

HONG LAI HUAT GROUP LIMITED
(Incorporated in the Republic of Singapore)
(Company Registration Number: 199905292D)

FINDINGS OF INVESTIGATIONS INTO ALLEGATIONS

The Board of Directors (the “**Board**” or “**Directors**”) of Hong Lai Huat Group Limited (the “**Company**”) refers to its announcement on 3 February 2026 in relation to the cessation of Mr. Lai Seng Fatt (“**Mr. Lai**”) as Chief Financial Officer (“**CFO**”) of the Company, wherein Mr. Lai had raised certain allegations in his resignation letter (the “**Allegations**”).

The Board wishes to update shareholders that the independent third-party legal advisor had completed its investigations into the Allegations. In its findings, the Company’s legal advisor had found, *inter alia*, that the dispute was a one-off isolated personal dispute between Mr. Lai and Mr. Ong Jia Jing, and there was no impropriety, whether financial, regulatory or otherwise, arising from or in connection with Mr. Lai’s cessation as CFO.

A copy of the executive summary of the investigation report prepared by the Company’s legal advisor is attached to this announcement. In view of the personal nature of the dispute and on the advice of the legal advisors, the Company will not be disclosing details of the dispute and other related incidents.

The Nominating Committee has reviewed the findings of the legal advisors and unanimously agree that the dispute does not affect Mr. Ong Jia Jing’s ability to discharge his role as the Chief Strategy Officer and Executive Director of the Company.

Notwithstanding the foregoing, the Board would like to reassure shareholders that it will take steps to prevent a recurrence of such incidents. Mr Ong Jia Jing will take executive counselling sessions on how to control his temperament and how to manage disputes in future.

BY ORDER OF THE BOARD

Ding Yen Shee Daniel
Independent Non-Executive Director
Chairman of Nominating Committee
24 March 2026