient Business³



REVENUE
S\$247.6 MILLION
in FY2025



PROFIT AFTER TAX
S\$54.8 MILLION
in FY2025

¹ EPC rates the energy efficiency of a property in the UK on a scale from A to G, with A being the most energy-efficient. According to the UK Office for National Statistics, the median EPC rating of dwellings in England and Wales over the 10 years leading up to March 2025 are Bands C and D respectively.

² Committed to an absolute reduction target of Scope 1 and 2 carbon emissions for owned properties of 42% by 2030 from a baseline year of 2022.

³ For comparison, revenue in FY2024 was S\$191.9 million, and profit after tax was S\$61.3 million.

Ethical & Transparent Governance



TOP 15% OF LISTED COMPANIES
in the SGTI



SILVER WINNER,
Best Annual Report (Mid-cap) at the
Singapore Corporate Awards 2025



JOINT WINNER,
Singapore Corporate Governance Award
(Mid-cap) by SIAS



ZERO VIOLATIONS
of the Competition Act and Competition
and Consumer Commission of Singapore
guidelines and SGX Listing Rules and zero
known incidents of bribery or corruption

Well-Being of People and Communities



84.5 HOURS
of average annual training per team
member, including role-specific
sustainability training



ZERO INCIDENTS
of discrimination and no corrective action
required



339 HOURS
of team member volunteer hours on local
community engagements

Sustainability Executive Summary

The Group continued to strengthen its sustainability performance in 2025 through disciplined execution of its RENEW framework, demonstrating meaningful progress across responsible operations, environmental accountability, long-term business resilience, governance excellence, and community well-being. Amid a dynamic macroeconomic environment and evolving regulatory expectations, the Group advanced its climate strategy, deepened ESG integration, and reinforced its long-term commitment to sustainable value creation, with an emphasis on embedding climate considerations into its planning, investment and operating decisions across the core operating businesses and assets.

The Group continues to track evolving expectations for climate-related reporting and has aligned its FY2025 Sustainability Report with the SGX Sustainability Reporting Guide, while mapping key elements of its climate strategy, governance, risk management and targets to International Sustainability Standards Board (ISSB)-issued IFRS S1/S2 principles.

The Board maintained strong oversight of climate-related risks and opportunities. A key milestone during the year was the completion of the Group's first quantitative climate scenario analysis across the portfolio in our operating geographies. Conducted with an external climate specialist, this work assessed both physical risks (including acute hazards such as flooding and tropical cyclones) and transition risks, including the potential cost and operational implications of adopting lower-carbon technologies. The analysis considered intermediate and high-emissions Representative Concentration Pathway (RCP4.5 and RCP8.5) and enhanced our understanding of where climate factors could affect operating performance, capital needs and long-term asset strategy. Findings indicated no material short-term financial impact under the intermediate and high-emission pathways, supported by existing mitigation measures and the Group's continued pursuit of decarbonisation initiatives, providing confidence in the near-term resilience of the portfolio.

The Group remains committed to its science-guided target to reduce absolute Scope 1 and 2 emissions by 42% by 2030 from a 2022 baseline year. In FY2025, the Group achieved a 7.6% year-on-year reduction in absolute Scope 1 and Scope 2 emissions for owned properties, driven by full transition of the UK PBSA portfolio to renewable energy, targeted energy-efficiency improvement initiatives and improved grid energy performance. The Group will continue

to pursue cost-effective decarbonisation opportunities that strengthen operating efficiency while supporting credible emissions reduction outcomes.

Governance remained a central focus. The Board devoted significant attention to climate-related and broader ESG risks and opportunities, supported by targeted director engagement sessions, including deep-dive discussions on scenario analysis and climate science. Beyond oversight, the results of this work have been translated into management processes, informing strategic planning, capital allocation discipline, risk management discussions and the management incentive framework. This integration reflects the Group's intent to treat climate resilience not as a standalone initiative, but as an input into how it allocates capital and positions the portfolio for long-term competitiveness.

Beyond environmental performance, the Group recognises that long-term value creation also depends on strong people and process fundamentals, capability building, operational resilience, transparent reporting and robust governance. Operationally, the Group strengthened its safety culture, achieving a 33% reduction in workplace injury rate compared to 2022, surpassing its 2025 target, while maintaining zero fatalities for the ninth consecutive year. FEH also re-certified GSTC accreditation for all 16 managed hotels in Singapore and continued progressing toward broader green certification adoption. In FY2025, the Group further upheld its strong corporate governance practices, ranking in the top 15% of listed companies in the 2025 SGTI, recorded zero incidents of bribery, corruption, data privacy breaches or non-compliance with SGX Listing Rules. These fundamentals support stakeholder trust and reduce non-financial risks that can otherwise affect business performance over time.

Overall, the Group's 2025 sustainability performance reflects a disciplined, forward-looking approach to managing climate-related risks, embedding ESG principles into strategic and operational decisions, and building a resilient business well-positioned for long-term sustainable growth. Looking ahead, the Group will maintain a pragmatic, outcomes-focused approach; strengthening organisational capabilities, improving operating efficiency, progressing portfolio decarbonisation initiatives, and enhancing governance and risk disciplines required to navigate climate uncertainty. The Group remains focused on delivering long-term shareholder value by building a resilient, responsibly managed portfolio that is well-positioned for climate change and for the next phase of market and regulatory changes.

Financial Statements

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Directors' Statement

For the financial year ended 31 December 2025

The directors present their statement to the members together with the audited consolidated financial statements of Far East Orchard Limited (the "Company") and its subsidiaries (the "Group") and the balance sheet and statement of changes in equity of the Company as at 31 December 2025.

In the opinion of the directors,

- (a) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company as set out on pages 77 to 159, are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

DIRECTORS

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

Ms Koh Kah Sek	(Chair)
Mr Alan Tang Yew Kuen	(Group Chief Executive Officer)
Mr Ramlee Bin Buang	(Lead Independent Director)
Mdm Ee Choo Lin Diana	
Mr Shailesh Anand Ganu	
Ms Ku Xian Hong	
Mr Chan Hon Chew	
Ms Ong Yin Suen	(Appointed on 1 October 2025)

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Neither at the end of, nor at any time during the financial year was the Company a party to any arrangement whose object was 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' INTERESTS IN SHARES OR DEBENTURES

- (a) According to the register of directors' shareholdings, none of the directors of the Company holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	No. of ordinary shares			
	Holdings registered in name of director		Holdings in which a director is deemed to have an interest	
	At 31.12.2025	At 01.01.2025	At 31.12.2025	At 01.01.2025
The Company				
Ms Koh Kah Sek	170,000	110,000	-	-
Ms Ku Xian Hong	20,000	-	-	-

Directors' Statement

For the financial year ended 31 December 2025

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (CONTINUED)

(b) The directors' interests in the shares of the Company as at 21 January 2026 were the same as those as at 31 December 2025.

SHARE OPTIONS

The Company and its subsidiaries have no share option scheme at the end of or at any time during the financial year.

AUDIT & RISK COMMITTEE

The members of the Audit & Risk Committee at the date of this statement were as follows:

Mr Ramlee Bin Buang (Chair)
Mdm Ee Choo Lin Diana
Mr Chan Hon Chew

As at the date of this statement, all members of the Audit & Risk Committee other than Mdm Ee, are independent non-executive directors.

The Audit & Risk Committee carried out its functions in accordance with Section 201B(5) of the Companies Act 1967 of Singapore. In performing those functions, the Audit & Risk Committee reviewed:

- the scope and the results of internal audit procedures with the internal auditor;
- the audit plan and audit report of the Company's independent auditor and any recommendations on internal accounting controls arising from the statutory audit;
- the assistance given by the Company's management to the independent auditor; and
- the balance sheet and statement of changes in equity of the Company and the consolidated financial statements of the Group for the financial year ended 31 December 2025 before their submission to the Board of Directors for approval.

The Audit & Risk Committee recommended to the Board of Directors that Deloitte & Touche LLP be re-appointed as the independent auditor of the Company for the financial year ending 31 December 2026 at the forthcoming Annual General Meeting of the Company.

INDEPENDENT AUDITOR

The auditor, Deloitte & Touche LLP has expressed its willingness to accept re-appointment.

On behalf of the directors

Mr Ramlee Bin Buang
Director

Mr Alan Tang Yew Kuen
Director

18 March 2026

Independent Auditor's Report

To the Members of Far East Orchard Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Far East Orchard Limited (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 31 December 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 77 to 159.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet and 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)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and the changes in equity of the Company for the 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 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.

Other Matters

The financial statements of the Group and the Company for the year ended 31 December 2024 were audited by another auditor who expressed an unmodified opinion on those financial statements on 18 March 2025.

Independent Auditor's Report

To the Members of Far East Orchard Limited

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 year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>Valuation of investment properties and land and buildings classified under property, plant and equipment</p> <p>At 31 December 2025, the Group's investment properties of \$1,030,534,000 and land and buildings classified under property, plant and equipment of \$455,758,000, representing 54% of total assets, are carried at fair value based on independent external valuations.</p> <p>In addition, the investment properties and land and buildings classified under property, plant and equipment held by the Group's associated companies and joint ventures affect the carrying value of the Group's investments in associated companies (Note 16) and joint ventures (Note 17).</p> <p>The valuation of the investment properties and land and buildings classified under property, plant and equipment is a key audit matter due to the significant judgement in the key inputs used in the valuation techniques.</p> <p>The key inputs include:</p> <ul style="list-style-type: none"> • comparable sales price for the sales comparison method; • discount rate and terminal yield for the discounted cash flow method; and • capitalisation rate for the income capitalisation method. <p>The key inputs and sensitivities are disclosed in Note 3.1, Note 16, Note 17, Note 19 and Note 20 to the financial statements.</p>	<p>Our audit procedures focused on the valuation process and included the following:</p> <ul style="list-style-type: none"> • assessed the competency, independence and objectivity of the external valuers engaged by the Group; • discussed with the external valuers the significant judgemental areas and understood the respective valuation methodologies used in determining each valuation; • assessed the appropriateness of the underlying comparable transactions used to derive the comparable sales price, taking into account the nature, location and tenure of the property; • tested, on a sample basis, the accuracy of underlying lease and financial information provided to the external valuers; • assessed the reasonableness of the discount rates, terminal yields and capitalisation rates by benchmarking these against those of comparable properties and prior year inputs; and • assessed the consideration of the macroeconomic conditions, including the impact of environmental, sustainability and governance rules and legislations. <p>Based on the procedures performed, we found that the valuers are competent and are members of recognised professional bodies for external valuers, the valuation methodologies used were in line with generally accepted market practices and the key inputs used were within the range of market data.</p> <p>We have also assessed the adequacy of the disclosures relating to the key inputs and sensitivities, as we consider them as likely to be significant to the users of the financial statements given the estimation uncertainty and sensitivity of the valuations. We found the disclosures in the financial statements to be appropriate.</p>

Independent Auditor's Report

To the Members of Far East Orchard Limited

Key Audit Matters (continued)

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>Impairment assessment of goodwill</p> <p>As at 31 December 2025, the Group has goodwill amounting to \$100,141,000, which relates to 'Hospitality management business and 'Student accommodation management services' cash-generating units ("CGU").</p> <p>In addition, the goodwill balance held by the Group's joint venture affect the carrying value of the Group's investment in joint venture (Note 17).</p> <p>The recoverable amount of 'Hospitality management business CGU was determined based on Fair Value Less Cost To Sell using a combination of the Discounted Cash Flow method and Guideline Public Company method, while the recoverable amount of the goodwill held by the joint venture was determined using the Fair Value Less Cost To Sell ("FVLCTS") using the Discounted Cash Flow method.</p> <p>The carrying amount of 'Student accommodation management services' was determined based on purchase price allocation ("PPA") exercise performed upon completion of second stage of the phased acquisition of Homes for Students Limited ("HFS"). The recoverable amount was determined based on FVLCTS which approximates the transaction price of the business acquired close to year-end.</p> <p>Based on the goodwill impairment assessments performed by the Group, no impairment was identified for the goodwill held by the Group and the joint venture.</p> <p>The impairment assessment is a key audit matter due to the significant assumptions and judgements involved in computing the recoverable amount of the CGU. The assumptions and judgements were used to estimate cash flows from the CGU, the terminal growth rate and the discount rate applied in the discounted cash flow method and the comparability of underlying companies applied in the Guideline Public Company method.</p> <p>The key assumptions and sensitivities are disclosed in Note 3.2, Note 17, Note 22(a) and Note 22(b) to the financial statements.</p>	<p>Our audit procedures focused on the reasonableness of the assumptions and judgements applied in the respective methods. The audit procedures were performed with the support of our valuation specialists.</p> <p>In respect of the Discounted Cash Flow method, we performed the following audit procedures:</p> <ul style="list-style-type: none"> assessed the reasonableness of the estimated cash flows by taking into account the relevant CGU's expected future operating performance (including revenue growth rates and profit margins), as well as historical actual performance, accuracy of management forecast in prior years, any impact that environmental, sustainability and governance rules may have on the cash flows, and the general industry outlook; and assessed the reasonableness of the terminal growth rates and discount rates applied using commonly accepted methodologies and benchmarks. <p>In respect of the Guideline Public Company method, we performed the following audit procedures:</p> <ul style="list-style-type: none"> compared the normalised earnings used to historical actual performance and obtained explanations from management regarding the nature and appropriateness of adjustments identified for one-off or exceptional items; and assessed the appropriateness of the underlying comparable companies used to derive the earnings multiples, taking into account factors such as their principal business activity, size and financial performance. <p>In respect of the PPA exercise, we evaluated and assessed the methodology applied and the appropriateness of the key assumptions used in PPA exercise in determining the carrying amount of the goodwill. We have also evaluated the appropriateness that the recoverable amount of 'Student accommodation management services' CGU to be approximate the transaction price of the business acquired close to year-end.</p> <p>Based on the procedures performed, we found the underlying estimates and assumptions applied to be reasonable.</p> <p>We have also assessed the adequacy of the disclosures relating to the key assumptions and sensitivities and found the disclosures in the financial statements to be appropriate.</p>

Independent Auditor's Report

To the Members of Far East Orchard Limited

Information Other than the Financial Statements and Auditor's Report Thereon

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

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

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

Responsibilities of Management and Directors for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) 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.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Independent Auditor's Report

To the Members of Far East Orchard Limited

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

- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group's 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those 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 Seah Gek Choo.

Public Accountants and
Chartered Accountants
Singapore

18 March 2026

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Revenue	4	247,633	191,873
Cost of sales		(136,488)	(93,605)
Gross profit		111,145	98,268
Expenses			
– Distribution and marketing		(11,559)	(10,925)
– Administrative		(55,893)	(46,155)
Other income			
– Interest income	6	4,268	6,339
– Others	6	1,677	2,216
Finance expenses	8	(38,427)	(34,249)
Other gains/(losses) and impairment losses – net	7	33,887	26,796
Share of profit/(loss) of			
– Associated companies	16	14,566	4,770
– Joint ventures	17	(538)	25,749
Profit before income tax	5	59,126	72,809
Income tax expense	9(a)	(4,368)	(11,520)
Profit after income tax		54,758	61,289
Other comprehensive income/(loss):			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Cash flow hedges – Fair value losses		(2,559)	(3,583)
Share of other comprehensive loss of joint ventures		(1,094)	(939)
Currency translation differences arising from consolidation			
– Gains/(Losses)		7,529	(7,324)
– Reclassification		-	152
		3,876	(11,694)
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Share of other comprehensive income/(loss) of:			
– Associated companies	16	38	(2,199)
– Joint ventures	17	14,335	6,991
Revaluation losses on property, plant and equipment – net		(11,031)	(1,300)
Financial assets, at fair value through other comprehensive income (“FVOCI”)			
– Fair value gains – equity investment	15	202	369
Currency translation differences arising from consolidation		1,762	(5,000)
Other comprehensive income/(loss), net of tax		9,182	(12,833)
Total comprehensive income		63,940	48,456
Profit attributable to:			
Equity holders of the Company		54,006	58,968
Non-controlling interest		752	2,321
		54,758	61,289
Total comprehensive income/(loss) attributable to:			
Equity holders of the Company		58,021	50,231
Non-controlling interest		5,919	(1,775)
		63,940	48,456
Basic and diluted earnings per share for profit attributable to equity holders of the Company (cents per share)	10	11.02	12.07

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

Balance Sheets

As at 31 December 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
ASSETS					
Current assets					
Cash and bank balances	11	178,749	200,888	35,464	82,737
Derivative financial instruments	25	-	793	-	12
Trade and other receivables	12	80,319	50,079	162,378	181,871
Inventories		254	302	12	13
Properties held for sale	14	163,382	168,461	-	-
		<u>422,704</u>	<u>420,523</u>	<u>197,854</u>	<u>264,633</u>
Non-current assets					
Derivative financial instruments	25	-	262	-	262
Financial asset, at FVOCI	15	3,111	3,047	3,111	3,047
Other non-current assets	13	499	4,674	589,135	516,594
Investments in associated companies	16	251,111	64,521	696	696
Investments in joint ventures	17	322,795	484,252	300	300
Investments in subsidiaries	18	-	-	886,370	856,520
Investment properties	19	1,030,534	1,011,382	158,000	147,200
Property, plant and equipment	20	538,705	549,705	353,328	369,413
Intangible assets	22	191,034	98,838	-	-
Deferred income tax assets	27	4,270	4,259	3,001	3,229
		<u>2,342,059</u>	<u>2,220,940</u>	<u>1,993,941</u>	<u>1,897,261</u>
Total assets		<u>2,764,763</u>	<u>2,641,463</u>	<u>2,191,795</u>	<u>2,161,894</u>
LIABILITIES					
Current liabilities					
Trade and other payables	23	149,733	113,344	40,875	40,038
Current income tax liabilities		4,375	5,093	-	592
Lease liabilities	21	10,717	9,566	7,667	7,200
Borrowings	24	151,641	326,496	62,753	201,157
Deferred income	26	20,409	18,289	6,797	6,797
		<u>336,875</u>	<u>472,788</u>	<u>118,092</u>	<u>255,784</u>
Non-current liabilities					
Other payables	23	121,696	102,949	198,930	203,654
Derivative financial instruments	25	2,663	1,171	2,552	1,171
Lease liabilities	21	68,633	77,976	51,091	58,759
Borrowings	24	495,629	277,640	427,732	242,961
Deferred income	26	242,327	249,124	242,327	249,124
Deferred income tax liabilities	27	71,692	63,656	619	754
		<u>1,002,640</u>	<u>772,516</u>	<u>923,251</u>	<u>756,423</u>
Total liabilities		<u>1,339,515</u>	<u>1,245,304</u>	<u>1,041,343</u>	<u>1,012,207</u>
NET ASSETS		<u>1,425,248</u>	<u>1,396,159</u>	<u>1,150,452</u>	<u>1,149,687</u>
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	28	552,569	550,723	552,569	550,723
Revaluation and other reserves		334,431	341,516	291,721	302,520
Retained profits		523,850	495,441	306,162	296,444
		<u>1,410,850</u>	<u>1,387,680</u>	<u>1,150,452</u>	<u>1,149,687</u>
Non-controlling interest	18	14,398	8,479	-	-
TOTAL EQUITY		<u>1,425,248</u>	<u>1,396,159</u>	<u>1,150,452</u>	<u>1,149,687</u>

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

Statements of Changes in Equity

For the financial year ended 31 December 2025

Note	← Attributable to equity holders of the Company →										
	Share capital \$'000	Capital revaluation reserve \$'000	Asset revaluation reserve \$'000	Currency translation reserve \$'000	Fair value reserve \$'000	Hedging reserve \$'000	Other reserves \$'000	Retained profits \$'000	Total \$'000	Non-controlling interest \$'000	Total equity \$'000
Group - 2025											
Balance at 1 January 2025	550,723	13,977	408,120	(81,070)	(1,480)	1,969	-	495,441	1,387,680	8,479	1,396,159
Profit for the year	-	-	-	-	-	-	-	54,006	54,006	752	54,758
Other comprehensive (loss)/income for the year	-	-	(278)	7,024	240	(2,971)	-	-	4,015	5,167	9,182
Total comprehensive (loss)/income for the year	-	-	(278)	7,024	240	(2,971)	-	54,006	58,021	5,919	63,940
Dividend relating to 2024	-	-	-	-	-	-	-	(22,609)	(22,609)	-	(22,609)
Shares issued in-lieu of cash for dividend relating to 2024	1,846	-	-	-	-	-	-	(1,846)	-	-	-
Acquisition of a subsidiary	-	-	-	-	-	-	-	-	-	6,330	6,330
Put option over non-controlling interests	-	-	-	-	-	-	(11,131)	-	(11,131)	(6,330)	(17,461)
Dividend paid to non-controlling interests subject to put options	-	-	-	-	-	-	-	(1,111)	(1,111)	-	(1,111)
Total transactions with owners, recognised directly in equity	1,846	-	-	-	-	-	(11,131)	(25,566)	(34,851)	-	(34,851)
Transfer of share of associated company's fair value reserve upon disposal	-	-	-	-	31	-	-	(31)	-	-	-
Balance at 31 December 2025	552,569	13,977	407,842	(74,046)	(1,209)	(1,002)	(11,131)	523,850	1,410,850	14,398	1,425,248

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

Statements of Changes in Equity

For the financial year ended 31 December 2025

Note	Attributable to equity holders of the Company							Total equity		
	Share capital	Capital reserve	Asset revaluation reserve	Currency translation reserve	Fair value reserve	Hedging reserve	Retained profits		Total	Non-controlling interest
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Group - 2024										
Balance at 1 January 2024	549,380	13,977	404,854	(73,713)	339	6,078	454,701	1,355,616	10,254	1,365,870
Profit for the year	-	-	-	-	-	-	58,968	58,968	2,321	61,289
Other comprehensive income/(loss) for the year	-	-	4,559	(7,357)	(1,830)	(4,109)	-	(8,737)	(4,096)	(12,833)
Total comprehensive income/(loss) for the year	-	-	4,559	(7,357)	(1,830)	(4,109)	58,968	50,231	(1,775)	48,456
Dividend paid in cash relating to 2023	-	-	-	-	-	-	(18,167)	(18,167)	-	(18,167)
Shares issued in-lieu of cash for dividend relating to 2023	1,343	-	-	-	-	-	(1,343)	-	-	-
Total transactions with owners, recognised directly in equity	1,343	-	-	-	-	-	(19,510)	(18,167)	-	(18,167)
Transfer of share of associated company's fair value reserve upon disposal	-	-	-	-	11	-	(11)	-	-	-
Transfer of revaluation gains to retained profits	-	-	(1,293)	-	-	-	1,293	-	-	-
Balance at 31 December 2024	550,723	13,977	408,120	(81,070)	(1,480)	1,969	495,441	1,387,680	8,479	1,396,159

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

Statements of Changes in Equity

For the financial year ended 31 December 2025

Note	Share capital \$'000	Asset revaluation reserve \$'000	Currency translation reserve \$'000	Fair value reserve \$'000	Hedging reserve \$'000	Retained profits \$'000	Total \$'000
Company - 2025							
	550,723	303,087	(480)	549	(636)	296,444	1,149,687
	-	-	-	-	-	34,173	34,173
	-	(9,200)	(177)	202	(1,624)	-	(10,799)
	-	(9,200)	(177)	202	(1,624)	34,173	23,374
29	-	-	-	-	-	(22,609)	(22,609)
28	1,846	-	-	-	-	(1,846)	-
	1,846	-	-	-	-	(24,455)	(22,609)
	552,569	293,887	(657)	751	(2,260)	306,162	1,150,452
Company - 2024							
	549,380	301,687	(322)	174	(81)	304,540	1,155,378
	-	-	-	-	-	11,414	11,414
	-	1,400	(158)	375	(555)	-	1,062
	-	1,400	(158)	375	(555)	11,414	12,476
29	-	-	-	-	-	(18,167)	(18,167)
28	1,343	-	-	-	-	(1,343)	-
	1,343	-	-	-	-	(19,510)	(18,167)
	550,723	303,087	(480)	549	(636)	296,444	1,149,687

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Profit after income tax		54,758	61,289
Adjustments for:			
- Income tax expense	9(a)	4,368	11,520
- Depreciation of property, plant and equipment	5	16,804	16,734
- Amortisation of intangible assets	5	3,250	2,221
- Allowance for impairment losses on trade receivables - net	5	502	2,292
- Impairment of properties held for sale	7	5,709	3,102
- (Reversal of)/Impairment of property, plant and equipment	7	(237)	21
- Fair value gains on investment properties - net	7	(8,007)	(32,288)
- Fair value gain on derivatives (non-designated)	7	(54)	-
- Gain on acquisition of additional interest in a joint venture	7	(9,122)	-
- Remeasurement gain on previously held interest in an associated company	7	(19,783)	-
- Gain on disposal of non-current asset classified as held-for-sale	7	-	(5,867)
- Loss on disposal of property, plant and equipment	7	4	2
- Reclassification of exchange differences from currency translation reserve	7	-	152
- Interest income	6	(4,268)	(6,339)
- Finance expenses	8	38,427	34,249
- Dividend income from FVOCI	6	(848)	-
- Share of profit of associated companies	16	(14,566)	(4,770)
- Share of loss/(profit) of joint ventures	17	538	(25,749)
- Unrealised currency translation (gains)/losses		(2,438)	7,930
		<u>65,037</u>	<u>64,499</u>
Changes in working capital:			
- Trade and other receivables		(869)	1,648
- Inventories		51	88
- Trade and other payables		(4,419)	(4,394)
Cash generated from operations		<u>59,800</u>	<u>61,841</u>
Interest paid		(224)	(225)
Income tax paid - net		(5,883)	(6,119)
Net cash provided by operating activities		<u>53,693</u>	<u>55,497</u>

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from investing activities			
Additions to property, plant and equipment	20	(9,368)	(5,930)
Additions to investment properties	19	(1,774)	(2,222)
Additions to intangible assets	22(d)	(767)	-
Proceeds from disposal of non-current asset classified as held-for-sale		-	15,757
Investment in a financial asset, at FVOCI	15	(39)	(773)
Investment in an associated company	16	(25,075)	(30,755)
Investment in joint ventures (a)	17	(7,007)	(6,152)
Disposal of property, plant and equipment		3	-
Acquisition of business, net of cash acquired	34(b)	(20,408)	-
Repayment/(advances) to joint ventures		572	(8,107)
Advances from joint ventures		15,949	9,193
Dividends received from an associated company	16	-	832
Dividends received from joint ventures (b)	17	10,309	11,891
Dividend income from FVOCI		848	-
Interest received		4,584	6,865
Income tax paid - net		(706)	(1,038)
Net cash used in investing activities		(32,879)	(10,439)
Cash flows from financing activities			
Decrease in bank deposits pledged		3,779	1,667
Proceeds from borrowings		141,841	64,824
Repayment of borrowings		(105,915)	(69,380)
Repayment of advances from non-controlling interests		(9,796)	-
Principal payment of lease liabilities		(9,718)	(8,987)
Dividend paid to non-controlling interests subject to put options		(1,111)	-
Interest paid on lease liabilities		(4,954)	(5,483)
Interest paid on borrowings		(32,863)	(28,367)
Dividends paid to equity holders of the Company	29	(22,609)	(18,167)
Net cash used in financing activities		(41,346)	(63,893)
Net decrease in cash and cash equivalents		(20,532)	(18,835)
Cash and cash equivalents			
Beginning of financial year		179,194	202,271
Effects of currency translation on cash and cash equivalents		2,172	(4,242)
End of financial year	11	160,834	179,194

The following significant non-cash investing activities were excluded from the consolidated statement of cash flows as they did not involve movements of cash or cash equivalents:

- In connection with the Group's fund investment during the financial year, advances to joint ventures of \$5,822,000 were reclassified to investments in joint ventures pursuant to a capital restructuring.
- Certain advances from joint ventures as at 31 December 2024 were settled through non-cash distributions declared by the joint ventures, amounting to \$9,718,000.

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

Consolidated Statement of Cash Flows

For the financial year ended 31 December 2025

Reconciliation of liabilities arising from financing activities

	Beginning of financial year	Principal and interest receipts/ (payments)	Non-cash changes			End of financial year
			Interest expenses	Acquisition of business	Foreign exchange movement	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025						
Bank borrowings	604,136	35,926	357	-	6,851	647,270
Lease liabilities	87,542	(14,672)	4,954	1,528	(2)	79,350
Interest payable	61	(31,615)	31,641	-	-	87
Advances from non-controlling interest	138,417	(11,268)	1,475	-	-	128,624
2024						
Bank borrowings	602,347	(4,556)	438	-	5,907	604,136
Lease liabilities	96,529	(14,470)	5,483	-	-	87,542
Interest payable	280	(27,216)	26,997	-	-	61
Advances from non-controlling interest	138,462	(1,376)	1,331	-	-	138,417

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL INFORMATION

Far East Orchard Limited (the "Company") is listed on the Singapore Exchange and incorporated and domiciled in Singapore. The address of its registered office is 6 Eu Tong Sen Street, #04-28, The Central, Singapore 059817.

The principal activities of the Company are investment holding, hotel operations and property investment. The principal activities of the Group are investment holding, ownership and management of hospitality properties and purpose-built student accommodation ("PBSA") properties, property development and property investment. The principal activities of its significant subsidiaries, joint ventures and associated companies are included in Note 37.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) ("SFRS(I)") under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

Interpretations and amendments to published standards effective in 2025

On 1 January 2025, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) ("INT SFRS(I)") that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.2 Revenue

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and rendering of services in the ordinary course of the Group's activities. Revenue is presented, net of value-added tax, rebates, discounts and sales within the Group.

The Group assesses its role as an agent or principal for each transaction and in an agency arrangement, the amounts collected on behalf of the principal are excluded from revenue. The Group recognises revenue when the amount of revenue and related cost can be reliably measured, it is probable that the collectability of the related receivables is reasonably assured and the specific criteria for each of the Group's activities are met as follows:

(a) Hospitality ownership and operations

Revenue from ownership and operation of hotels and serviced residences is recognised over time as the accommodation and related services are provided and based on the daily room rates over the duration of the stay stated in the contract.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Revenue (continued)

(b) Hospitality management and other related fees

(i) Hospitality management fees

Management fees earned from hospitality properties managed by the Group are recognised over time in the accounting period when services are rendered under the terms of the contract. The fees include a base fee, which is generally a percentage of the hospitality property's revenue, and/or an incentive fee, which is generally based on the hospitality property's profitability.

(ii) Other related fees

Other related fees include centralised services fees, technical services fees and other incidental fees.

The Group assesses whether the Group transfers the services over time or at a point in time by determining if:

- i) the customer simultaneously receives and consumes the benefits provided by the Group as the Group performs the services;
- ii) its performance does not create an asset with an alternative use to the Group; and
- iii) the Group has an enforceable right to payment for performance completed to date.

The fees are recognised when the control of the service has been transferred to the customer or performance obligations have been satisfied under the terms of the contract.

For centralised service fees, revenue is recognised based on agreed rate over the number of hotel keys or a percentage of the hospitality property's revenue. For other fees, revenue is recognised based on agreed rate and completion of service milestone stated in the contract.

(c) Sale of properties held for sale

Revenue from sale of properties held for sale is recognised at a point in time when the control of the properties is transferred to the customer and the customer has accepted it in accordance with the sales contract.

Payment of the contract price is due immediately when the customer enters into the contract.

(d) Rental income

Rental income comprises tenancy to students and commercial tenants. Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in profit or loss when earned.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.2 Revenue (continued)

- (e) Student accommodation management fees and other related fees

Revenue from annual contracts is recognised on a straight-line basis over the period to which they relate. Where the contract includes a management fee, this is calculated and invoiced on a monthly basis. Where the contract includes the recharge of expenditure incurred, revenue is recognised in line with the period the expense is incurred.

Project income is recognised by reference to the stage of completion when the outcome can be estimated reliably. Revenue is recognised to the extent that expenses incurred are recoverable or work has been certified.

Mobilisation, consultancy and other fees are recognised over the period in which the services are provided.

- (f) Interest income

Interest income is recognised using the effective interest method.

- (g) Dividend income

Dividend income is recognised when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be reliably measured.

2.3 Group accounting

- (a) Subsidiaries

- (i) Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interest comprises the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity and balance sheet. Total comprehensive income is attributed to the non-controlling interest based on their respective interests in a subsidiary, even if this results in the non-controlling interest having a deficit balance.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Group accounting (continued)

(a) Subsidiaries (continued)

(ii) Acquisitions

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred, and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. Refer to Note 2.6(a) "*Intangible assets – Goodwill on acquisitions*" for the subsequent accounting policy on goodwill.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary results in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained profits if required by a specific SFRS(I).

Any retained equity interest in the entity is re-measured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

(b) Transactions with non-controlling interest

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Group accounting (continued)

(c) Associated companies and joint ventures

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Joint ventures are entities over which the Group has joint control as a result of contractual arrangements, and rights to the net assets of the entities.

Investments in associated companies and joint ventures are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

(i) Acquisitions

Investments in associated companies and joint ventures are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated companies and joint ventures represents the excess of the cost of acquisition of the associated companies or joint ventures over the Group's share of the fair value of the identifiable net assets of the associated companies or joint ventures and is included in the carrying amount of the investments.

(ii) Equity method of accounting

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of its associated companies' or joint ventures' post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income. Dividends received or receivable from the associated companies or joint ventures are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associated company or joint venture equals to or exceeds its interest in the associated company or joint venture, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated company or joint venture. If the associated company or joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in an associated company or joint venture includes any long-term loans for which settlement is never planned nor likely to occur in the foreseeable future.

Unrealised gains on transactions between the Group and its associated companies or joint ventures are eliminated to the extent of the Group's interest in the associated companies or joint ventures. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. The accounting policies of associated companies or joint ventures are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) Disposals

Investments in associated companies or joint ventures are derecognised when the Group loses significant influence or joint control. If the retained equity interest in the former associated company or joint venture is a financial asset, the retained equity interest is re-measured at fair value. The difference between the carrying amount of the retained equity interest at the date when significant influence or joint control is lost, and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Property, plant and equipment

(a) Measurement

(i) Land and buildings

Land and buildings are initially recognised at cost. Freehold land is subsequently carried at the revalued amount less accumulated impairment losses. Buildings and leasehold land are subsequently carried at the revalued amounts less accumulated depreciation and accumulated impairment losses.

Land and buildings are revalued by independent external valuers on an annual basis or whenever their carrying amounts are likely to differ materially from their revalued amounts. When an asset is revalued, any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset. The net amount is then restated to the revalued amount of the asset.

Increases in carrying amounts arising from revaluation, including currency translation differences, are recognised in other comprehensive income and accumulated in equity, unless they reverse a revaluation decrease of the same asset previously recognised in profit or loss. In this case, the increase is recognised in profit or loss. Decreases in carrying amounts are recognised in other comprehensive income to the extent of any credit balance existing in the equity in respect of that asset and reduces the amount accumulated in equity. All other decreases in carrying amounts are recognised in profit or loss.

(ii) Other property, plant and equipment

Construction-in-progress are initially carried at cost and subsequently transferred to the respective classes of property, plant and equipment upon completion.

All other items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(iii) Components of costs

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs.

(b) Depreciation

Freehold land and construction-in-progress are not depreciated. Depreciation on other items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Buildings and offices	50 years or remaining lease term
Plant, equipment, furniture and fittings	3 – 10 years
Motor vehicles	5 – 10 years
Leasehold improvements and other assets	5 – 10 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Property, plant and equipment (continued)

(c) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within "Other gains/(losses) and impairment losses – net". Any amount in revaluation reserve relating to that item is transferred to retained profits directly.

2.5 Properties held for sale

Properties held for sale refer to completed properties that are held for sale. They are carried at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less applicable selling expenses.

2.6 Intangible assets

(a) Goodwill on acquisitions

Goodwill on acquisitions of subsidiaries and businesses represents the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired. Goodwill on acquisitions of subsidiaries and businesses is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Goodwill on acquisitions of associated companies and joint ventures represents the excess of the cost of the acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on associated companies and joint ventures is included in the carrying amount of the investments.

Gains and losses on the disposal of subsidiaries, associated companies and joint ventures include the carrying amount of goodwill relating to the entity sold.

(b) Acquired management agreements, customer contracts and customer relationships

Management agreements, customer contracts and customer relationships acquired in a business combination are initially recognised at cost and are subsequently carried at cost less accumulated amortisation and accumulated impairment losses, if any. For management contracts, these costs are amortised to profit or loss using the straight-line method over the term of the agreements of 10 to 40 years. Customer contracts and customer relationships are amortised using the straight-line method over the term of 5 to 10 years.

2.7 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to the construction or development of properties and assets under construction. This includes those costs on borrowings acquired specifically for the construction or development of properties under construction, as well as those in relation to general borrowings used to finance the construction or development of properties and assets under construction.

The actual borrowing costs incurred during the period of time that is required to complete the asset for its intended use less any investment income on temporary investment of these borrowings, are capitalised in the cost of the asset under construction or property under development. Borrowing costs on general borrowings are capitalised by applying a capitalisation rate to construction or development expenditures that are financed by general borrowings.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.8 Investment properties

Investment properties include those portions of land and buildings that are held for long-term rental yields and/or for capital appreciation or for a currently indeterminate use. Investment properties include properties that are being constructed or developed for future use as investment properties.

Investment properties are initially recognised at cost and subsequently carried at fair value, determined annually by independent external valuers on the highest-and-best-use basis. Changes in fair values are recognised in profit or loss.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations or improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

2.9 Investments in subsidiaries, joint ventures and associated companies

Investments in subsidiaries, joint ventures and associated companies are carried at cost less accumulated impairment losses in the Company's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.10 Impairment of non-financial assets

(a) Goodwill and intangible assets (including brands) with indefinite lives

Goodwill and intangible assets (including brands) with indefinite lives are tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and the value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU *pro-rata* on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

The Group, through its joint venture, holds brands with indefinite lives.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.10 Impairment of non-financial assets (continued)

- (b) Other intangible assets
 Property, plant and equipment
 Right-of-use assets
 Investments in subsidiaries, joint ventures and associated companies

Other intangible assets, property, plant and equipment, right-of-use assets and investments in subsidiaries, joint ventures and associated companies are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

For an asset other than goodwill, management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a reversal of that impairment is also recognised in profit or loss.

2.11 Financial assets

- (a) Classification and measurement

The Group classifies its financial assets in the following measurement categories:

- Amortised cost;
- Fair value through other comprehensive income ("FVOCI"); and
- Fair value through profit or loss ("FVPL").

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Financial assets (continued)

(a) Classification and measurement (continued)

At initial recognition

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.

At subsequent measurement

(i) Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, trade and other receivables, and other non-current assets (except prepayments).

There are three subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest method.
- **FVOCI:** Debt instruments that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in other comprehensive income and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and presented in "Other gains/(losses) and impairment losses - net". Interest income from these financial assets is recognised using the effective interest method and presented in "Other income".
- **FVPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movements in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "Other gains/(losses) and impairment losses - net".

(ii) Equity investments

The Group subsequently measures all its equity investments at their fair values. Equity instruments are classified as FVPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "Other gains/(losses) and impairment losses - net", except where the Group has elected to classify the investments as FVOCI. Movements in fair values of investments classified as FVOCI are presented as "Fair value gains and losses" in other comprehensive income. Dividends from equity investments are recognised in profit or loss as "Dividend income".

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Financial assets (continued)

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 31(b) details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sales proceed is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

2.12 Derivative financial instruments and hedging activities

A derivative financial instrument is initially recognised at its fair value on the date the contract is entered into and is subsequently carried at its fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates each hedge as either cash flow hedge or net investment hedge.

Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in profit or loss when the changes arise.

The Group documents at the inception of the transaction the relationship between the hedging instruments and hedged items, as well as its risk management objective and strategies for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis on whether the hedging relationship meets the hedge effectiveness requirements under SFRS(I) 9.

The fair value of various derivative financial instruments used for hedging purposes are disclosed in Note 25. The carrying amount of a derivative designated as a hedge is presented as a non-current asset or liability if the remaining expected life of the hedged item is more than 12 months, and as a current asset or liability if the remaining expected life of the hedged item is less than 12 months. The fair value of a trading derivative is presented as a current asset or liability.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.13 Financial guarantees

The Company has issued letters of undertaking to banks for bank borrowings of certain subsidiaries. These undertakings are financial guarantees as they require the Company to reimburse the banks if these subsidiaries fail to meet financial covenants in accordance with the terms of borrowings. Intra-group transactions are eliminated on consolidation.

2.14 Financial liabilities at amortised cost

Financial liabilities at amortised cost include trade and other payables and borrowings. These are initially measured at fair value, net of directly attributable transaction costs, and subsequently measured at amortised cost using the effective interest method.

Borrowings are classified as current or non-current based on the Group's unconditional right to defer settlement for at least 12 months after the reporting date. Compliance with covenants required on or before the reporting date is considered in this assessment.

2.15 Put option with non-controlling interest

When the Group enters into a put option agreement with the non-controlling shareholder in a subsidiary on their equity interests in that subsidiary and provides for settlement in cash or in another financial asset by the Group, the Group recognises a financial liability for the present value of the exercise price of the option.

The Group has elected to account for the non-controlling interest ("NCI") under the anticipated-acquisition method, where the interest of NCI holding the written put option is derecognised when the financial liability is recognised. The difference in the carrying value of the financial liability recognised and the carrying value of NCI derecognised has been recognised in "Other reserves".

Subsequent to initial recognition of the financial liabilities, changes in the carrying amount of the financial liability is recognised in profit or loss. Amount initially recognised under equity is not subsequently re-measured. Discretionary dividends on NCI shares subject to a put option are recognised in equity.

On exercise of the put option, the financial liability will be derecognised on settlement in cash or in another financial asset by the Group. Changes in the Group's ownership interest in a subsidiary is accounted for according to transaction with non-controlling interest. If the put option expires unexercised, the financial liability is reversed against NCI.

2.16 Leases - The Group as a lessee

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

- Right-of-use assets

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets (except for those which meet the definition of an investment property) are presented within "Property, plant and equipment".

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.16 Leases – The Group as a lessee (continued)

- Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payments that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under residual value guarantees;
- The exercise price of a purchase option if it is reasonably certain to exercise the option;
- Lease payments to be made under an extension option if the Group is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For contracts that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected to not separate lease and non-lease components for property leases and accounts these as one single lease component.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be re-measured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is a modification in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are re-measured with a corresponding adjustment to the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

- Short-term and low value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

- Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that triggered those lease payments. Details of the variable lease payments are disclosed in Note 21.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.17 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction and does not give rise to equal taxable and deductible temporary differences.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries, associated companies and joint ventures, except where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities, except for investment properties. Investment property measured at fair value is presumed to be recovered entirely through sale.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

2.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the consolidated statement of comprehensive income as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.19 Employee compensation

Employee benefits are recognised as an expense unless the cost qualifies to be capitalised as an asset.

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

2.20 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore Dollars ("SGD" or "\$"), which is the functional currency of the Company.

(b) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income, and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses that relate to borrowings and all other foreign exchange gains and losses impacting profit or loss are presented in the income statement within "Other gains/(losses) and impairment losses - net".

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) assets and liabilities are translated at the closing exchange rates at the reporting date;
- (ii) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the reporting date.

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and various other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Valuation of investment properties and land and buildings classified under property, plant and equipment

As at 31 December 2025, the Group's investment properties of \$1,030,534,000 (2024: \$1,011,382,000) (Note 19) and land and buildings of \$455,758,000 (2024: \$466,604,000) (Note 20) classified under property, plant and equipment, are stated at their estimated fair values determined by independent external valuers. These estimated fair values may differ significantly from the prices at which these properties can be sold due to the actual negotiations between willing buyers and sellers as well as changes in assumptions and conditions arising from unforeseen events. Consequently, the actual results and the realisation of these properties could differ significantly from the estimates set forth in these financial statements.

If the actual fair values of investment properties increase or decrease by 1% (2024: 1%) from the estimates, the profit after tax and net assets will increase or decrease by \$8,583,000 (2024: \$8,354,000).

If the actual fair values of land and buildings classified under property, plant and equipment increase or decrease by 1% (2024: 1%) from the estimates, the total comprehensive income and the net assets of the Group will increase or decrease by \$4,222,000 (2024: \$4,321,000).

3.2 Impairment assessment of goodwill arising from acquisition of hospitality management business and student accommodation management business

(a) Goodwill arising from acquisition of hospitality management business

Based on the Group's impairment assessment, no impairment charge is required to be recorded for goodwill allocated to CGU within the hospitality business for 'Management services' CGU of \$37,257,000 (2024: \$37,257,000). The recoverable amount of the 'Management services' CGU was determined based on fair value less cost to sell ("FVLCTS").

Judgements are used to estimate the key assumptions applied (Note 22(a)) in computing the recoverable amounts of the CGU.

A reasonably possible change of the following magnitude on the key assumptions will not result in a reduction of the carrying amount of the goodwill as at 31 December 2025:

	<u>Higher/(lower)</u>
<u>Discounted Cash Flow method</u>	
EBITDA* margin	(5.0%)
Terminal growth rate	(1.0%)
Post-tax discount rate	<u>0.5%</u>

* EBITDA is defined as earnings before interest, taxes, depreciation and amortisation

	<u>Higher/(lower)</u>
<u>Guideline Public Company method</u>	
Multiples	(10.0%)
Normalised earnings	<u>(10.0%)</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONTINUED)

3.2 Impairment assessment of goodwill arising from acquisition of hospitality management business and student accommodation management business (continued)

- (b) Goodwill arising from acquisition of student accommodation management business

Based on the Group's impairment assessment, no impairment charge is required for goodwill arising from the acquisition of Homes for Students Limited (Note 34).

The recoverable amount of the 'Student accommodation management services' CGU was determined based on FVLCTS, which approximates the transaction price of the business acquired close to year-end.

4. REVENUE

	Group	
	2025	2024
	\$'000	\$'000
Revenue from contracts with customers	178,542	123,308
Rental income	69,091	68,565
	247,633	191,873

- (a) Disaggregation of revenue from contracts with customers

The Group derives revenue from the transfer of goods and services over time in the following major revenue streams and geographical regions. Revenue is attributed to countries based on the location where the services are rendered.

	Group	
	2025	2024
	\$'000	\$'000
Hospitality ownership and operations		
- Singapore	34,711	37,551
- Australia	44,225	50,436
- Japan	11,020	6,256
- Other countries	5,256	5,234
	95,212	99,477
Hospitality management and other related fees received/receivable		
Singapore		
- Related parties*	23,202	22,997
Japan		
- Related parties*	486	461
- Joint venture*	837	373
Student accommodation management and other related fees received/receivable		
United Kingdom	58,805	-
Total revenue from contracts with customers	178,542	123,308

* Related parties and the joint venture comprise mainly companies which are controlled by the Company's ultimate holding company.

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For the financial year ended 31 December 2025

4. REVENUE (CONTINUED)

(b) Contract liabilities

	Group		
	31 December		1 January
	2025	2024	2024
	\$'000	\$'000	\$'000
Hospitality ownership and operations	48	65	105
Hospitality management and other related fees	311	347	304
Student accommodation management and other related fees	524	-	-
Total contract liabilities (Note 23)	883	412	409

Revenue recognised in relation to contract liabilities

	Group	
	2025	2024
	\$'000	\$'000
<i>Revenue recognised in current year that was included in the contract liability balance at the beginning of the year</i>		
Hospitality ownership and operations	65	105
Hospitality management and other related fees	347	304
	412	409

(c) Trade receivables from contracts with customers

	Group			Company		
	31 December		1 January	31 December		1 January
	2025	2024	2024	2025	2024	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets						
Trade receivables from contracts with customers	37,655	5,329	9,659	712	383	1,219
Less: Allowance for impairment of receivables	(401)	(2)	(9)	-	-	-
	37,254	5,327	9,650	712	383	1,219

Notes to the Financial Statements

For the financial year ended 31 December 2025

5. PROFIT BEFORE INCOME TAX

Profit for the year has been arrived at after charging/(crediting):

	Group	
	2025	2024
	\$'000	\$'000
Depreciation of property, plant and equipment (Note 20)	16,804	16,734
Amortisation of intangible assets (Note 22(c)(d))	3,250	2,221
Supplies and services	59,646	25,294
Directors' fees	553	480
Employee compensation		
- Wages, salaries and benefits	57,196	40,015
- Employer's contribution to defined contribution plans, including Central Provident Fund	4,060	3,593
Property tax and upkeep of properties	26,436	26,318
Rental expense on operating leases (Note 21(c))		
- related parties	3,762	5,389
- non-related parties	5,010	2,745
Fees on audit services paid/payable to:		
- auditor of the Company	500	517
- other auditors*	524	416
Fees on non-audit services paid/payable to:		
- auditor of the Company	-	171
- other auditors*	28	109
Allowance for impairment losses on trade receivables – net (Note 31(b))	502	2,292

* Auditor of the Company refers to Deloitte & Touche LLP for FY2025 and PricewaterhouseCoopers LLP for FY2024. "Other auditors" include member firms within the respective auditors' international networks and firms not within those networks.

Notes to the Financial Statements

For the financial year ended 31 December 2025

6. OTHER INCOME

	Group	
	2025	2024
	\$'000	\$'000
Interest income from:		
- bank deposits	4,186	6,247
- advances to joint ventures	82	92
	<u>4,268</u>	<u>6,339</u>
Government grant income (a)	325	1,637
Dividend income from financial asset, at FVOCI	848	-
Other miscellaneous income	504	579
	<u>1,677</u>	<u>2,216</u>
	<u>5,945</u>	<u>8,555</u>

- (a) Government grant income for the financial years ended 31 December 2025 and 2024 included various grants received from the Singapore government.

7. OTHER GAINS/(LOSSES) AND IMPAIRMENT LOSSES - NET

	Group	
	2025	2024
	\$'000	\$'000
(Impairment)/Reversal of impairment of:		
- properties held for sale (Note 14)	(5,709)	(3,102)
- property, plant and equipment (Note 20)	237	(21)
Fair value gains on investment properties - net (Note 19)	8,007	32,288
Fair value gain on derivatives (non-designated)	54	-
Gain on acquisition of additional interest in a joint venture (a)	9,122	-
Remeasurement gain on previously held interest in an associated company (b)	19,783	-
Gain/(Loss) on disposal of:		
- non-current asset classified as held-for-sale (c)	-	5,867
- property, plant and equipment	(4)	(2)
Reclassification of exchange differences from currency translation reserve	-	(152)
Currency exchange gains/(losses) - net	2,397	(8,082)
	<u>33,887</u>	<u>26,796</u>

- (a) A one-off gain on the acquisition of additional interest in a property joint venture in Singapore was recognised during the year ended 31 December 2025 as the purchase consideration was lower than the fair value of the additional share of net assets acquired (Note 16(a)).
- (b) A one-off gain in relation to the re-measurement of the Group's previously held 49% equity interest in Homes for Students Limited was recognised following completion of the second stage of the phased acquisition (Note 16(b)).
- (c) A gain on disposal of a hotel property in Perth, Australia of \$5,867,000 was recognised upon the completion of the sale in December 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

8. FINANCE EXPENSES

	Group	
	2025	2024
	\$'000	\$'000
Interest expense for:		
- bank borrowings	32,841	37,068
- advances from non-controlling interests	1,475	1,331
- lease liabilities	4,954	5,483
	39,270	43,882
Cash flow hedges, reclassified from hedging reserves	(843)	(9,633)
	38,427	34,249

9. INCOME TAXES

(a) Income tax expense

	Group	
	2025	2024
	\$'000	\$'000
Current income tax	8,981	7,877
Deferred income tax (Note 27)	(2,047)	4,811
	6,934	12,688
Over-provision of current income tax in relation to prior years	(2,566)	(1,168)
	4,368	11,520

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. INCOME TAXES (CONTINUED)

(a) Income tax expense (continued)

The tax on the Group's profit before income tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	Group	
	2025	2024
	\$'000	\$'000
Profit before income tax	59,126	72,809
Share of results of:		
– associated companies, net of tax	(14,566)	(4,770)
– joint ventures, net of tax	538	(25,749)
	(14,028)	(30,519)
Profit before income tax and share of results of associated companies and joint ventures	45,098	42,290
Tax calculated at tax rate of 17% (2024: 17%)	7,667	7,189
Effects of:		
– different tax rates in other countries	(763)	1,658
– expenses not deductible for tax purposes	7,543	9,128
– income not subject to tax	(7,164)	(2,263)
– tax incentives	(410)	(254)
– deferred tax asset not recognised	871	565
– utilisation of previously unrecognised tax losses and capital allowances	(1,304)	(3,335)
– unremitted profit of a joint venture	494	–
– over-provision of tax in prior financial years	(2,566)	(1,168)
Tax charge	4,368	11,520

Notes to the Financial Statements

For the financial year ended 31 December 2025

9. INCOME TAXES (CONTINUED)

(b) Income tax recognised in other comprehensive income

	Group	
	2025	2024
	\$'000	\$'000
<i>Items that will not be reclassified subsequently to profit or loss:</i>		
Deferred tax arising from revaluation losses on property, plant and equipment – net	(1,013)	(2,419)
Deferred tax arising from revaluation gains on property, plant and equipment of a joint venture	2,768	1,090
	1,755	(1,329)

10. EARNINGS PER SHARE

Basic earnings per share (“EPS”) is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	Group	
	2025	2024
Net profit attributable to equity holders of the Company (\$'000)	54,006	58,968
Weighted average number of ordinary shares outstanding for basic earnings per share ('000)	490,006	488,417
Basic EPS (cents per share)	11.02	12.07

Diluted EPS was the same as basic EPS as there are no dilutive potential ordinary shares.

11. CASH AND BANK BALANCES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	110,982	87,913	3,718	4,876
Short-term bank deposits	67,767	112,975	31,746	77,861
	178,749	200,888	35,464	82,737

Notes to the Financial Statements

For the financial year ended 31 December 2025

11. CASH AND BANK BALANCES (CONTINUED)

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

	Group	
	2025	2024
	\$'000	\$'000
Cash and bank balances (as above)	178,749	200,888
Less: Bank deposits pledged	(17,915)	(21,694)
Cash and cash equivalents per consolidated statement of cash flows	160,834	179,194

Bank deposits are pledged in relation to the security granted for certain borrowings (Note 24).

12. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Trade receivables:				
- related parties	2,183	5,001	12	14
- non-related parties	41,007	8,882	712	387
- joint ventures	259	120	34	5
	43,449	14,003	758	406
Less: Allowance for impairment of receivables (Note 31(b))				
- non-related parties	(3,266)	(3,853)	-	-
	40,183	10,150	758	406
Advances to:				
- subsidiaries	-	-	155,952	175,559
- joint ventures	26,567	28,316	-	-
Deposits:				
- related parties	5,000	5,010	5,000	5,010
- non-related parties	54	38	10	10
Prepayments	5,718	3,238	350	391
Other receivables:				
- related parties	1,554	1,673	44	47
- non-related parties	1,229	1,602	264	448
Value added tax receivable	14	52	-	-
	40,136	39,929	161,620	181,465
	80,319	50,079	162,378	181,871

The advances to subsidiaries by the Company and the other receivables from related parties of the Group and the Company, if any, are unsecured, repayable on demand and interest-free, except for advances to a subsidiary by the Company of \$131,953,000 (2024: \$154,812,000), which is interest-bearing at a weighted average effective rate of 2.5% (2024: 2.0%) per annum. The advances to joint ventures by the Group are unsecured, repayable on demand and interest-free except that the advances to a joint venture of \$2,009,000 (2024: \$4,652,000) is interest-bearing at an effective rate of 2.5% (2024: 2.0%) per annum.

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. OTHER NON-CURRENT ASSETS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Deposits: non-related parties	7	-	7	-
Prepayments	451	508	90	105
Advances to:				
- subsidiaries	-	-	589,038	516,489
- associated company	870	870	-	-
- joint ventures	41	4,166	-	-
	1,369	5,544	589,135	516,594
Less: Allowance for impairment of advances to an associated company	(870)	(870)	-	-
	499	4,674	589,135	516,594

The non-current advances to subsidiaries, an associated company and joint ventures by the Company and the Group, if any, are unsecured, not expected to be repayable in the next twelve months and interest-free except for advances to subsidiaries by the Company, which is interest-bearing at a weighted average effective rate of 5.3% (2024: 4.7%) per annum.

14. PROPERTIES HELD FOR SALE

	Group	
	2025 \$'000	2024 \$'000
Medical suites	118,162	118,162
Mixed development	45,220	50,299
	163,382	168,461

Details of the Group's properties held for sale as at 31 December 2025 are as follows:

Location	Description/existing use	Net floor area (sm)	Group's effective interest
Novena Medical Center, 10 Sinaran Drive Singapore	7 units of medical suites	515	100%
Novena Specialist Center, 8 Sinaran Drive Singapore	29 units of medical suites	2,115	100%
Westminster Fire Station, London, United Kingdom	17 residential units and 1 restaurant unit ("Mixed development")	2,154	100%

During the financial years ended 31 December 2025 and 2024, an impairment charge of \$5,709,000 and \$3,102,000, respectively, was recognised on the mixed development held for sale based on its net realisable value. The net realisable value was derived with reference to an indicative offer price as at 31 December 2025 and an independent external valuation performed as at 31 December 2024. Subsequent to year-end, the Group entered into a sales agreement for the sale of this mixed development.

Notes to the Financial Statements

For the financial year ended 31 December 2025

15. FINANCIAL ASSET, AT FVOCI

	Group and Company	
	2025	2024
	\$'000	\$'000
Unlisted equity security:		
Beginning of financial year	3,047	2,063
Additions	39	773
Fair value gains	202	369
Currency translation differences	(177)	(158)
End of financial year	3,111	3,047

16. INVESTMENTS IN ASSOCIATED COMPANIES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Equity investment at cost			696	696
Beginning of financial year	64,521	31,865		
Additions	25,075	30,755		
Change in ownership interest from joint venture to associate (a)	170,984	-		
Change in ownership interest from associate to subsidiary (b)	(53,477)	-		
Gain on acquisition of additional interest in a joint venture (a, Note 7)	9,122	-		
Remeasurement gain on previously held interest in an associated company (b, Note 7)	19,783	-		
Share of:				
- profit	14,566	4,770		
- movement in fair value reserve	38	(2,199)		
Dividends received	-	(832)		
Currency translation differences	499	162		
End of financial year	251,111	64,521		

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

- (a) On 24 January 2025, the Group through its wholly owned subsidiary, acquired additional 6.7% interest (the “WS Acquisition”) in Woodlands Square Pte. Ltd, (“WSPL”) for \$25.0 million from one of its joint venture partners (“Seller”). 26.6% interest in WSPL held by Seller was sold to the other existing joint venture partner (“Partner”). Subsequent to the WS Acquisition, the Group’s interest in WSPL increased from 33.3% to 40.0% while the Partner holds the remaining 60.0% interest. As the purchase consideration was below the fair value of the additional share of net assets acquired, a one-off gain of \$9,122,000 was recognised in “Other gains/(losses) and impairment losses - net” (Note 7). With the loss of joint control following the Partner’s increase in interest in WSPL to 60%, WSPL was reclassified from a joint venture to an associate.
- (b) On 30 September 2025, the Group completed the second stage of the phased acquisition of its interest in Homes for Students Limited (“HFS”), increasing its equity interest from 49% to 84% and resulting in the Group obtaining control over HFS. As such, HFS was reclassified from an associated company to a subsidiary and the Group’s previously held equity interest in HFS was remeasured to fair value, with reference to the purchase consideration, resulting in a gain on remeasurement of \$19,783,000 that was recognised in profit or loss under “Other gains/(losses) and impairment losses - net” (Note 7).

Further details of the acquisition of business are set out in Note 34.

Additions as at 31 December 2024 was related to the acquisition of a 49% stake in HFS for £17,600,000 (\$29,920,000) on 25 April 2024, including costs capitalised in relation to the acquisition.

The details of the Group’s associated company, FEO Hospitality Asset Management Pte. Ltd. (“FEOHAM”) and WSPL (2024: FEOHAM and HFS), which, in the opinion of the directors, are material to the Group are set out in Note 37. HFS was also a material associated company of the Group as at 31 December 2024 prior to becoming a subsidiary following the completion of the second stage of the phased acquisition in 2025.

Set out below are the summarised financial information for FEOHAM and WSPL. The summarised financial information for HFS related to the position as at 31 December 2024 prior to becoming a subsidiary.

Summarised balance sheet

	FEOHAM		WSPL	HFS
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current assets	17,465	12,136	336,453	35,779
Current liabilities	(4,404)	(5,007)	(14,204)	(24,707)
Non-current assets	97,245	91,725	313,820	4,532
Non-current liabilities	(10)	(20)	(100,143)	(655)
Net assets	110,296	98,834	535,926	14,949

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. INVESTMENTS IN ASSOCIATED COMPANIES (CONTINUED)

Summarised statement of comprehensive income

	FEOHAM		WSPL	HFS
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Revenue	11,095	10,581	61,358	111,597
Profit before income tax	13,273	11,733	27,053	4,147
Profit after income tax	11,347	9,976	23,654	3,016
Other comprehensive income/(loss), net of tax	115	(6,664)	-	-
Total comprehensive income	11,462	3,312	23,654	3,016
Dividends received from the associated company	-	-	-	832

The information above reflects the amounts presented in the financial statements of the associated companies, and not the Group's share of those amounts, adjusted for differences in accounting policies between the Group and the associated companies.

The Group's share of WSPL's results recognised in the profit or loss and other comprehensive income are affected by the significant estimates and assumptions applied by the associated companies in the determination of the fair value of WSPL's investment properties with a carrying amount of \$312,900,000 as at 31 December 2025.

If the actual fair values of these investment properties increase or decrease by 1%, the net assets of the Group will increase or decrease by \$1,252,000.

Reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in the associated companies is as follows:

	FEOHAM		WSPL	HFS
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Net assets	110,296	98,834	535,926	14,949
Group's equity interest in associated companies	33%	33%	40%	49%
Group's share of net assets	36,398	32,615	214,370	7,325
Intangible assets	343	343	-	24,238
Carrying value	36,741	32,958	214,370	31,563

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For the financial year ended 31 December 2025

17. INVESTMENTS IN JOINT VENTURES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Equity investment at cost			300	300
Beginning of financial year	484,252	472,694		
Additions (a)	12,829	6,152		
Change in ownership interest from joint venture to associated company (Note 16(a))	(170,984)	-		
Share of (loss)/profit	(538)	25,749		
Share of movements in:				
- asset revaluation reserve	14,335	6,991		
- currency translation reserve	(722)	(268)		
- hedging reserve	(589)	(751)		
Dividends received	(20,027)	(11,891)		
Currency translation differences	4,239	(14,424)		
End of financial year	322,795	484,252		

- (a) The Group holds a 36.5% interest in FE UK Student Accommodation Development Fund ("the Fund"). The Fund was established in August 2024 and achieved its final closing in June 2025 with total committed capital of £96.0 million. The Group's investment is accounted for as a joint venture.

As at 31 December 2025, the Group had committed £35.0 million to the Fund, of which £10,826,000 (approximately \$18,754,000) was injected as capital. The remaining committed capital, based on the Group's proportionate interest, amounted to £24,174,000 (approximately \$41,876,000).

- (b) On 21 June 2024, the Group announced that Far East Opus Pte. Ltd. ("FEOpus"), a joint venture entity in which the Group holds a 20% interest in, was served with legal claims in the High Court of Singapore on 31 May 2024 by some unit owners ("claimants") of SBF Center, a commercial development completed in 2016. FEOpus disputes these claims and believes they are without merit. As announced on 10 June 2025, FEOpus succeeded in its appeal to strike out one claimant's application. As this was a test case, subject to any further appeal, the Court's findings on the law will be binding on all the other claimants. On 24 July 2025, the claimant in the test case filed a further appeal against the Court's decision. The matter is currently before the Court of Appeal.

Even if the claimants are successful in their claims, the maximum potential financial exposure estimated is not expected to have a material impact on the Group's financial position and ability to continue its existing business operations. As at 31 December 2025, no provision has been made on the claims.

- (c) In March 2022, a claim was lodged against a subsidiary of a joint venture, Toga Hotel Holdings Unit Trust ("Toga Trust"), alleging underpayment of rent for a lease, wrongful termination of the lease and repudiation of the lease. As at 31 December 2024, no provision had been made as the legal advice obtained by the joint venture entity indicated that it was not probable that a material liability will arise. In September 2025, subsequent to a court judgement issued against Toga Trust, the Group has recognised its share on the one-off recognition of the liability of A\$1,621,000 (approximately \$1,352,000) in relation to this claim under the share of results of joint ventures.
- (d) During the financial year ended 31 December 2025, the Group extended advances of £350,000 (\$608,000) to a joint venture developing a purpose-built student accommodation project in Bristol, UK. The Group will provide additional funding of £408,000 (approximately \$706,000), if called.

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17. INVESTMENTS IN JOINT VENTURES (CONTINUED)

Summarised financial information for material joint ventures

The details of the Group's joint venture, Toga Trust (2024: Toga Trust and Woodlands Square Pte. Ltd. ("WSPL")), which, in the opinion of the directors, is material to the Group are set out in Note 37. WSPL was a material joint venture of the Group as at 31 December 2024 prior to becoming an associated company following the loss of joint control as a result of the increase in other investor's interest in WSPL (Note 16(a)).

Set out below are the summarised financial information for Toga Trust. The summarised financial information for WSPL related to the position as at 31 December 2024 prior to becoming an associated company.

Summarised consolidated balance sheet

	Toga Trust		WSPL
	2025	2024	2024
	\$'000	\$'000	\$'000
Current assets	115,879	127,702	356,311
Current liabilities	(142,907)	(127,191)	(11,777)
Non-current assets	1,324,278	1,260,076	308,350
Non-current liabilities	(973,218)	(931,707)	(140,612)
Net assets	324,032	328,880	512,272

The above amounts of assets and liabilities include the following:

	Toga Trust		WSPL
	2025	2024	2024
	\$'000	\$'000	\$'000
Cash and cash equivalents	57,649	67,236	2,414
Current financial liabilities (excluding trade and other payables and provisions)	(43,956)	(38,300)	-
Non-current financial liabilities (excluding trade and other payables and provisions)	(784,191)	(748,044)	(135,893)

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. INVESTMENTS IN JOINT VENTURES (CONTINUED)

Summarised financial information for material joint ventures (continued)

Summarised consolidated statement of comprehensive income

	Toga Trust		WSPL
	2025	2024	2024
	\$'000	\$'000	\$'000
Revenue	421,775	435,722	54,995
Interest income	1,619	1,693	43
Expenses			
Includes:			
- Depreciation and amortisation	(61,496)	(59,558)	(430)
- Interest expense	(33,246)	(32,915)	(6,755)
Profit before income tax	3,162	15,986	16,626
Income tax expense	(2,338)	(2,806)	(731)
Profit after income tax	824	13,180	15,895
Other comprehensive income, net of tax	15,612	5,786	-
Total comprehensive income	16,436	18,966	15,895
Dividends received from the joint venture	13,060	4,502	-

The Group's share of Toga Trust's (2024: Toga Trust's and WSPL's) results recognised in the profit or loss and other comprehensive income are affected by the significant estimates and assumptions applied by the joint ventures in the:

- Determination of the fair value of Toga Trust's land and buildings classified under property, plant and equipment with a carrying amount of \$333,037,000 (2024: \$313,392,000), and WSPL's investment properties with a carrying amount of \$306,800,000 as at 31 December 2024; and
- Impairment assessment of Toga Trust's goodwill and brands with indefinite lives with a carrying amount of \$164,459,000 (2024: \$161,977,000).

If the actual fair values of these land and buildings (2024: land and buildings and investment properties) increase or decrease by 1% (2024: 1%), the net assets of the Group will increase or decrease by \$1,166,000 (2024: \$1,949,000).

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. INVESTMENTS IN JOINT VENTURES (CONTINUED)

Summarised financial information for material joint ventures (continued)

If the recoverable amount of the CGU (which the goodwill and brands with indefinite lives are allocated to) decreases by 5% (2024: 5%), there will be no impact (2024: no impact) to the carrying value of the Group's investment in the joint ventures.

The information above reflects the amounts presented in the financial statements of the joint ventures, and not the Group's share of those amounts, adjusted for differences in accounting policies between the Group and the joint ventures.

Reconciliation of the summarised financial information

Reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in the joint ventures are as follows:

	Toga Trust		WSPL
	2025	2024	2024
	\$'000	\$'000	\$'000
Net assets at end of financial year	324,032	328,880	512,272
Group's equity interest in Toga Trust and WSPL	50%	50%	33%
Group's share of net assets	162,016	164,440	170,757
Goodwill	5,814	5,814	-
Carrying value	167,830	170,254	170,757

Information about immaterial joint ventures

The following table summarises, in aggregate, the Group's carrying amount, share of net profit and other comprehensive income of the individually immaterial joint ventures accounted for using the equity method:

	2025	2024
	\$'000	\$'000
<u>Carrying value</u>		
Total carrying amount of investments in joint ventures	322,795	484,252
Less: carrying amount of investments in material joint ventures disclosed separately	(167,830)	(341,011)
Carrying amount of investments in individually immaterial joint ventures	154,965	143,241
<u>Share of net (loss)/profit and other comprehensive income</u>		
Net (loss)/profit	(950)	13,861
Other comprehensive income	5,218	3,079
Total comprehensive income	4,268	16,940

The immaterial joint ventures individually account for less than 10% of the Group's total assets.

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For the financial year ended 31 December 2025

18. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025	2024
	\$'000	\$'000
Equity investments at cost	521,354	521,354
Advances to subsidiaries	377,216	347,366
Less: Allowance for impairment of equity investments	(12,200)	(12,200)
	886,370	856,520

The details of the subsidiary with material non-controlling interest, Far East Hospitality Holdings Pte. Ltd., are set out in Note 37.

Set out below are the summarised consolidated financial information for Far East Hospitality Holdings Pte. Ltd. and its subsidiaries, before inter-company eliminations with other subsidiaries within the Group.

Summarised consolidated balance sheet

	2025	2024
	\$'000	\$'000
Current assets	84,439	90,511
Current liabilities	(274,099)	(305,371)
Non-current assets	511,511	513,199
Non-current liabilities	(273,857)	(270,077)
Net assets	47,994	28,262
Carrying value of non-controlling interest at 30% (2024: 30%)	14,398	8,479

Summarised consolidated statement of comprehensive income

	2025	2024
	\$'000	\$'000
Revenue	85,479	86,243
Profit before income tax	5,383	9,639
Profit after income tax	2,507	7,518
Other comprehensive income/(loss), net of tax	17,225	(13,435)
Total comprehensive gain/(loss)	19,732	(5,917)
Total comprehensive gain/(loss) allocated to non-controlling interest	5,920	(1,775)

Notes to the Financial Statements

For the financial year ended 31 December 2025

18. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Summarised consolidated statement of cash flows

	2025	2024
	\$'000	\$'000
Net cash provided by operating activities	14,066	11,644
Net cash provided by investing activities	21,840	30,678
Net cash used in financing activities	(39,182)	(14,803)
Total cash (outflows)/inflows – net	<u>(3,276)</u>	<u>27,519</u>

19. INVESTMENT PROPERTIES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	1,011,382	967,750	147,200	142,800
Additions	1,774	2,222	-	-
Net fair value gains recognised in profit or loss (Note 7)	8,007	32,288	10,800	4,400
Currency translation differences	9,371	9,122	-	-
End of financial year	<u>1,030,534</u>	<u>1,011,382</u>	<u>158,000</u>	<u>147,200</u>
Comprising:				
- Completed properties	<u>1,030,534</u>	<u>1,011,382</u>	<u>158,000</u>	<u>147,200</u>

Bank borrowings are secured on investment properties of the Group with carrying amounts of \$293,974,000 (2024: \$300,088,000) (Note 24).

- (a) The properties are leased to non-related parties under operating leases. The following amounts are recognised in profit or loss:

	Group	
	2025	2024
	\$'000	\$'000
Rental income	63,154	62,963
Direct operating expenses arising from investment properties that generate rental income	<u>(25,534)</u>	<u>(24,563)</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

19. INVESTMENT PROPERTIES (CONTINUED)

(b) At the balance sheet date, the details of the Group's investment properties are as follows:

Location	Description/ existing use	No. of units/beds	Tenure
Singapore			
Orchard Rendezvous Hotel, Singapore, 1 Tanglin Road	Shops and offices (land only)	-	Freehold and leasehold with 99 years lease expiring on 31 March 2064
Novena Medical Center, 10 Sinaran Drive	Medical suites	37	Leasehold with 99 years lease expiring on 27 August 2101
Novena Specialist Center, 8 Sinaran Drive	Medical suites	10	Leasehold with 99 years lease expiring on 22 April 2106
Australia			
Rendezvous Hotel Perth Scarborough	Shops	13	Freehold
United Kingdom			
Turner Court, Newcastle upon Tyne	PBSA	274	Freehold
Rosedale Court, Newcastle upon Tyne	PBSA	338	Freehold
Marshall Court, Newcastle upon Tyne	PBSA	196	Freehold
Bryson Court, Newcastle upon Tyne	PBSA	366	Freehold
Newton Court, Newcastle upon Tyne	PBSA	295	Freehold
Land sites at Newcastle upon Tyne	PBSA	-	Freehold
Hollingbury House, Brighton	PBSA	195	Freehold
Harbour Court, Bristol	PBSA	133	Freehold
St Lawrence House, Bristol	PBSA	166	Freehold
The Glassworks, Liverpool	PBSA	323	Freehold
The Foundry, Leeds	PBSA	239	Freehold
The Elements, Sheffield	PBSA	735	Freehold
King Square Studios, Bristol	PBSA	301	Freehold
Emily Davies, Southampton	PBSA	158	Freehold

(c) Valuation processes, techniques and inputs used in Level 3 fair value measurements

The Group engages external, independent and qualified valuers to determine the fair value of its investment properties on an annual basis or whenever there are indicators that carrying amounts may differ materially from fair values. Management reviews the valuation reports, assesses movements against prior year valuations and discusses key assumptions with the independent valuers.

The Group's investment properties are measured at fair value using valuation techniques that incorporate significant unobservable inputs and are therefore categorised as Level 3 in the fair value hierarchy.

Notes to the Financial Statements

For the financial year ended 31 December 2025

19. INVESTMENT PROPERTIES (CONTINUED)

(c) Valuation processes, techniques and inputs used in Level 3 fair value measurements (continued)

The valuation techniques applied include sales comparison, discounted cash flow, and income capitalisation methods. The key unobservable inputs used in these valuation techniques and their respective ranges are disclosed in the table below.

Description	Fair value as at		Valuation technique(s)	Significant unobservable input(s) and range	Relationship of unobservable inputs to fair value
	2025 \$'000	2024 \$'000			
Freehold and leasehold land – Singapore	158,000	147,200	Income capitalisation	Capitalisation rate – 3.3% to 4.0% (2024: 3.4% to 4.3%)	The lower the capitalisation rate, the higher the fair value
Medical suites – Singapore	189,607	166,202	Sales comparison	Adjusted comparable sale price – \$4,855 to \$5,150 psf (2024: \$4,283 to \$4,663 psf)	The higher the comparable sales price, the higher the fair value
Shops and restaurant – Australia ⁽¹⁾	30,751	28,545	Discounted cash flow	Discount rate – 7.0% (2024: 7.8%) Terminal yield – 7.3% (2024: 7.0%)	The lower the discount rate or terminal yield, the higher the fair value
			Income capitalisation	Capitalisation rate – 6.8% (2024: 6.8%)	The lower the capitalisation rate, the higher the fair value
PBSA – United Kingdom	652,176	669,435	Discounted cash flow	Discount rate – 8.0% to 8.5% (2024: 8.0% to 8.5%) Terminal yield – 5.5% to 6.0% (2024: 5.4% to 6.0%)	The lower the discount rate or terminal yield, the higher the fair value
	1,030,534	1,011,382			

(1) Valuation determined using the average of discounted cash flow and income capitalisation.

(d) Reconciliation of fair value measurement to valuation report

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Fair value of investment properties based on valuation reports	1,031,612	1,012,410	158,000	147,200
Less: Carrying amount of accrued receivables	(1,078)	(1,028)	-	-
Carrying amount of investment properties	1,030,534	1,011,382	158,000	147,200

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For the financial year ended 31 December 2025

20. PROPERTY, PLANT AND EQUIPMENT

As at 31 December 2025, the Group's and the Company's carrying value of property, plant and equipment included right-of-use assets amounting to \$57,079,000 (2024: \$64,412,000) and \$42,177,000 (2024: \$48,766,000) respectively (Note 21(a)).

	Freehold and leasehold land	Buildings and offices	Plant, equipment, furniture and fittings	Construction- in-progress	Motor vehicles	Leasehold improvements and other assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group – 2025							
<i>Cost or valuation</i>							
Beginning of financial year							
Cost	-	162,191	62,043	1,611	865	15,386	242,096
Valuation	373,870	92,734	-	-	-	-	466,604
	373,870	254,925	62,043	1,611	865	15,386	708,700
Currency translation differences	1,133	1,882	400	16	-	185	3,616
Additions	-	-	2,777	6,588	-	3	9,368
Acquisition of business (Note 34(c))	-	1,528	800	-	-	-	2,328
Disposals	-	-	(160)	-	-	-	(160)
Transfers	-	-	57	(98)	-	41	-
Impairment charge (Note 7)	-	(553)	-	-	-	-	(553)
Revaluation adjustments - other comprehensive income	(8,347)	(4,963)	-	-	-	-	(13,310)
End of financial year	366,656	252,819	65,917	8,117	865	15,615	709,989
Representing:							
Cost	-	163,717	65,917	8,117	865	15,615	254,231
Valuation	366,656	89,102	-	-	-	-	455,758
	366,656	252,819	65,917	8,117	865	15,615	709,989
<i>Accumulated depreciation and impairment losses</i>							
Beginning of financial year	-	97,781	54,322	-	818	6,074	158,995
Currency translation differences	-	37	338	-	-	87	462
Depreciation charge (Note 5)	-	13,414	2,023	-	47	1,320	16,804
Disposals	-	-	(153)	-	-	-	(153)
Reversal of impairment (Note 7)	-	(565)	(225)	-	-	-	(790)
Revaluation adjustments - other comprehensive income	-	(4,034)	-	-	-	-	(4,034)
End of financial year	-	106,633	56,305	-	865	7,481	171,284
Net book value							
End of financial year	366,656	146,186	9,612	8,117	-	8,134	538,705

Notes to the Financial Statements

For the financial year ended 31 December 2025

20. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Freehold and leasehold land	Buildings and offices	Plant, equipment, furniture and fittings	Construction- in-progress	Motor vehicles	Leasehold improvements and other assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Group – 2024</i>							
<i>Cost or valuation</i>							
Beginning of financial year							
Cost	-	162,191	58,771	725	865	15,082	237,634
Valuation	373,870	105,847	-	-	-	-	479,717
	373,870	268,038	58,771	725	865	15,082	717,351
Currency translation differences	(2,259)	(3,260)	(759)	(50)	-	(609)	(6,937)
Additions	-	-	4,081	1,796	-	53	5,930
Disposals	-	-	(50)	-	-	-	(50)
Transfers	-	-	-	(860)	-	860	-
Impairment charge (Note 7)	-	(467)	-	-	-	-	(467)
Revaluation adjustments							
- other comprehensive income	2,259	(9,386)	-	-	-	-	(7,127)
End of financial year	373,870	254,925	62,043	1,611	865	15,386	708,700
Representing:							
Cost	-	162,191	62,043	1,611	865	15,386	242,096
Valuation	373,870	92,734	-	-	-	-	466,604
	373,870	254,925	62,043	1,611	865	15,386	708,700
<i>Accumulated depreciation and impairment losses</i>							
Beginning of financial year	-	89,081	52,993	-	730	5,358	148,162
Currency translation differences	-	(41)	(686)	-	-	(182)	(909)
Depreciation charge (Note 5)	-	13,782	1,966	-	88	898	16,734
Disposals	-	-	(48)	-	-	-	(48)
(Reversal of impairment)/ Impairment charge (Note 7)	-	(543)	97	-	-	-	(446)
Revaluation adjustments							
- other comprehensive income	-	(4,498)	-	-	-	-	(4,498)
End of financial year	-	97,781	54,322	-	818	6,074	158,995
<i>Net book value</i>							
End of financial year	373,870	157,144	7,721	1,611	47	9,312	549,705

Notes to the Financial Statements

For the financial year ended 31 December 2025

20. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Freehold and leasehold land \$'000	Buildings and offices \$'000	Plant, equipment, furniture and fittings \$'000	Motor vehicle \$'000	Leasehold improvements and other assets \$'000	Total \$'000
Company – 2025						
<i>Cost or valuation</i>						
Beginning of financial year						
Cost	-	121,393	33,943	442	3,631	159,409
Valuation	316,899	-	-	-	-	316,899
	316,899	121,393	33,943	442	3,631	476,308
Additions	-	-	591	-	-	591
Disposals	-	(15)	(20)	-	-	(35)
Revaluation adjustments – other comprehensive income	(9,200)	-	-	-	-	(9,200)
End of financial year	307,699	121,378	34,514	442	3,631	467,664
Representing:						
Cost	-	121,378	34,514	442	3,631	159,965
Valuation	307,699	-	-	-	-	307,699
	307,699	121,378	34,514	442	3,631	467,664
<i>Accumulated depreciation</i>						
Beginning of financial year	-	72,629	31,917	396	1,953	106,895
Depreciation charge	-	6,588	644	46	197	7,475
Disposals	-	(15)	(19)	-	-	(34)
End of financial year	-	79,202	32,542	442	2,150	114,336
Net book value						
End of financial year	307,699	42,176	1,972	-	1,481	353,328
Company – 2024						
<i>Cost or valuation</i>						
Beginning of financial year						
Cost	-	121,393	33,807	442	3,631	159,273
Valuation	315,499	-	-	-	-	315,499
	315,499	121,393	33,807	442	3,631	474,772
Additions	-	-	151	-	-	151
Disposals	-	-	(15)	-	-	(15)
Revaluation adjustments – other comprehensive income	1,400	-	-	-	-	1,400
End of financial year	316,899	121,393	33,943	442	3,631	476,308
Representing:						
Cost	-	121,393	33,943	442	3,631	159,409
Valuation	316,899	-	-	-	-	316,899
	316,899	121,393	33,943	442	3,631	476,308
<i>Accumulated depreciation</i>						
Beginning of financial year	-	66,042	31,298	308	1,771	99,419
Depreciation charge	-	6,587	634	88	182	7,491
Disposals	-	-	(15)	-	-	(15)
End of financial year	-	72,629	31,917	396	1,953	106,895
Net book value						
End of financial year	316,899	48,764	2,026	46	1,678	369,413

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20. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- (a) On 6 May 2024, the Group, through its subsidiary, had entered into an option agreement for the sale of the hotel property. The sale was completed on 17 December 2024 and accordingly, a gain on disposal of the asset was recognised (Note 7) during the financial year ended 31 December 2024.
- (b) 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 21.
- (c) Bank borrowings are secured on property, plant and equipment of the Group with carrying amounts of \$132,117,000 (2024: \$128,939,000) (Note 24).
- (d) The freehold and leasehold land and buildings of the Group and the Company with carrying values of \$455,758,000 (2024: \$466,604,000) and \$307,699,000 (2024: \$316,899,000) respectively are carried at the revalued amounts in accordance with the Group's accounting policy as described in Note 2.4. If these land and buildings of the Group and the Company were included in the financial statements at cost less accumulated depreciation and impairment losses, their net book values would have been \$103,796,000 (2024: \$104,926,000) and \$2,183,000 (2024: \$2,183,000) respectively.
- (e) Valuation processes, techniques and inputs for Level 3 fair value measurements

The Group engages external, independent and qualified valuers to determine the fair value of the Group's property, plant and equipment, on an annual basis and whenever their carrying amounts are likely to differ materially from their revalued amounts, based on the properties' highest and best use.

The fair values of the Group's property, plant and equipment are categorised as Level 3 in the fair value hierarchy due to the use of significant unobservable inputs. The valuation techniques applied and the key unobservable inputs used are disclosed in the table below.

Description	Fair value as at		Valuation technique(s)	Significant unobservable input(s) and range	Relationship of unobservable inputs to fair value
	2025 \$'000	2024 \$'000			
Freehold and leasehold land – Singapore	307,699	316,899	Income capitalisation	Capitalisation rate – 4.0% (2024: 4.3%)	The lower the capitalisation rate, the higher the fair value
Freehold land and building – Malaysia	36,066	34,745	Discounted cash flow	Discount rate – 8.3% (2024: 9.0%) Terminal yield – 6.0% (2024: 6.0%)	The lower the discount rate or terminal yield, the higher the fair value
Freehold land and buildings – Australia ⁽¹⁾	111,993	114,960	Discounted cash flow	Discount rate – 7.5% to 9.3% (2024: 8.3% to 8.8%) Terminal yield – 5.8% to 7.3% (2024: 6.3% to 6.5%)	The lower the discount rate or terminal yield, the higher the fair value
			Income capitalisation	Capitalisation rate – 5.5% to 7.0% (2024: 6.0% to 6.5%)	The lower the capitalisation rate, the higher the fair value
	455,758	466,604			

(1) Valuation determined using the average of discounted cash flow and income capitalisation.

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21. LEASES

Leases – The Group as a lessee

The Group leases hospitality properties which are used in the Group's hospitality operations, and offices for the purpose of back-office operations and as head office from related parties. These are recognised within property, plant and equipment (Note 20).

As at balance sheet date, the Group and the Company's lease liabilities amounted to \$79,350,000 and \$58,758,000 respectively (2024: \$87,542,000 and \$65,959,000).

There are no externally imposed covenants on these lease arrangements.

(a) Carrying amounts

Right-of-use assets classified within property, plant and equipment

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Buildings and offices	57,079	64,411	42,177	48,765
Equipment	-	1	-	1
	57,079	64,412	42,177	48,766

(b) Depreciation expense for the financial year was \$8,852,000 (2024: \$8,701,000).

(c) Lease expense not capitalised in lease liabilities

	Group	
	2025	2024
	\$'000	\$'000
Short-term leases	70	71
Variable lease payments which do not depend on an index or rate	8,702	8,063
Total (Note 5)	8,772	8,134

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21. LEASES (CONTINUED)

(d) Total cash outflow for all the leases was \$23,444,000 (2024: \$22,604,000), of which \$18,266,000 (2024: \$19,859,000) was paid to related parties.

(e) There were no additions to right-of-use assets during the financial year (2024: Nil).

(f) Future cash outflow which are not capitalised in lease liabilities

(i) Variable lease payments

The leases for certain hotels contain variable lease payments that are based on a percentage of gross operating revenue and/or gross operating profit of these properties. Such variable lease payments are recognised to profit or loss when incurred and amounted to \$8,702,000 (2024: \$8,063,000) (Note 21(c)).

(ii) Extension options

The leases for certain hotels contain extension options, for which the related lease payments had not been included in lease liabilities as the Group is not reasonably certain to exercise these extension options. The Group negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group's operations. The majority of the extension options are exercisable by the Group and not by the lessor.

Leases – The Group as a lessor

Undiscounted lease payments from the operating leases to be received after the reporting date are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Less than one year	49,449	45,696	-	-
One to two years	17,879	7,349	-	-
Two to three years	11,155	5,519	-	-
Three to four years	3,392	3,352	-	-
Four to five years	2,858	2,222	-	-
More than five years	14,281	7,168	-	-
Total undiscounted lease payments	99,014	71,306	-	-

A mixed-use development held for sale as at 31 December 2025, that was subsequently sold after year-end (Note 36(a)), has operating lease commitments amounting to £9,583,000 (approximately \$16,601,000).

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22. INTANGIBLE ASSETS

	Group	
	2025	2024
	\$'000	\$'000
Goodwill arising from acquisition of hospitality management business (a)	37,257	37,257
Goodwill arising from acquisition of student accommodation management business (b)	62,884	-
Hospitality management agreements (c)	59,360	61,581
Customer contracts, customer relationships and other intangible assets (d)	31,533	-
	191,034	98,838

(a) Goodwill arising from acquisition of hospitality management business

	Group	
	2025	2024
	\$'000	\$'000
<i>Cost</i>		
Beginning and end of financial year	55,706	55,706
<i>Accumulated impairment</i>		
Beginning and end of financial year	18,449	18,449
Net book value	37,257	37,257

Goodwill is allocated to the Management services CGU within the Group's hospitality business. The recoverable amount of the Management services CGU was determined based on fair value less cost to sell ("FVLCTS").

The FVLCTS adopted by the Group was computed using the average of the values derived from the following two Level 3 valuation techniques based on management's estimates:

- Discounted Cash Flow ("DCF") method
- Guideline Public Company ("GPC") method

Notes to the Financial Statements

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22. INTANGIBLE ASSETS (CONTINUED)

- (a) Goodwill arising from acquisition of hospitality management business (continued)

DCF method

The assumptions used in the future net cash flows take into account a market participant's ability to generate economic benefits.

Cash flow projections used in the DCF were based on financial projections approved by management covering a five-year period. Key assumptions used for the analysis of the CGU included cash flows from the existing managed properties in Singapore, Malaysia and Japan. Inflationary costs have also been factored in for the cash flow projections. Cash flows beyond the five-year period were extrapolated using the estimated growth rate stated below. The growth rate did not exceed the historical long-term average growth rate for the hospitality management services business in which the CGU operates. A discount rate which reflects a market participant's required return on the CGU was used for the impairment analysis of the CGU.

	2025	2024
Terminal growth rate	1.9%	1.9%
Post-tax discount rate	9.1%	9.4%

GPC method

The GPC method entails applying multiples to the normalised earnings of the CGU and adjusted for the risk and size of the CGU. The key assumptions are the GPC multiples and normalised earnings. Normalised earnings are based on 2026 projections, which represent the stabilised state of operations after taking in the full year contributions from the newly opened properties in Japan that commenced operations in 2025.

The GPC multiples are determined based on published data regarding traded price and earnings of public companies that are engaged in the same or similar line of business as the CGU. The CGU's normalised earnings is determined by management based on past performance and its expectations of market developments.

Based on the FVLCTS adopted by the Group, the recoverable amount of the CGU exceeds the carrying value and the goodwill is not impaired.

- (b) Goodwill arising from acquisition of student accommodation management business

	<u>Group</u>
	2025
	\$'000
Cost	
Acquisition of business (Note 34(e))	62,957
Currency translation differences	(73)
Net book value	<u>62,884</u>

Following completion of the purchase price allocation exercise, the Group recognised customer contracts, customer relationships and goodwill arising from the acquisition (Note 34(c)).

Goodwill is allocated to the Management services CGU within the Group's student accommodation business. The recoverable amount of the Management services CGU was determined based on fair value less cost to sell ("FVLCTS").

The FVLCTS adopted by the Group was determined to approximate the transaction price of the business given the completion date was close to year-end. Management has not identified any indicators that the transaction price is not representative of fair value at the completion date. Based on management's assessment of the recoverable amount as at 31 December 2025, no impairment charge was recognised.

Notes to the Financial Statements

For the financial year ended 31 December 2025

22. INTANGIBLE ASSETS (CONTINUED)

(c) Hospitality management agreements

	Group	
	2025	2024
	\$'000	\$'000
<i>Cost</i>		
Beginning and end of financial year	98,692	98,692
<i>Accumulated amortisation and impairment</i>		
Beginning of financial year	37,111	34,890
Amortisation charge (Note 5)	2,221	2,221
End of financial year	39,332	37,111
Net book value	59,360	61,581

(d) Customer contracts, customer relationships and other intangible assets

	Group
	2025
	\$'000
<i>Costs</i>	
As at acquisition date (Note 34(c))	31,864
Additions	767
Currency translation differences	(37)
End of financial year	32,594
<i>Accumulated amortisation</i>	
Amortisation charge (Note 5)	1,029
Currency translation differences	32
End of financial year	1,061
Net book value	31,533

Notes to the Financial Statements

For the financial year ended 31 December 2025

23. TRADE AND OTHER PAYABLES

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Trade payables to:				
- related parties	685	1,142	215	459
- non-related parties	24,332	5,097	987	434
- joint ventures	2,374	1,616	-	-
	27,391	7,855	1,202	893
Other payables to:				
- related parties	1,599	1,339	-	-
- non-related parties	11,687	5,024	-	-
Advances from:				
- a subsidiary	-	-	32,450	32,466
- non-controlling interest	56,714	66,507	-	-
- joint ventures	18,753	10,939	1,380	1,380
Accrual for operating expenses	24,456	17,236	4,948	4,315
Deposits	2,296	2,158	365	442
Interest payable	87	61	68	51
Contract liabilities (Note 4(b))	883	412	23	28
Value added tax payable	5,867	1,813	439	463
	122,342	105,489	39,673	39,145
	149,733	113,344	40,875	40,038

Other payables to related parties and advances from a joint venture of the Group and a subsidiary of the Company are unsecured, repayable on demand and interest-free. Advances from a non-controlling interest are unsecured, repayable on demand and bear interest at a weighted average effective interest rate of 2.5% (2024: 2.0%) per annum.

Notes to the Financial Statements

For the financial year ended 31 December 2025

23. TRADE AND OTHER PAYABLES (CONTINUED)

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Non-current				
Other payables – non-related party	1,570	434	-	-
Put option liability (a)	17,442	-	-	-
Deposits	3,075	2,898	-	-
Advances from:				
- subsidiaries (b)	-	-	198,930	203,654
- joint ventures (b)	27,699	27,707	-	-
- non-controlling interest (c)	71,910	71,910	-	-
	121,696	102,949	198,930	203,654

- (a) Put option liability relates to put options that were granted to the non-controlling shareholders of HFS to sell their remaining 16% interest to the Group (Note 34), which is exercisable from November 2030. The put options give rise to a liability which is recorded at the present value of the expected redemption amount.
- (b) The non-current advances from subsidiaries to the Company and the advances from joint ventures of the Group are unsecured, interest-free and not repayable in the next 12 months.
- (c) Advances from a non-controlling interest are repayable at its nominal value, or convertible to shares of the subsidiary in whole or in part and in the same proportion as a similar loan from the Company to the same subsidiary, such that the Company's share of equity interest in the subsidiary does not change, at the rate of one share per \$1 nominal value of the loan, upon the unanimous approval of the Company and the non-controlling interest. The advances are unsecured, interest-free and not repayable in the next 12 months.

The fair values of non-current trade and other payables of the Group and the Company approximate their carrying amounts.

24. BORROWINGS

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Bank borrowings				
- Current (secured)	88,888	125,339	-	-
- Current (unsecured)	62,753	201,157	62,753	201,157
	151,641	326,496	62,753	201,157
Bank borrowings				
- Non-current (secured)	67,897	34,679	-	-
- Non-current (unsecured)	427,732	242,961	427,732	242,961
	495,629	277,640	427,732	242,961
	647,270	604,136	490,485	444,118

Notes to the Financial Statements

For the financial year ended 31 December 2025

24. BORROWINGS (CONTINUED)

The Group and the Company's bank borrowings are:

- at variable interest rates referenced to overnight risk-free rates and interbank offered rates with contractual repricing dates less than 6 months from balance sheet date (2024: less than 6 months); and
- secured over certain bank deposits (Note 11), investment properties (Note 19) and property, plant and equipment (Note 20).

The fair values of non-current borrowings of the Group are within Level 2 of fair value hierarchy and approximate their carrying amounts.

Loan covenants

Under the terms of a portion of non-current bank borrowings, which has a carrying amount totalling \$495,629,000 (2024: \$277,640,000), the Group and the Company are required to comply with certain financial covenants annually.

For the borrowings entered into by the Company amounting to \$427,732,000 (2024: \$242,961,000), the Group is required to maintain a certain level of consolidated tangible net worth, certain ratio of consolidated net debt to consolidated tangible net worth and meet an unencumbered gearing ratio.

For the Group's borrowings secured against properties amounting to \$67,897,000 (2024: \$34,679,000), the loan to value ratio and interest coverage ratio are required to be met.

The Group has complied with these covenants.

25. DERIVATIVE FINANCIAL INSTRUMENTS

	Group		Company	
	Contract notional amount	Fair value	Contract notional amount	Fair value
	\$'000	\$'000	\$'000	\$'000
31 December 2025				
<u>Non-current liabilities</u>				
Derivatives held for hedging:				
Cash-flow hedges – Interest rate swaps	211,341	2,663	138,584	2,552
31 December 2024				
<u>Current assets</u>				
Derivatives held for hedging:				
Cash-flow hedges – Interest rate swaps	162,559	793	85,435	12
<u>Non-current assets</u>				
Derivatives held for hedging:				
Cash-flow hedges – Interest rate swaps	72,620	262	72,620	262
<u>Non-current liabilities</u>				
Derivatives held for hedging:				
Cash-flow hedges – Interest rate swaps	64,076	1,171	64,076	1,171

Notes to the Financial Statements

For the financial year ended 31 December 2025

25. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Hedging instruments used in the Group's hedging strategy in 2025:

	Carrying amount		Changes in fair value used for calculating hedge ineffectiveness			Hedge ineffectiveness recognised in P&L*	Weighted average hedged rate	Maturity date
	Contract notional amount	Assets/ (Liabilities)	Financial statement line item	Hedging instrument	Hedged item			
	\$'000	\$'000		\$'000	\$'000			
Group								
Cash flow hedge								
Interest rate risk - Interest rate swap to hedge floating rate borrowings (a)	(211,341)	(2,663)	Derivative financial instruments	(2,559)	2,559	-	5.3%	March and December 2025 (b) - March 2030
Net investment hedge								
Foreign exchange risk - Borrowings to hedge net investments in foreign operations	-	(6,701)	Borrowings	393	(393)	-	JPY76.0:\$1	-
Company								
Cash flow hedge								
Interest rate risk - Interest rate swap to hedge floating rate borrowings (a)	(138,584)	(2,552)	Derivative financial instruments	1,624	(1,624)	-	5.4%	December 2025 (c) - October 2028

(a) The contractual notional amount of interest rate swaps held for hedging is based on Sterling Overnight Index Average ("SONIA").

(b) The changes in fair value used for calculating hedge ineffectiveness include interest rate swaps with a hedged rate of 1.9% that matured in March 2025, and an interest rate swap with a hedged rate of 5.3% that matured in December 2025.

(c) The changes in fair value used for calculating hedge ineffectiveness include an interest rate swap with a hedged rate of 5.3% that matured in December 2025.

* All hedge ineffectiveness, if any, is recognised in profit or loss within "Other gains/(losses) and impairment losses - net" (Note 7). The hedges were fully effective during the financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

25. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Hedging instruments used in the Group's hedging strategy in 2024:

	Carrying amount		Changes in fair value used for calculating hedge ineffectiveness		Hedge ineffectiveness recognised in P&L*	Weighted average hedged rate	Maturity date
	Contract notional amount	Assets/(Liabilities)	Financial statement line item	Hedging instrument			
	\$'000	\$'000		\$'000	\$'000		
Group							
Cash flow hedge							
Interest rate risk - Interest rate swap to hedge floating rate borrowings (a)	235,179	1,055	Derivative financial instruments	(5,767)	5,767	-	4.1% November 2024 (b) - December 2027
Interest rate risk - Interest rate swap to hedge floating rate borrowings (a)	(64,076)	(1,171)	Derivative financial instruments	2,184	(2,184)	-	5.8% October 2028
Net investment hedge							
Foreign exchange risk - Borrowings to hedge net investments in foreign operations	-	(7,094)	Borrowings	545	(545)	-	JPY76.0:\$1 -
Company							
Cash flow hedge							
Interest rate risk - Interest rate swap to hedge floating rate borrowings (a)	158,055	274	Derivative financial instruments	1,113	(1,113)	-	5.2% December 2025 - December 2027
Interest rate risk - Interest rate swap to hedge floating rate borrowings (a)	(64,076)	(1,171)	Derivative financial instruments	2,184	(2,184)	-	5.8% October 2028

(a) The contractual notional amount of interest rate swaps held for hedging is based on Sterling Overnight Index Average ("SONIA").

(b) The changes in fair value used for calculating hedge ineffectiveness include an interest rate swap with a hedged rate of 1.2%, which matured in November 2024.

* All hedge ineffectiveness, if any, is recognised in profit or loss within "Other gains/(losses) and impairment losses - net" (Note 7). The hedges were fully effective during the financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

26. DEFERRED INCOME

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
- Related parties	6,797	6,797	6,797	6,797
- Non-related parties	13,612	11,492	-	-
	20,409	18,289	6,797	6,797
Non-current				
- Related parties	242,327	249,124	242,327	249,124
	262,736	267,413	249,124	255,921

Deferred income from related parties refers to the unamortised portion of the proceeds from Far East Hospitality Trust for the Company's grant of a 50-year leasehold interest (from August 2012) in the freehold and leasehold land of Orchard Rendezvous Hotel to Far East Hospitality Trust. The deferred income is amortised to profit or loss on a straight-line basis over the lease term. During the financial year, \$6,797,000 (2024: \$6,797,000) was recognised in profit or loss.

27. DEFERRED INCOME TAXES

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same taxation authority.

The amounts, determined after appropriate offsetting, are shown on the balance sheet as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Deferred income tax assets	4,270	4,259	3,001	3,229
Deferred income tax liabilities	(71,692)	(63,656)	(619)	(754)
Net deferred tax (liabilities)/assets	(67,422)	(59,397)	2,382	2,475

Deferred income tax assets are recognised for tax losses and capital allowances carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. The Group has unrecognised tax losses and capital allowances of approximately \$100,493,000 (2024: \$100,194,000) at the balance sheet date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements by those companies with unrecognised tax losses and capital allowances in their respective countries of incorporation. These tax losses have no expiry date.

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. DEFERRED INCOME TAXES (CONTINUED)

The movements in deferred income tax liabilities and assets (prior to offsetting of balances within the same tax jurisdiction) are as follows:

Deferred income tax liabilities – Group

	Accelerated tax depreciation	Revaluation gains – net	Right-of-use assets/ Others	Total
	\$'000	\$'000	\$'000	\$'000
2025				
Beginning of financial year	11,163	55,707	775	67,645
Acquisition of business (Note 34(c))	7,863	-	-	7,863
(Credited)/Charged to:				
- profit or loss (Note 9(a))	(582)	(2,117)	344	(2,355)
- other comprehensive income (Note 9(b))	-	1,755	-	1,755
Currency translation differences	(8)	806	(11)	787
End of financial year	18,436	56,151	1,108	75,695
2024				
Beginning of financial year	11,238	51,348	1,372	63,958
(Credited)/Charged to:				
- profit or loss (Note 9(a))	(63)	6,538	(589)	5,886
- other comprehensive income (Note 9(b))	-	(1,329)	-	(1,329)
Currency translation differences	(12)	(850)	(8)	(870)
End of financial year	11,163	55,707	775	67,645

Deferred income tax assets – Group

	Tax losses	Lease liabilities	Total
	\$'000	\$'000	\$'000
2025			
Beginning of financial year	(3,541)	(4,707)	(8,248)
Acquisition of business (Note 34(c))	(280)	-	(280)
Charged to profit or loss (Note 9(a))	13	295	308
Currency translation differences	(53)	-	(53)
End of financial year	(3,861)	(4,412)	(8,273)
2024			
Beginning of financial year	(2,466)	(4,905)	(7,371)
(Credited)/Charged to profit or loss (Note 9(a))	(1,273)	198	(1,075)
Currency translation differences	198	-	198
End of financial year	(3,541)	(4,707)	(8,248)

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. DEFERRED INCOME TAXES (CONTINUED)

The movements in deferred income tax liabilities and assets (prior to offsetting of balances within the same tax jurisdiction) are as follows: (continued)

Deferred income tax liabilities – Company

	Accelerated tax depreciation	Right-of-use assets	Total
	\$'000	\$'000	\$'000
2025			
Beginning of financial year	448	754	1,202
Credited to profit or loss	(11)	(135)	(146)
End of financial year	437	619	1,056
2024			
Beginning of financial year	305	889	1,194
Charged/(Credited) to profit or loss	143	(135)	8
End of financial year	448	754	1,202

Deferred income tax assets – Company

	2025	2024
	\$'000	\$'000
<i>Lease liabilities</i>		
Beginning of financial year	(3,677)	(3,841)
Charged to profit or loss	239	164
End of financial year	(3,438)	(3,677)

28. SHARE CAPITAL

	Group and Company			
	Number of shares		Amount	
	2025	2024	2025	2024
	'000	'000	\$'000	\$'000
Beginning of financial year	489,099	487,757	550,723	549,380
Shares issued in-lieu of cash dividend	1,840	1,342	1,846	1,343
End of financial year	490,939	489,099	552,569	550,723

All issued ordinary shares are fully paid and there is no par value for these ordinary shares.

Notes to the Financial Statements

For the financial year ended 31 December 2025

29. DIVIDEND

	Company	
	2025	2024
	\$'000	\$'000
Ordinary dividends paid		
First and final dividend of 4 cents per share and a special dividend of 1 cent per share (2024: first and final dividend of 4 cents) paid in respect of the previous financial year using		
- new shares issued	1,846	1,343
- cash	22,609	18,167
	24,455	19,510

At the upcoming Annual General Meeting, a first and final dividend of 4 cents per share amounting to a total of \$19,638,000 will be recommended. These financial statements do not reflect this dividend, which will be accounted for in equity attributable to equity holders of the Company as an appropriation of retained profits in the financial year ending 31 December 2026.

30. COMMITMENTS

Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Investment properties	354	1,105	-	-
Property, plant and equipment	5,891	9,652	-	-
	6,245	10,757	-	-

Capital commitments as at 31 December 2025 and 2024 for property, plant and equipment relate mainly to the refurbishment works for a hotel in Perth.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to market risk (including interest rate risk and currency risk), credit risk and liquidity risk. The Group's overall risk management objective is to effectively manage these risks and minimise potential adverse effects on the Group's financial performance. Financial risk management is carried out by a team within the management of the Group.

(a) Market risk

(i) Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates.

The Group's exposure to cash flow interest rate risks arises mainly from variable-rate borrowings (Note 24). The Company's exposure to cash flow interest rate risks arises mainly from variable-rate borrowings and advances from/to subsidiaries at variable rates. The Group's policy is to obtain the most favourable interest rates available without increasing its foreign currency exposure and manages cash flow interest rate risks using floating-to-fixed interest rate swaps when opportunities arise.

The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding amount of the borrowings. See Note 25 for further details on the notional amounts and fair value of the interest rate swaps of the Group.

Hedge effectiveness

Hedge effectiveness is determined at the inception of the hedging relationship, and through periodic prospective effective assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

The Group enters into hedge relationships where the critical terms, such as reference rate, reset dates, payment dates, maturities and notional amount of the hedging instrument match exactly with the terms of the hedged item, and so a qualitative assessment of effectiveness is performed. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness. The hedges were 100% effective during the financial year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(i) Interest rate risk (continued)

The borrowings of the Group at variable rates on which effective hedges have not been entered into are denominated mainly in British Pound (“GBP”), Australian Dollar (“AUD”) and Japanese Yen (“JPY”).

The profit after tax of the Group and the Company would have been lower/(higher) as a result of higher/(lower) interest expense on these borrowings if the interest rates had increased/(decreased) by 1% (2024: 1%) with all other variables including tax rate being held constant. Similarly, other comprehensive income would have increased/(decreased) as a result of higher/(lower) fair value of interest rate swaps designated as cash flow hedges of variable-rate borrowings. The analysis is as follows:

	← Increase/Decrease by 1% →			
	2025		2024	
	Profit after tax \$'000	Other comprehensive income \$'000	Profit after tax \$'000	Other comprehensive income \$'000
<u>Group</u>				
Denomination of borrowings				
- GBP	-/+ 3,272	+/- 6,015	-/+ 2,094	+/- 5,243
- AUD	-/+ 190	-	-/+ 197	-
- JPY	-/+ 96	-	-/+ 122	-
<u>Company</u>				
Denomination of borrowings				
GBP	-/+ 2,915	+/- 3,161	-/+ 1,834	+/- 5,063

(ii) Currency risk

The Group operates in Singapore, Australia, Japan, the United Kingdom (“UK”) and Malaysia. The entities within the Group transact in currencies other than their respective functional currencies (“foreign currencies”). Significant currency risk arises within entities in the Group when transactions are denominated in foreign currencies such as the SGD, AUD and GBP. Where such currency risk becomes significant, the Group considers the use of currency swaps and forwards to manage the risk.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Currency risk (continued)

The carrying amounts of the Group's and the Company's foreign currency denominated monetary assets and monetary liabilities other than the respective Group entities' functional currencies at the reporting date are as follows:

	SGD \$'000	AUD \$'000	GBP \$'000
<u>Group - 2025</u>			
Assets	-	70,464	589,244
Liabilities	(30,394)	-	(491,087)
Net currency exposure	(30,394)	70,464	98,157
<u>Group - 2024</u>			
Assets	-	65,591	516,155
Liabilities	(92,900)	-	(444,281)
Net currency exposure	(92,900)	65,591	71,874
<u>Company - 2025</u>			
Assets	-	31,894	588,139
Liabilities	-	-	(491,087)
Net currency exposure	-	31,894	97,052
<u>Company - 2024</u>			
Assets	-	30,344	514,995
Liabilities	-	-	(444,281)
Net currency exposure	-	30,344	70,714

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Currency risk (continued)

If the following foreign currencies strengthened/(weakened) against their respective functional currencies by 5% (2024: 5%) with all other variables including tax rate being held constant, the Group and the Company's profit after tax and other comprehensive income for the financial year would increase/(decrease) as follows:

	← Strengthened/(Weakened) by 5% →			
	2025		2024	
	Profit after tax \$'000	Other comprehensive income \$'000	Profit after tax \$'000	Other comprehensive income \$'000
<u>Group</u>				
AUD against SGD	+/-3,938	+/-14,198	+/- 6,744	+/-11,451
GBP against SGD	+/-5,700	+/-6,780	+/- 4,241	+/-6,756
<u>Company</u>				
AUD against SGD	+/-1,130	-	+/- 1,517	-
GBP against SGD	+/-4,853	-	+/- 3,536	-

In addition, the Group is exposed to currency translation risk on the net assets in foreign operations. Currency exposure to the net assets of the Group's foreign operations in Australia and the UK are managed through borrowings and/or advances denominated in the relevant foreign currencies. Currency exposure to the net assets of the Group's foreign operations in Japan are managed through borrowings denominated in JPY, partially designated as a net investment hedge in foreign operations. The Group establishes the hedge ratio of 1:1 by matching the net assets exposure to borrowings designated as hedging instrument.

There was no ineffectiveness during 2025 in relation to the net investment hedge.

Notes to the Financial Statements

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31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The major classes of financial assets carried at amortised cost of the Group and of the Company are cash and bank balances, trade receivables, advances to or amounts due from subsidiaries, joint ventures and related parties, deposits and other receivables. For trade receivables, the Group adopts the policy of dealing only with customers of appropriate credit history and/or requiring deposits to be placed with the Group prior to provision of certain of its services. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

The Group and the Company have no significant concentrations of credit risk except with subsidiaries, joint ventures and related parties and have in place credit policies and procedures to ensure on-going credit evaluation and active account monitoring.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the balance sheet.

The Group and the Company consider 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's and the Company's financial assets at amortised cost have low risk of default. To assess whether there is a significant increase in credit risk, the Group and the Company compare 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 and the Company consider available reasonable and supportive forward-looking information, where applicable, which include the following indicators:

- Significant financial difficulties of the debtor;
- Probability that the debtor will enter bankruptcy or financial reorganisation;
- Default or delinquency in payments; and
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

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

- There is significant financial difficulty of the debtor;
- A breach of contract, such as a default or past due event; or
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

The Group and the Company have 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, based on the Group's and the Company's historical information.

Financial assets are fully impaired when there is no reasonable expectation of recovery, such as a debtor failing to meet a repayment plan with the Group and the Company. Where loans and receivables have been fully impaired, the Group and the Company continue to engage enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

Bank deposits

Bank deposits are considered to have low credit risk as they are mainly deposits with reputable banks.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Trade receivables

The Group and the Company apply the simplified approach to providing for expected credit losses prescribed by SFRS(I) 9, which permits the use of the lifetime credit loss provision for all trade and lease receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and days past due. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusts for forward-looking macroeconomic data. The Group's credit risk exposure in relation to trade receivables is set out in the provision matrix below. The Company's exposure to credit risk arising from trade receivables is not significant.

	Group				Total
	Current to 30 days past due	> 30 days past due	> 60 days past due	> 90 days past due	
	\$'000	\$'000	\$'000	\$'000	\$'000
2025					
Expected loss rate	0.0%	0.0%	0.0%	63.3%	75.2%
Gross carrying amount	35,093	2,123	1,077	5,156	43,449
Allowance for impairment	-	-	-	3,266	3,266
2024					
Expected loss rate	12.8%	18.9%	0.0%	81.5%	27.5%
Gross carrying amount	10,043	874	142	2,944	14,003
Allowance for impairment	1,288	165	-	2,400	3,853

The movement of the allowance for impairment is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Beginning of financial year	3,853	1,771
Acquisition of businesses	377	-
Allowance made	860	2,578
Allowance written back	(358)	(286)
Allowance written off	(1,508)	(253)
Currency translation differences	42	43
End of financial year	3,266	3,853

During the year, the Group has written off \$1,508,000 (2024: \$253,000) of trade receivables, as there was no reasonable expectation of recovery. The Company did not have any allowance for impairment of trade receivables during the financial years ended 31 December 2025 and 2024. Accordingly, there were no movements in the loss allowance during the year.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Other financial assets at amortised cost

The advances to or amounts due from subsidiaries, joint ventures and related parties, deposits and other receivables carried at amortised cost have low risk of default and a strong capacity to meet contractual cash flows. Hence, the loss allowance is determined at an amount equal to 12-month expected credit loss. The Group and the Company categorise such loan or receivable as a financial asset with low risk of impairment.

(c) Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash and marketable securities, as well as the availability of funding through an adequate amount of committed credit facilities. The Group also maintains working capital lines to provide flexibility of funding at any one time. At the balance sheet date, assets held by the Group and the Company for managing liquidity risk included cash and short-term deposits as disclosed in Note 11.

The Group and the Company manage the liquidity risk by maintaining sufficient cash to meet the normal operating commitments and having an adequate amount of committed credit facilities.

As at 31 December 2025 and 2024, the Company has provided interest or loan-to-value shortfall undertakings in connection with borrowings amounting to \$113,373,000 (2024: \$111,828,000) granted to certain subsidiaries. The Company does not consider it probable that a claim will be made against the Company under the financial undertakings as the subsidiaries have strong financial capacity to meet the contractual cash flow obligations in the near future. Accordingly, the Company does not expect any net cash outflows resulting from the financial guarantee contracts.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	\$'000	\$'000	\$'000	\$'000
Group				
2025				
Trade and other payables	148,850	32,344	17,442	71,910
Borrowings	182,631	106,572	371,736	90,810
Lease liabilities	14,474	14,474	43,057	22,367
	345,955	153,390	432,235	185,087
2024				
Trade and other payables	112,932	31,039	-	71,910
Borrowings	355,056	49,878	185,628	95,352
Lease liabilities	14,503	14,474	43,460	36,437
	482,491	95,391	229,088	203,699

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	\$'000	\$'000	\$'000	\$'000
Company				
2025				
Trade and other payables	40,852	198,930	-	-
Borrowings	87,127	103,149	295,968	90,810
Lease liabilities	10,941	10,974	32,557	16,546
	138,920	313,053	328,525	107,356
2024				
Trade and other payables	40,010	203,654	-	-
Borrowings	225,482	13,632	185,628	95,352
Lease liabilities	10,909	10,941	32,960	27,116
	276,401	228,227	218,588	122,468

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise the value for the equity holders of the Company. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, return capital to equity holders of the Company, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings. Externally imposed capital requirements are mainly debt covenants included in certain loans of the Group or certain subsidiaries of the Company to maintain stipulated interest coverage, loan-to-value and consolidated net debt to consolidated net worth ratios.

Management monitors capital based on a gearing ratio. Consistent with how management monitors capital, the gearing ratio is calculated as total borrowings, excluding lease liabilities divided by total equity.

	Group		Company	
	2025	2024	2025	2024
Total borrowings (\$'000)	647,270	604,136	490,485	444,118
Total equity (\$'000)	1,425,248	1,396,159	1,150,452	1,149,687
Gearing ratio	45%	43%	43%	39%

The Group and the Company are in compliance with all externally imposed capital requirements for the financial years ended 31 December 2025 and 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the balance sheet, except for the following:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Financial assets at amortised cost	253,384	251,843	786,537	780,706
Financial liabilities at amortised cost	973,857	905,746	788,586	757,278
Financial liabilities at FVPL	17,442	-	-	-

(f) Fair value measurements

The table below presents assets and liabilities recognised and measured at fair value and classified by level of the following fair value measurement hierarchy:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) (Level 2); and
- inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

Fair value measurement disclosure of other assets and liabilities that are recognised or measured at fair value, can be found at Note 19, 20 and 23(a).

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<i>Assets</i>				
Derivative financial instruments				
- Level 2	-	1,055	-	274
Financial asset, at FVOCI - Level 3	3,111	3,047	3,111	3,047
<i>Liabilities</i>				
Derivative financial instruments				
- Level 2	2,663	1,171	2,552	1,171

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. FINANCIAL RISK MANAGEMENT (CONTINUED)

(f) Fair value measurements (continued)

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy level as at the end of the reporting year. There were no transfers between Levels 1, 2 and 3 during the year.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves. These investments are classified as Level 2 and comprise debt investments and derivative financial instruments. In unlikely circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

The fair values of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

For the investment classified as FVOCI, it is an unlisted equity security measured at fair value at each reporting period. The Group has elected to recognise changes in fair value of equity securities not held for trading in other comprehensive income as these are strategic investments and the Group considers this to be more relevant.

The Group estimates the fair value of its unlisted equity security classified as FVOCI based on its share of the investee company's net asset value ("NAV"), which is a significant unobservable input. NAV is determined by reference to the attributable net assets of the investee company based on the latest available financial statements, adjusted, where applicable, for valuations of the underlying investment properties held by the investee determined primarily by independent and professional valuers.

Management reviews the appropriateness of the methodologies used to determine NAV, and also evaluates the appropriateness and reliability of inputs (including those developed internally by management) used in the determination of NAV.

Notes to the Financial Statements

For the financial year ended 31 December 2025

32. RELATED PARTY TRANSACTIONS

(a) Immediate and ultimate holding company

The Company's immediate and ultimate holding company is Far East Organization Pte. Ltd., incorporated in Singapore.

(b) Sales and purchases of goods and services from related parties

Related parties comprise mainly companies which are controlled by the equity holders of the Company's ultimate holding company.

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

	Group	
	2025	2024
	\$'000	\$'000
Amounts billed to/(by) related parties:		
Support services	(2,424)	(2,993)
Administrative service fees	404	435
Purchase of goods and services	(706)	(1,637)
Amounts billed by joint ventures:		
Hospitality management fees	(1,477)	(1,675)
Support services	(3,045)	(3,528)
Amounts billed by related parties to joint ventures:		
Support services	(618)	(528)
Purchase of goods and services	(69)	(67)
Payments made on behalf for related parties	9,848	9,359

(c) Key management personnel compensation

Key management personnel compensation is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Wages, salaries and benefits	3,406	3,663
Employer's contribution to defined contribution plans, including Central Provident Fund	83	85
	3,489	3,748

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. SEGMENT INFORMATION

For the year ended 31 December 2025, the Group has updated its reportable segments and restated the comparatives to better reflect the business activities of the Group and in accordance with how the Group's Group Chief Executive Officer assesses the operating segments' results. With the expansion of the Group's student accommodation business following the acquisition of HFS, a UK-based operator, the reportable segment under the student accommodation business has been expanded into two segments to include both the property ownership and operations segments. The freehold and leasehold land of a hotel in Singapore is classified under the property development segment, as it is held for future use. Further, certain corporate expenses have been re-classified under the respective reportable segments to better reflect the costs supporting the business segments.

The Group operates its hospitality business across three segments.

(i) Management services

The management services segment includes all of the hospitality properties that the Group manages directly in Singapore, Japan, and Malaysia.

(ii) Operations

The operations segment includes leased properties in Singapore, Japan and Australia and the Group's investment in Toga Hotel Holdings Unit Trust and the REIT Manager of Far East Hospitality Trust.

(iii) Property ownership

The property ownership segment includes hospitality properties located in Australia, Germany, Denmark, Malaysia and Japan that are owned directly by the Group or through the Group's investments in joint ventures.

The Group operates its student accommodation business across two segments.

(i) Property ownership

The property ownership segment includes properties located in the United Kingdom that are owned directly or held through a joint venture by the Group, and including those under development, that are held for rentals and/or long-term capital appreciation. The segment also includes the Group's investment in a student accommodation development fund.

(ii) Management services

The management services segment comprises the Group's investment in a United Kingdom-based operator of purpose-built student accommodation, which is accounted for as an associate prior to 30 September 2025 and subsequently consolidated (Note 16(b)). The operator is principally engaged in the management of student accommodation assets specifically designed to serve the housing needs of students.

The Group manages its property business across two segments.

(i) Development

The development segment includes all unsold completed properties that are held through either joint ventures or joint operations, medical suites that are held for sale, the mixed development that is held for sale in the United Kingdom, as well as land held for future use. Rental income, if any, from the leasing of properties held for sale is included under the property investment segment in the reports reviewed by the Group Chief Executive Officer.

(ii) Investment

The investment segment includes medical suites that are held for rentals or/and long-term capital appreciation.

There was no revenue from transactions with a single external customer that accounts for 10% or more of the Group's revenue for the financial years ended 31 December 2025 and 2024.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. SEGMENT INFORMATION (CONTINUED)

The segment information provided to the Group Chief Executive Officer for the reportable segments are as follows:

	Hospitality		Student accommodation		Property		Total \$'000
	Management services \$'000	Operations \$'000	Property ownership \$'000	Management services \$'000	Development \$'000	Investment \$'000	
2025							
Total segment revenue	39,315	41,194	47,950	59,683	-	10,983	252,959
Inter-segment revenue	(3,770)	-	-	(1,556)	-	-	(5,326)
Revenue from external parties	35,545	41,194	47,950	58,127	-	10,983	247,633
Expenses include (a):							
- Depreciation of property, plant and equipment	(110)	(8,508)	(6,862)	(263)	-	-	(15,743)
- Amortisation of intangible assets	(2,221)	-	-	(1,029)	-	-	(3,250)
- Supplies and services	(3,336)	(9,607)	(11,451)	(35,252)	-	-	(59,646)
- Employee compensation	(11,123)	(8,853)	(15,661)	(17,860)	-	-	(53,497)
- Property tax and upkeep of properties	(118)	(910)	(4,875)	(72)	(77)	(2,228)	(26,436)
Operating profit/(loss)	5,844	10,128	(349)	1,455	(91)	8,674	50,188
Share of profit/(loss) of:							
- associated companies	-	3,745	-	1,631	9,190	-	14,566
- joint ventures	-	412	2,628	-	371	-	(538)
Total operating profit	5,844	14,285	2,279	3,086	9,470	8,674	64,216
Corporate expenses							(4,818)
Interest income							4,268
Finance expenses							(38,427)
Other gains/(losses) and impairment losses - net							33,887
Profit before income tax							59,126
Income tax expense							(4,368)
Profit after income tax							54,758

(a) These expenses exclude those under the Corporate assets segment.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. SEGMENT INFORMATION (CONTINUED)

	Management services		Hospitality		Property ownership		Student accommodation		Property		Total \$'000
	Management services \$'000	Property ownership \$'000	Operations \$'000	Property ownership \$'000	Property ownership \$'000	Management services \$'000	Development \$'000	Investment \$'000	Total \$'000		
As at 31 December 2025											
Segment assets	116,602	226,028	223,329	730,408	139,345	477,611	194,200	2,107,523			
Investments in associated companies	-	-	36,741	-	-	214,370	-	251,111			
Investments in joint ventures	-	92,115	167,830	27,164	-	35,686	-	322,795			
	116,602	318,143	427,900	757,572	139,345	727,667	194,200	2,681,429			
Corporate assets (b)											83,334
Total assets											2,764,763
Segment assets include:											
Additions to:											
- Investments in associated companies	-	-	-	-	-	25,075	-	25,075			25,075
- Investments in joint ventures	-	-	-	12,829	-	-	-	-			12,829
- Intangible assets	-	-	-	-	767	-	-	-			767
- Investment properties	-	5	-	1,769	-	-	-	-			1,774
- Property, plant and equipment	61	8,269	951	-	85	-	-	-			9,366

(b) During the year ended 31 December 2025, the Group acquired property, plant and equipment amounting to \$2,000 under Corporate assets segment.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. SEGMENT INFORMATION (CONTINUED)

	Management services		Hospitality		Property ownership		Student accommodation		Property		Total \$'000
	\$'000	\$'000	Operations \$'000	Property ownership \$'000	Property ownership \$'000	Management services \$'000	Development \$'000	Investment \$'000			
2024											
Total segment revenue	33,532	44,182	44,182	53,849	53,840	-	-	9,915	195,318		
Inter-segment revenue	(3,445)	-	-	-	-	-	-	-	(3,445)		
Revenue from external parties	30,087	44,182	44,182	53,849	53,840	-	-	9,915	191,873		
Expenses include (a):											
- Depreciation of property, plant and equipment	(116)	(8,424)	(8,424)	(7,079)	-	-	-	-	(15,619)		
- Amortisation of intangible assets	(2,221)	-	-	-	-	-	-	-	(2,221)		
- Supplies and services	(1,831)	(10,022)	(10,022)	(13,441)	-	-	-	-	(25,294)		
- Employee compensation	(10,395)	(8,229)	(8,229)	(18,203)	-	-	-	-	(36,827)		
- Property tax and upkeep of properties	(179)	(925)	(925)	(5,559)	(17,495)	-	-	(2,160)	(26,318)		
Operating profit/(loss)	6,759	10,396	10,396	(1,044)	26,942	(938)	(96)	5,295	47,314		
Share of profit/(loss) of:											
- associated companies	-	3,293	3,293	-	-	1,477	-	-	4,770		
- joint ventures	-	6,590	6,590	4,139	9,571	-	5,449	-	25,749		
Total operating profit	6,759	20,279	20,279	3,095	36,513	539	5,353	5,295	77,833		
Corporate expenses									(3,910)		
Interest income									6,339		
Finance expenses									(34,249)		
Other gains/(losses) and impairment losses - net									26,796		
Profit before income tax									72,809		
Income tax expense									(11,520)		
Profit after income tax									61,289		

(a) These expenses exclude those under the Corporate assets segment.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. SEGMENT INFORMATION (CONTINUED)

	Management services		Hospitality		Property ownership		Student accommodation		Property		Total \$'000
	Management services \$'000	Property ownership \$'000	Operations \$'000	Property ownership \$'000	Property ownership \$'000	Management services \$'000	Development \$'000	Investment \$'000	Total \$'000		
As at 31 December 2024											
Segment assets	112,712	234,875	221,962	732,960	186	490,062	170,178	1,962,935			
Investments in associated companies	-	-	32,958	-	31,563	-	-	64,521			
Investments in joint ventures	-	89,389	170,254	18,311	-	206,298	-	484,252			
	112,712	324,264	425,174	751,271	31,749	696,360	170,178	2,511,708			
Corporate assets (b)								129,755			
Total assets								2,641,463			
Segment assets include:											
Additions to:											
- Investments in associated companies	-	-	-	-	30,755	-	-	30,755			
- Investments in joint ventures	-	-	-	6,152	-	-	-	6,152			
- Investment properties	-	208	-	2,014	-	-	-	2,222			
- Property, plant and equipment	40	5,643	198	-	-	-	-	5,881			

(b) During the year ended 31 December 2024, the Group acquired property, plant and equipment amounting to \$49,000 under Corporate assets segment.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. SEGMENT INFORMATION (CONTINUED)

Geographical information

The Group operates in five main geographical areas:

- Singapore – the Company is headquartered and has operations in Singapore. The operations in this area are principally the management of hospitality properties, hotel operations, property development, property investment and investment holding.
- Australia – the operations in this area are principally the management of hospitality properties, hotel operations and property ownership.
- United Kingdom – the operations in this area are principally student accommodation properties ownership, development and management of student accommodation properties.
- Japan – the operations include management of hospitality properties, hotel operations and property ownership in Japan.
- Other countries – the operations include hotel operations and property ownership in Malaysia, Germany and Denmark.

	Revenue	
	2025 \$'000	2024 \$'000
Singapore	68,306	69,968
Australia	47,559	53,619
United Kingdom	114,169	55,962
Japan	12,343	7,090
Other countries	5,256	5,234
	247,633	191,873

	Non-current assets	
	2025 \$'000	2024 \$'000
Singapore	1,103,922	1,040,973
Australia	330,762	327,819
United Kingdom	775,137	724,091
Japan	39,262	35,570
Other countries	92,976	92,487
	2,342,059	2,220,940

Notes to the Financial Statements

For the financial year ended 31 December 2025

34. BUSINESS COMBINATIONS

On 30 September 2025, the Group acquired additional 35% interest in its associated company, Homes for Students Limited ("HFS"), increasing its interest from 49% to 84% and resulting in the Group obtaining control over HFS. HFS is an entity incorporated in the United Kingdom with its principal activity being management of purpose-built student accommodation. As part of the acquisition, the Group also entered into call and put option agreements with the non-controlling shareholders to acquire the remaining 16% shares not owned by the Group (Note (e)).

Details of the consideration paid, the assets acquired and liabilities assumed and the effects of the cash flows of the Group, at completion date, are as follows:

(a) Purchase consideration

	\$'000
Cash consideration paid	37,165
Contingent consideration	5,579
Total consideration transferred for the businesses	<u>42,744</u>

The contingent consideration payable is subject to conditions to be met and expected to be paid in March 2026. The fair value of the contingent consideration is determined based on the forecasted cost savings that will be achieved.

(b) Effects on cash flows of the Group

	\$'000
Cash paid (as above)	37,165
Less: Cash and cash equivalents acquired	(16,757)
Cash outflow on acquisition	<u>20,408</u>

(c) Identifiable assets acquired and liabilities assumed

	\$'000
Cash and cash equivalents	16,757
Trade and other receivables	31,804
Property, plant and equipment	2,328
Intangible assets	31,864
Deferred income tax assets	280
Total assets	<u>83,033</u>
Trade and other payables	(33,275)
Current income tax liabilities	(773)
Lease liabilities	(1,528)
Deferred income tax liabilities	(7,863)
Total liabilities	<u>(43,439)</u>
Net identifiable assets acquired	<u>39,594</u>

The fair value of the financial assets includes receivables acquired (which principally comprised of trade and other receivables) with gross contractual value of \$31,804,000, which approximates its fair value. At acquisition date, based on best estimate, all the contractual cash flows are expected to be collected.

Notes to the Financial Statements

For the financial year ended 31 December 2025

34. BUSINESS COMBINATIONS (CONTINUED)

(d) Acquisition-related costs

Acquisition-related costs in relation to the stage two acquisition of \$46,000 are included in administrative expenses in the profit or loss and operating cash flows in the consolidated statement of cash flows.

(e) Goodwill arising from acquisition

	\$'000
Consideration transferred	42,744
Add: Fair value of the equity interest in the acquiree held by the acquirer immediately before the acquisition date	53,477
Less: Net amounts of the identifiable assets acquired and liabilities assumed on acquisition date	(39,594)
Add: Non-controlling interest	6,330
Goodwill arising from acquisition	<u>62,957</u>

The goodwill of \$62,957,000 arising from the acquisition is in relation to the benefit of expected synergies, technology innovation and the assembled workforce of HFS upon attaining control. These benefits were not recognised separately from goodwill because they do not meet the recognition criteria for identifiable intangible assets.

The Group has recognised a put option liability of \$17,461,000 granted to the non-controlling interest ("NCI") to sell their remaining 16% interest to the Group, that is exercisable after 2 November 2030, based on the present value of the redemption value in "Other payables". The anticipated-acquisition method has been elected to account for the NCI subject to put option, where the interest of NCI holding the written put option amounting to \$6,330,000, which was determined based on the proportionate share of HFS' net assets, is derecognised when the financial liability is recognised. The difference in the carrying value of the financial liability and the NCI amounting to \$11,131,000 at completion date has been recognised in "Other reserves".

(f) Impact of acquisition on the results of the Group

HFS contributed \$58,127,000 and \$1,539,000 to the Group's revenue and profit after income tax respectively, for the period between the date of acquisition and the reporting date. If the acquisition of HFS had been completed on the first day of the financial year, the Group's revenue for the year would have been \$384,076,000 and Group's profit after income tax would have been \$56,416,000.

35. STANDARDS ISSUED BUT NOT EFFECTIVE

At the date of authorisation of these financial statements, the Group and the Company have not applied the following SFRS(I) pronouncements that have been issued but are not yet effective:

Effective for annual periods beginning on or after 1 January 2026

- Amendments to SFRS(I) 9 and SFRS(I) 7: *Amendments to the Classification and Measurement of Financial Instruments*
- Annual Improvements to SFRS(I)s–Volume 11

Effective for annual periods beginning on or after 1 January 2027

- SFRS(I) 18 *Presentation and Disclosure in Financial Statements*
- SFRS(I) 19 *Subsidiaries without Public Accountability: Disclosures* (including November 2025 Amendments to SFRS(I) 19)

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. STANDARDS ISSUED BUT NOT EFFECTIVE (CONTINUED)

Management anticipates that the adoption of the above SFRS(I)s, SFRS(I) INTs and amendments to SFRS(I) in future periods will not have a material impact on the financial statements of the Group and of the Company in the period of their initial adoption except for the following:

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

SFRS(I) 18 will replace SFRS(I) 1-1: Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements,

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including the items currently labelled as "Others".

36. EVENTS OCCURRING AFTER BALANCE SHEET DATE

- (a) Subsequent to year-end, the Group entered into a sales agreement for the sale of its mixed-use development held for sale in UK. As at 31 December 2025, the mixed-use development was carried at its net realisable value after recognition of an impairment charge (Note 14).
- (b) The Company's subsidiary, HFS, has received a Letter Before Action dated 13 February 2026 from an existing client of HFS ("Client"). The Letter Before Action states that the Client had been the subject of a cyber-fraud incident, and alleged that HFS should make payment of approximately £4.74 million ("Claim Amount") to the Client in connection with the incident. No formal action has been filed by the Client against HFS to date. Based on preliminary external legal advice, HFS has been advised that there are grounds to successfully defend the allegations in the Letter Before Action. HFS will, in consultation with its legal advisers, vigorously defend against the allegations in the Letter Before Action and any potential proceedings which may arise out of the allegations. If the Client commences formal action and is successful for the full Claim Amount, the Claim Amount is expected to result in adverse financial impact to the Group's profitability. The Group's (including HFS') IT systems and networks are completely independent from those of the Client and have not been impacted by the said cyber-fraud incident suffered by the Client. As at 31 December 2025, no provision has been made in relation to this claim.

Notes to the Financial Statements

For the financial year ended 31 December 2025

37. LISTING OF SIGNIFICANT COMPANIES IN THE GROUP

Name of companies	Principal activities	Country of business/ incorporation	Group effective ownership interest held	
			2025 %	2024 %
Significant subsidiaries				
Far East Hospitality Holdings Pte. Ltd.	Investment holding	Singapore	70	70
Jelco Properties Pte Ltd	Property development and property investment	Singapore	100	100
Far East Hospitality Properties Australia Pte. Ltd.	Ownership of hospitality properties	Australia/ Singapore	70	70
Far East Hospitality Investments (Australia) Pte. Ltd.	Investment holding	Australia/ Singapore	70	70
Far East Orchard Holdings (Jersey) Limited	Investment of properties through its subsidiaries	United Kingdom/ Jersey	100	100
Homes for Students Limited	Purpose-built student accommodation operator	United Kingdom	84	-
Significant joint ventures				
Toga Hotel Holdings Unit Trust	Ownership and management of hospitality properties	Australia	35	35
Woodlands Square Pte. Ltd. ⁽¹⁾	Property development and property investment	Singapore	-	33
Significant associated companies				
FEO Hospitality Asset Management Pte. Ltd. ⁽²⁾	REIT Manager of Far East Hospitality Trust	Singapore	33	33
Homes for Students Limited	Purpose-built student accommodation operator	United Kingdom	-	49
Woodlands Square Pte. Ltd. ⁽¹⁾	Property development and property investment	Singapore	40	-

(1) Audited by PricewaterhouseCoopers LLP.

(2) Audited by Emst & Young LLP.

38. AUTHORISATION OF FINANCIAL STATEMENTS

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Far East Orchard Limited on 18 March 2026.

Statistics of Shareholdings

As at 10 March 2026

Issued and fully paid-up capital	:	S\$552,568,944.52
Number of shares issued	:	490,939,306
Class of shares	:	Ordinary Shares fully paid
Voting rights	:	One vote per share
Treasury shares	:	Nil

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	363	7.37	11,503	0.00
100 - 1,000	524	10.64	313,543	0.07
1,001 - 10,000	2,636	53.55	12,969,469	2.64
10,001 - 1,000,000	1,378	27.99	64,606,885	13.16
1,000,001 AND ABOVE	22	0.45	413,037,906	84.13
TOTAL	4,923	100.00	490,939,306	100.00

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	FAR EAST ORGANIZATION PTE LTD	312,307,870	63.61
2	BNP PARIBAS NOMINEES SINGAPORE PTE. LTD.	20,961,800	4.27
3	CITIBANK NOMINEES SINGAPORE PTE LTD	12,276,559	2.50
4	TAN SU LAN @ TAN SOO LUNG	10,894,740	2.22
5	DBS NOMINEES (PRIVATE) LIMITED	9,344,415	1.90
6	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	6,458,173	1.32
7	PHILLIP SECURITIES PTE LTD	6,349,198	1.29
8	THE BANK OF EAST ASIA (NOMINEES) PRIVATE LIMITED	5,815,680	1.18
9	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	4,218,231	0.86
10	RAFFLES NOMINEES (PTE.) LIMITED	3,638,725	0.74
11	MORPH INVESTMENTS LTD	3,619,586	0.74
12	TAN SU KIOK OR SIA LI WEI JOLIE (SHE LIWEI JOLIE)	2,402,330	0.49
13	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	2,375,369	0.48
14	KHOO POH KOON	1,846,740	0.38
15	MAYBANK SECURITIES PTE. LTD.	1,832,414	0.37
16	OCBC SECURITIES PRIVATE LIMITED	1,450,280	0.30
17	HOE SENG CO PTE LTD	1,320,340	0.27
18	UOB KAY HIAN PRIVATE LIMITED	1,274,984	0.26
19	HSBC (SINGAPORE) NOMINEES PTE LTD	1,240,115	0.25
20	HEXACON CONSTRUCTION PTE LTD	1,178,805	0.24
TOTAL		410,806,354	83.67

Statistics of Shareholdings

As at 10 March 2026

SUBSTANTIAL SHAREHOLDERS

(as shown in the Register of Substantial Shareholders)

Name of Substantial Shareholder	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Far East Organization Pte. Ltd.	312,307,870	63.61	-	-
Tan Kim Choo ⁽¹⁾	224,659	0.05	312,307,870	63.61
The Estate of Ng Teng Fong, deceased ⁽²⁾	-	-	312,307,870	63.61
Ng Chee Siong ⁽³⁾	-	-	312,307,870	63.61
Ng Chee Tat, Philip ⁽⁴⁾	-	-	312,307,870	63.61

Notes:

- (1) Mdm Tan Kim Choo is deemed to be interested in the Shares held by Far East Organization Pte. Ltd. ("FEOPL") through her 50% shareholding in the issued share capital of FEOPL.
- (2) The Estate of Ng Teng Fong, deceased ("Estate"), is deemed to be interested in the Shares held by FEOPL through the Estate's 50% shareholding in the issued share capital of FEOPL.
- (3) FEOPL has a direct interest in 312,307,870 shares. The Estate has more than 20% interest in FEOPL. Ng Chee Siong is a beneficiary of the Estate and is therefore deemed to be interested in the 312,307,870 shares in which FEOPL has an interest.
- (4) FEOPL has a direct interest in 312,307,870 shares. The Estate has more than 20% interest in FEOPL. Ng Chee Tat, Philip is a beneficiary of the Estate and is therefore deemed to be interested in the 312,307,870 shares in which FEOPL has an interest.

PERCENTAGE OF SHAREHOLDINGS IN PUBLIC HANDS

Based on the information provided to the Company as at 10 March 2026, approximately 36.29% of the issued share capital of the Company was held by the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

FAR EAST ORCHARD LIMITED

(Incorporated in the Republic of Singapore)

(Registration No: 196700511H)

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the Fifty-Eighth Annual General Meeting (“AGM”) of Far East Orchard Limited (the “Company”) will be held at Antica Ballroom, Level 2, Orchard Rendezvous Hotel, Singapore, 1 Tanglin Road, Singapore 247905 on Friday, 17 April 2026 at 10.00 a.m. to transact the following business:

AS ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors' Statement and the Report of the Independent Auditor thereon. **(Resolution 1)**
2. To approve a first and final one-tier tax-exempt dividend of S\$0.04 per ordinary share for the financial year ended 31 December 2025. (See Explanatory Note (1)) **(Resolution 2)**
3. To approve the sum of up to S\$560,000 as Directors' Fees for the financial year ending 31 December 2026, to be paid quarterly in arrears. (2025: S\$560,000) (See Explanatory Note (2)) **(Resolution 3)**
4. To re-elect Mdm Ee Choo Lin Diana, a Director retiring pursuant to Regulation 98 of the Company's Constitution, and who being eligible, has offered herself for re-election. (See Explanatory Note (4)) **(Resolution 4)**
5. To re-elect Ms Koh Kah Sek, a Director retiring pursuant to Regulation 98 of the Company's Constitution, and who being eligible, has offered herself for re-election. (See Explanatory Note (5)) **(Resolution 5)**
6. To re-elect Mr Alan Tang Yew Kuen, a Director retiring pursuant to Regulation 98 of the Company's Constitution, and who being eligible, has offered himself for re-election. (See Explanatory Note (6)) **(Resolution 6)**
7. To re-elect Ms Ong Yin Suen, a Director retiring pursuant to Regulation 103 of the Company's Constitution, and who being eligible, has offered herself for re-election. (See Explanatory Note (7)) **(Resolution 7)**
8. To re-appoint Deloitte & Touche LLP as Independent Auditor of the Company, and to authorise the Directors to fix their remuneration. **(Resolution 8)**

AS SPECIAL BUSINESS

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

9. Authority to allot and issue shares

“That pursuant to Section 161 of the Companies Act 1967 of Singapore (“Act”) and the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST”), authority be and is hereby given to the Directors of the Company (the “Directors”) to:

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

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

Notice of Annual General Meeting

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

provided that:

- (1) the aggregate number of Shares to be allotted and issued pursuant to this Resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the total number of issued Shares (excluding any treasury shares and subsidiary holdings, if any) (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be issued other than on a pro-rata basis to shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 20% of the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation as may be prescribed by SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above, the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company at the time this Resolution is passed, after adjusting for:
 - (i) new Shares arising from the conversion or exercise of any convertible securities or exercise of share options or vesting of share awards, which were issued and outstanding or subsisting at the time this Resolution is passed; and
 - (ii) any subsequent bonus issue, consolidation or subdivision of Shares;
- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Act and the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (4) the authority conferred by this Resolution shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier." (See Explanatory Note (8))

(Resolution 9)

10. Proposed renewal of the Shareholders' Mandate for Interested Person Transactions

"That:

- (a) approval be and is hereby given, for the purposes of Chapter 9 of the Listing Manual of the SGX-ST, for the Company, its subsidiaries and associated companies which are entities at risk as defined under Chapter 9 of the Listing Manual of the SGX-ST, or any of them, to enter into any of the transactions falling within the types of Interested Person Transactions, particulars of which are set out in the Letter to Shareholders, with any person who is of the class of Interested Persons described in the Letter to Shareholders, provided that such transactions are made on normal commercial terms, are not prejudicial to the interests of the Company and its minority shareholders and are in accordance with the review procedures for Interested Person Transactions as set out in the Letter to Shareholders;
- (b) the approval given in sub-paragraph (a) above (the "**Mandate**") shall, unless revoked or varied by the Company in general meeting, continue in force until the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier; and

Notice of Annual General Meeting

- (c) the Directors be and are hereby authorised, jointly or severally, to take such steps and exercise such discretion as the Directors may in their absolute discretion deem fit, advisable or necessary or in the interest of the Company to give effect to the Mandate and/or this Resolution.” (See Explanatory Note (9))

(Resolution 10)

BY ORDER OF THE BOARD

PHUA SIYU, AUDREY
Company Secretary

Singapore,
1 April 2026

Notice of Annual General Meeting

NOTES:

- (i) A member of the Company entitled to attend and vote at the AGM and who is not a relevant intermediary, is entitled to appoint not more than two proxies to attend and vote in his/her stead at the AGM. A member of the Company who is a relevant intermediary is entitled to appoint more than two proxies to attend 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 (and the number and class of Shares must be specified).

“relevant intermediary” has the meaning ascribed to it in Section 181(6) of the Act.

- (ii) The instrument appointing a proxy or proxies must be under the hand of the appointer or his attorney duly authorised in writing. If the member is a corporation, the instrument appointing the proxy must be executed in a manner as may be permitted by the Act.
- (iii) A proxy need not be a member of the Company.
- (iv) The instrument appointing a proxy or proxies must be submitted to the Company in the following manner:
- (a) if submitted by post, be lodged at the office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at srs.proxy@boardroomlimited.com,

in either case **not less than 72 hours** before the time appointed for holding the AGM. In case of members of the Company whose Shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have Shares entered against their names in the Depository Register as at 72 hours before the time appointed for holding the AGM as certified by The Central Depository (Pte) Limited to the Company.

- (v) Members may submit questions related to the resolutions to be tabled for approval at the AGM by 10.00 a.m. on 8 April 2026:
- (a) by email to srs.proxy@boardroomlimited.com; or
 - (b) by post to the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632.

When submitting their questions, members are to provide their full names, last 3 digits and checksum of NRIC/passport number. The Company will publish its answers to all substantial and relevant questions at its website <https://www.fareastorchard.com/en/agm> and at SGXNet at <https://www.sgx.com/securities/company-announcements> by 10 April 2026. Questions received after 8 April 2026 will be answered at the AGM.

Notice of Annual General Meeting

EXPLANATORY NOTES:

- (1) If Ordinary Resolution 2 is approved, the dividend will be paid on or about 29 June 2026.
- (2) Ordinary Resolution 3 is to approve the payment of an aggregate sum of up to S\$560,000 as Directors' fees to the Company's Non-Executive Directors for the current financial year ending 31 December 2026 ("FY2026"). If approved, the Directors' fees for FY2026 will be paid quarterly in arrears. Further details regarding the Directors' Fees can be found under the section titled "**Remuneration of NEDs**" in the Company's Annual Report 2025.
- (3) For Ordinary Resolutions 4, 5, 6 and 7, detailed information on the Directors who are proposed to be re-elected can be found under the sections titled "**Board of Directors**" and "**Additional Information on Directors Seeking Re-Election**" in the Company's Annual Report 2025.

As part of the Board's succession planning and renewal process, Mr Ramlee Bin Buang will retire as a Director of the Company at the conclusion of the 58th AGM and will relinquish his role as the Lead Independent Director, Chair of the Audit & Risk Committee ("**ARC**") and member of the Nominating Committee ("**NC**").

- (4) Ordinary Resolution 4 is to re-elect Mdm Ee Choo Lin Diana (who was appointed on 29 April 2011) pursuant to Regulation 98 of the Company's Constitution and if she is re-elected, she will remain as a Non-Independent Non-Executive Director and member of the ARC. At the conclusion of the 58th AGM, she will step down from the Remuneration Committee ("**RC**"). Mdm Ee is considered a Non-Independent Director for the purposes of Rule 704(8) of the Listing Manual of the SGX-ST.
- (5) Ordinary Resolution 5 is to re-elect Ms Koh Kah Sek (who was appointed on 1 November 2016) pursuant to Regulation 98 of the Company's Constitution and if she is re-elected, she will remain as the Board Chair. At the conclusion of the 58th AGM, Ms Koh will step down as a member of the NC, and following the merger of the NC and the RC into a Nominating and Remuneration Committee ("**NRC**"), be appointed as a member of the NRC. Ms Koh is considered a Non-Executive Director.
- (6) Ordinary Resolution 6 is to re-elect Mr Alan Tang Yew Kuen (who was appointed on 1 January 2020) pursuant to Regulation 98 of the Company's Constitution and if he is re-elected, he will remain as an Executive Director.
- (7) Ordinary Resolution 7 is to re-elect Ms Ong Yin Suen (who was appointed on 1 October 2025) pursuant to Regulation 103 of the Company's Constitution and if she is re-elected, she will be appointed as a member of the ARC at the conclusion of the 58th AGM. Ms Ong is considered an Independent Director for the purposes of Rule 704(8) of the Listing Manual of the SGX-ST.
- (8) Ordinary Resolution 9, if passed, will empower the Directors, from the date of the passing of this Resolution until the next AGM, to allot and issue Shares and to make or grant Instruments convertible into Shares and to issue Shares in pursuance of such Instruments, for such purposes as they consider would be in the interest of the Company, provided that the aggregate number of Shares which may be issued (including Shares to be issued pursuant to convertibles) under this Resolution shall not exceed 50% of the issued Shares (excluding treasury shares and subsidiary holdings, if any), of which not more than 20% may be issued other than on a pro-rata basis. The total number of Shares which may be issued will be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) at the time this Resolution is passed after adjusting for (a) new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time this Resolution is passed, and (b) any subsequent bonus issue, consolidation or subdivision of Shares. This authority will, unless previously revoked or varied at a general meeting, expire at the conclusion of the next AGM of the Company.
- (9) Ordinary Resolution 10, if passed, will renew the Mandate and empower the Company, its subsidiaries and associated companies, to enter into the Interested Person Transactions as described in the Letter to Shareholders. The authority under the renewed Mandate will, unless revoked or varied by the Company in general meeting, expire at the conclusion of the next AGM of the Company, or the date by which the next AGM is required by law to be held, whichever is the earlier.

Notice of Annual General Meeting

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, and by submitting any questions related to the resolutions to be tabled for approval at 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 proxies and representatives appointed for the AGM and the member's participation in the AGM (including any adjournment thereof) and of the questions submitted and the preparation and compilation of the attendance lists, minutes (which will be recorded and posted on the Company's website) and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service provider), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) 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 the warranty in (ii).

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Koh Kah Sek
Date of First Appointment	1 November 2016
Date of Last Re-Appointment	19 April 2023
Age	54
Country of principal residence	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	Guided by the Board Succession Planning Policy, Board Skills Matrix, Board Diversity Policy, service tenure chart of the Board, the Board considered Ms Koh's performance, contribution, experience, and competencies and recommended her re-election.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Board Chair, Non-Executive Director and NC member
Working experience and occupation(s) during the past 10 years	January 2015 to present – Executive Director and Chief Financial Officer, Far East Organization
Shareholding interest in the listed issuer and its subsidiaries	Yes
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	Directly associated with Far East Organization Pte. Ltd., a substantial shareholder of the Company.
Conflict of interest (including any competing business)	As above
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments Including Directorships	
Past (for last 5 years)	<ul style="list-style-type: none"> • Vice President, National Council of Girl Guides Singapore • Divisional Councillor of CPA Australia (Singapore Division) • Chair, CFO Committee, CPA Australia (Singapore Division) • Member, CPA Congress Committee, CPA Australia (Singapore Division) • Committee Member, Audit Committee Chapter, Singapore Institute of Directors • Member – Professional Education Council (Singapore Chartered Accountant Qualification), Accounting and Corporate Regulatory Authority • Member, Accounting Standards Committee, Accounting and Corporate Regulatory Authority • Member, The Future Economy Council Lifestyle Sub-Committee

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Koh Kah Sek
Present	<ul style="list-style-type: none"> • Non-Executive, Independent Director and Chairman of Audit Committee of Netlink NBN Management Pte. Ltd. (trustee-manager of Netlink NBN Trust, a business trust listed on the SGX-ST) • Executive Director and Chief Financial Officer, Far East Organization • Director, Baker & Cook Pte Ltd • Director, Commonwealth Concepts Pte Ltd
(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
(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?	Yes. I was a director of Benny Burger Pty Ltd, a proprietary company incorporated in Australia, which was placed under creditors' voluntary liquidation and deregistered on 1 November 2020.
(c) Whether there is any unsatisfied judgment against him?	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
(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
(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
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Koh Kah Sek
(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
(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
(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. But as additional information, I am a director of various corporations and entities in the Far East Organization Group, Sino Group and Commonwealth Concepts Group operating within the real estate, hospitality and food and beverage industries. There have been occasions where these corporations and entities have been investigated by the authorities for breaches of laws and regulations arising from their day to day operations. To my knowledge, none of the warnings, fines and penalties imposed on the corporations and entities arising from such investigations during my tenure as a director is material nor do they relate to the directors in their personal capacities.
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No. But please refer to the additional information for item (j)(i) above.
(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	Yes. I am a director of NetLink NBN Management Pte Ltd (trustee-manager of NetLink NBN Trust) and was previously a director of NetLink Management Pte Ltd (trustee-manager of NetLink Trust). NetLink NBN Trust owns NetLink Trust. NetLink Trust designs, builds, owns and operates the passive fibre network infrastructure of Singapore's Next Generation Nationwide Broadband Network. NetLink Trust is subject to various laws and regulations governing its day-to-day operations and has been investigated by regulatory authorities in the ordinary course of business, for example, for failing to comply with the quality of service standards under NetLink Trust's licensing requirements which could have resulted in warnings or penalties (as applicable) imposed on NetLink Trust. These investigations were reported to the Risk and Regulatory Committee and thereafter to the Board of Directors of NetLink NBN Management Pte Ltd (trustee-manager of NetLink NBN Trust). To my knowledge, none of the warnings or penalties imposed on Netlink Trust arising from such investigations during my tenure as a director is material nor do they relate to the directors in their personal capacities.

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Koh Kah Sek
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Alan Tang Yew Kuen
Date of First Appointment	1 January 2020
Date of Last Re-Appointment	19 April 2023
Age	59
Country of principal residence	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	Guided by the Board Succession Planning Policy, Board Skills Matrix, Board Diversity Policy, service tenure chart of the Board, the Board considered Mr Tang's performance, contribution, experience, and competencies and recommended his re-election.
Whether appointment is executive, and if so, the area of responsibility	Executive. Mr Tang is responsible for the overall management, operations and performance of the Far East Orchard Limited Group.
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Group Chief Executive Officer and Executive Director
Working experience and occupation(s) during the past 10 years	August 2013 to December 2019 – Chief Operating Officer, Frasers Hospitality International Pte Ltd
Shareholding interest in the listed issuer and its subsidiaries	No
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	Yes, Mr Tang serves on various executive committees of Far East Organization.
Conflict of interest (including any competing business)	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments Including Directorships	
Past (for last 5 years)	Nil
Present	<ul style="list-style-type: none"> • Far East Hospitality Holdings Pte. Ltd. (Chairman) • Board Member and Member of Hotel Innovation Committee, Singapore Hotel Association • Toga Hotel Holdings Pty Limited (Director of the Trustee Board) • Homes for Students Limited (Director)
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Alan Tang Yew Kuen
(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
(c) Whether there is any unsatisfied judgment against him?	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
(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
(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
(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
(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
(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
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Alan Tang Yew Kuen
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Ee Choo Lin Diana
Date of First Appointment	29 April 2011
Date of Last Re-Appointment	19 April 2023
Age	67
Country of principal residence	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	Guided by the Board Succession Planning Policy, Board Skills Matrix, Board Diversity Policy, service tenure chart of the Board, the Board considered Mdm Ee's performance, contribution, experience, and competencies and recommended her re-election.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Non-Executive Director, ARC and RC member
Working experience and occupation(s) during the past 10 years	Mdm Ee has retired from full time work. She has extensive international experience in the tourism and hospitality industry. Presently, she serves as a director of various companies.
Shareholding interest in the listed issuer and its subsidiaries	No
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Nil
Conflict of interest (including any competing business)	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments Including Directorships	
Past (for last 5 years)	<ul style="list-style-type: none"> • Mount Faber Leisure Group Pte Ltd (Chairman) • BND Associates Pte Ltd (Director) • Sentosa Development Corporation (Board Member) • SHATEC Institutes Pte Ltd (Vice-Chairman) • Singapore Standards Council (Member) • Singapore Services Standards Committee (Co-Chairman)
Present	<ul style="list-style-type: none"> • Far East Hospitality Holdings Pte. Ltd. (Director) • Constellar Holdings Pte. Ltd. (Director and Member NRC) • SPD (Supporting People with Disabilities since 1964) (Board Director and Member Resource Mobilisation Committee) • Toga Hotel Holdings Pty Ltd (Director and Member of the ARC of the Trustee Board) • Homes for Students Limited (Director)

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Ee Choo Lin Diana
(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
(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
(c) Whether there is any unsatisfied judgment against him?	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
(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
(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
(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
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Ee Choo Lin Diana
(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
(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
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Ong Yin Suen
Date of First Appointment	1 October 2025
Date of Last Re-Appointment	N.A.
Age	49
Country of principal residence	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	Guided by the Board Succession Planning Policy, Board Skills Matrix, Board Diversity Policy, service tenure chart of the Board, the Board considered Ms Ong's performance, contribution, experience, and competencies and recommended her re-election.
Whether appointment is executive, and if so, the area of responsibility	Independent and Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Independent and Non-Executive Director
Working experience and occupation(s) during the past 10 years	MD/CEO, Head of Group Asset Management, RHB Asset Management Sdn Bhd, Malaysia (December 2013 - November 2022)
Shareholding interest in the listed issuer and its subsidiaries	No
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Nil
Conflict of interest (including any competing business)	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments Including Directorships	
Past (for last 5 years)	<ul style="list-style-type: none"> • Non-Executive Director and Member, Investment Committee, RHB Asset Management Pte Ltd, Singapore • Non-Executive Director, RHB International Asset Management Pte Ltd, Singapore • Board of Commissioner and Investment Committee member, PT RHB Asset Management, Indonesia • Board member and member of Audit Committee, Finance Accreditation Sdn Bhd (Subsidiary of Bank Negara Malaysia) • Board member and member of Industry Development Committee, member of Regulatory Committee, and member of Disciplinary Committee, Federation of Investment Managers of Malaysia • Chairman of Group Asset Management Committee, Chairman of Trustee Management Committee, Chairman of Asset Management ESG Committee, Chairman of Project Steering Committee for digital and technology and Chairman of Project Steering Committee for private retirement scheme, RHB Asset Management Sdn Bhd • Member of Wholesale Banking Council and Member of Capital Markets ESG Council, RHB Investment Bank Berhad

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Ong Yin Suen
Present	<ul style="list-style-type: none"> • Investment Partner of OSK Ventures International Berhad • Director of OSK Capital Holdings (S) Pte Ltd • Director of OSK Capital Singapore Pte Ltd
(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
(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
(c) Whether there is any unsatisfied judgment against him?	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
(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
(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
(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
(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

Additional Information on Directors Seeking Re-Election Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST

Name of Director	Ong Yin Suen
(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
(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
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No
(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

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FAR EAST ORCHARD LIMITED
(Incorporated in the Republic of Singapore)
(Registration No: 196700511H) (the "Company")

IMPORTANT:

1. For investors who have used their CPF monies to buy ordinary shares in the capital of Far East Orchard Limited ("Shares"), this Report is forwarded to them at the request of the CPF Agent Banks and is sent solely **FOR INFORMATION ONLY**.
2. This Proxy Form is not valid for use by CPF investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
3. CPF/SRS investors should contact their respective Agent Banks if they have any queries regarding their appointment as proxies.

Personal Data Privacy

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 1 April 2026.

PROXY FORM
ANNUAL GENERAL MEETING

I/We, _____ (Name) _____ (NRIC/Passport/Company's Registration No.)
of _____ (Address)

being a member/members of the Company hereby appoint:

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

and/or (delete as appropriate)

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

or failing whom, the Chair of the Meeting as my/our proxy/proxies to attend, speak and vote for me/us/on my/our behalf at the Fifty-Eighth Annual General Meeting ("AGM") of the Company to be held on Friday, 17 April 2026 at 10.00 a.m. and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against the Resolutions to be proposed at the AGM as indicated hereunder. If no specific directions as to voting is given, 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 and at any adjournment thereof.

No.	Resolutions relating to:	For*	Against*	Abstain*
ORDINARY BUSINESS				
1	Adoption of Audited Financial Statements together with the Directors' Statement and the Report of the Independent Auditor for the financial year ended 31 December 2025			
2	Approval of a first and final one-tier tax-exempt dividend			
3	Approval of Directors' fees for the sum of up to S\$560,000 for the financial year ending 31 December 2026 (2025: S\$560,000)			
4	Re-election of Mdm Ee Choo Lin Diana as a Director			
5	Re-election of Ms Koh Kah Sek as a Director			
6	Re-election of Mr Alan Tang Yew Kuen as a Director			
7	Re-election of Ms Ong Yin Suen as a Director			
8	Re-appointment of Deloitte & Touche LLP as Independent Auditor			
SPECIAL BUSINESS				
9	Authority to allot and issue shares			
10	Proposed renewal of the shareholders' mandate for Interested Person Transactions			

* Voting will be conducted by poll. Please indicate your vote "For", "Against" or "Abstain" in respect of all your shares for each resolution with a tick (✓) within the box provided. Alternatively, you may indicate the number of shares that you wish to vote "For" or "Against" and/or "Abstain" for each resolution in the relevant box.

Dated this _____ day of _____, 2026

Total Number of Shares Held	
-----------------------------	--

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



IMPORTANT: PLEASE READ NOTES OVERLEAF

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Company Secretary
FAR EAST ORCHARD LIMITED
c/o The Share Registrar
Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632

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Notes:

1. (a) A member of the Company entitled to attend and vote at a meeting of the Company, and who is not a Relevant Intermediary, is entitled to appoint not more than two proxies to attend and vote in his/her stead at the AGM. Where a member appoints two proxies, the proportion of the shareholding to be represented by each proxy shall be specified in this proxy form. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or at the Company's option to treat this proxy form as invalid.
 - (b) A member of the Company who is a Relevant Intermediary is entitled to appoint more than two proxies, to attend and vote in his/her stead at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument appointing a proxy or proxies. In relation to a Relevant Intermediary who wishes to appoint more than two proxies, it should annex to the instrument appointing a proxy or proxies the list of proxies, setting out, in respect of each proxy, the name, address, NRIC/Passport Number and proportion of shareholding (number of shares and percentage) in relation to which the proxy has been appointed. For the avoidance of doubt, a CPF Agent Bank who intends to appoint CPF investors as its proxies shall comply with this Note.
 - (c) "Relevant Intermediary" has the meaning ascribed to it in Section 181(6) of the Companies Act 1967 of Singapore (the "Companies Act").
2. If the member has shares entered against his name in the Depository Register (maintained by The Central Depository (Pte) Limited), he should insert that number of shares. If the member has shares registered in his name in the Register of Members (maintained by or on behalf of the Company), he should insert that number of shares. If the member has shares entered against his name in the Depository Register and shares registered in his name in the Register of Members, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member.
 3. A proxy need not be a member of the Company.
 4. This proxy form must be submitted to the Company in the following manner:
 - (a) if submitted by post, be lodged at the office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar at srs.proxy@boardroomlimited.com,in either case not less than 72 hours before the time appointed for holding the AGM.
 5. The instrument appointing a proxy or proxies must be under the hand of the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed in a manner as may be permitted by the Companies Act.
 6. Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged or emailed with the instrument of proxy or proxies, failing which the instrument may be treated as invalid.
 7. A corporation who is a member of the Company 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.
 8. The Company shall be entitled to reject an instrument appointing a proxy or proxies which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the proxy form (including any related attachment). In addition, in the case of members whose shares are entered against their names in the Depository Register, the Company may reject any proxy form lodged or submitted if such members are not shown to have shares entered against their names in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.



Registration No. 196700511H

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