



LEADERSHIP RENEWAL AND MANAGEMENT TRANSITION

Leadership Renewal and Management Transition

The Board of Directors ("Board") of GSH Corporation Limited ("Company", together with its subsidiaries, the "Group") wishes to announce a series of leadership and management updates as part of the Group's ongoing strategic renewal efforts.

1. Retirement of Chief Executive Officer

Mr Gilbert Ee Guan Hui has informed the Board of his intention to retire as Executive Director and Chief Executive Officer ("CEO") of the Company, with effect from 26 October 2026. Consequently, Mr Gilbert will cease to be a member of the Nominating Committee. Mr Ee has decided to retire to allow for a fresh leadership team to steer the Group through its next phase of development. The Board has agreed to his request as part of the Board's succession planning and renewal process.

Mr Ee will continue in his role until the effective date to ensure an orderly transition of responsibilities.

The Board would like to place on record its appreciation to Mr Ee for his valuable and dedicated leadership and contributions to the Group over the years, particularly in navigating the Group through a period of transformation and repositioning.

2. Management Transition

Mr Lim Hong Kian, Executive Director, will be stepping down from his role and will cease his appointment with the Company on 26 May 2026.

The Board thanks Mr Lim for his contributions during his tenure and wishes him well in his future endeavours.

3. CEO Succession Process

The Board is in the process of identifying and evaluating suitable candidates for the role of Chief Executive Officer.

This process has been progressively underway as part of the Group's broader leadership renewal planning, with a focus on appointing a leader who can:

- strengthen the Group's core businesses; and
- support the Group's next phase of development.

Further announcements will be made in due course when appropriate.

4. Continuity of Leadership and Governance

The Board would like to emphasize that these changes are part of a planned and orderly leadership renewal process, and do not affect the Group's operations or strategic direction.

Dr Sam Goi Seng Hui will continue in his role as Executive Chairman, providing overall leadership and strategic guidance to the Group.

Mr Goi Kok Ming (Kenneth Goi) will continue to support the Executive Chairman in his capacity as Alternate Director, following his earlier redesignation effective 4 May 2026.

The Board, together with the senior management team, remains fully committed to:

- executing the Group's strategy;
- strengthening operational performance; and
- delivering sustainable long-term value to shareholders.

5. Strategic Context

These leadership changes take place alongside the Group's continued focus on:

- strengthening its core hospitality and real estate businesses; and
- maintaining a disciplined approach in developing new growth initiatives.

The Board believes this transition will further align the Group's leadership structure with its long-term strategic priorities.

The Board is in the process of reviewing the composition of the Board and Board Committees, and changes will be announced in due course.

The Board wishes to assure shareholders, business partners, and stakeholders that, the Group's operations remain stable, there is no disruption to business activities, and the transition process is being managed in a structured and controlled manner.

Details pertaining to these retirements, as required by Rule 704(7) of the Listing Manual of the Singapore Exchange Securities Trading Ltd, are provided in separate related announcements, made today.

By Order of the Board

GSH Corporation Limited

27 April 2026