



KOH BROTHERS GROUP LIMITED
(Unique Entity Number: 199400775D)

RESPONSES TO RELEVANT QUESTIONS FROM SHAREHOLDER FOR THE ANNUAL GENERAL MEETING TO BE HELD ON 29 APRIL 2026

The Board of Directors (the "**Board**") of Koh Brothers Group Limited (the "**Company**") refers to:

- (a) the annual report of the Company for the financial year ended 31 December 2025;
- (b) the notice of annual general meeting ("**AGM**") issued on 14 April 2026 informing shareholders that the Company's AGM will be convened and held by way of a physical meeting on Wednesday, 29 April 2026 at 3.00 pm; and
- (c) relevant questions received from shareholder ahead of the Company's AGM to be held on 29 April 2026 at 3.00 pm.

The Company would like to thank the shareholder for submitting questions in advance of our AGM. Please refer to **Appendix A** for the list of questions received from the shareholder, and the Management's and the Board's responses to these questions.

By Order of the Board

Koh Keng Siang
Executive Chairman and Group CEO

24 April 2026

**APPENDIX A
KOH BROTHERS GROUP LIMITED
RESPONSES TO QUESTIONS FROM SHAREHOLDER**

1. So far, has the Middle East crisis affected raw material prices as well as the progress of construction projects? Are they on track for completion and how are costs being affected?

In light of the Middle East crisis, higher oil prices have impacted logistic, materials and subcontractors' cost, creating margin pressure on various construction projects. Management mitigates these impacts through early procurement strategies, close engagement with suppliers, and continuous value engineering throughout the project lifecycle. Where contractual terms permit, cost escalation and variation mechanisms allow for partial recovery of cost increases.

In this regard, the Building Construction Authority has recently introduced an ex-gratia cost-sharing arrangement for certain ongoing critical public sector construction projects. Where any delays or stoppages would clearly affect public interest, the Government will co-share 50% of the direct additional costs incurred by eligible contractors arising from the use of diesel and bitumen for the period from 1 March 2026 to 31 May 2026.

Labour shortages and rising wage costs also remain industry-wide challenges, particularly for skilled workers and experienced project managers. The Company addresses these pressures through proactive workforce planning, close collaboration with subcontractors, and productivity improvements to optimise manpower deployment. We continue to invest in training, succession planning, and workforce development to strengthen internal capabilities and reduce reliance on external labour over time. Retention of key personnel is a priority, and we mitigate attrition risks through competitive remuneration, targeted retention initiatives, and providing a stable, well-managed project environment. Management believes these measures allow us to manage labour constraints effectively without compromising execution quality or growth discipline.

2. What are the Group's plans to replenish its land bank?

We remain dedicated to our prudent approach of seeking out distinctive development opportunities. Given the higher land and construction costs, and ongoing cooling measures, the Group anticipates that the private residential market will remain challenging. Looking ahead, the Group will adopt a cautious approach and exercise selectivity in our land bank replenishment.

In the meantime, the Group will also review its existing assets to enhance their value, explore redevelopment opportunities, or dispose assets when market conditions are favourable. The Group will continue to seek ways to maximise value while safeguarding the interests of all shareholders. For instance, we divested a non-core asset, which is a parcel of land in Johor. This resulted in a net gain of approximately \$15 million in FY2025.