



PAVING THE WAY
FOR FUTURE GROWTH

ENGRO CORPORATION LIMITED
ANNUAL REPORT 2025

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In line with the Group's efforts towards greater environmental conservation, we have adopted an electronic transmission for our Annual Report and Sustainability Report.

The electronic version of this Annual Report is available on EnGro Corporation Limited's website (www.engro-global.com/annual-report/). Shareholders and other interested parties who wish to receive a printed copy may contact us at email ir@engro-global.com or telephone +65-6561 7978.

#GOPAPERLESS

COMPANY HISTORY

EnGro Corporation Limited (“EnGro”, or “the Company”) was incorporated on 27 November 1973 under the name SsangYong Cement (S) Pte Ltd. It was originally formed as a joint venture among SsangYong Cement Industrial Co Ltd of South Korea, Afro-Asia Shipping Co (Pte) Ltd and The Development Bank of Singapore Ltd. The Company was converted into a public limited company and listed on the mainboard of the Singapore Exchange in 1983 as Ssang Yong Cement (S) Ltd.

The Company started off with manufacturing Ordinary Portland Cement (OPC) in 1976. In the last three decades, it expanded into manufacturing of Portland Blast Furnace Cement, Ready-Mix Concrete (RMC), polymer compounding business and other high performance construction materials. It also embarked upon the manufacturing of low carbon Ground Granulated Blastfurnace Slag (GGBS) through joint ventures in China and the plants are located in 5 provinces.

In 2002, the Company marked the beginning of a new chapter as the Korean JV partner exited the scene by selling its shares. Afro-Asia International Enterprises Pte. Limited acquired shares divested by SsangYong Cement Industrial Co Ltd and in the process made a mandatory general offer for shares not owned by Afro-Asia International Enterprises Pte. Limited or parties acting in concert.

In 2005, the Company changed its name to EnGro Corporation Limited with a new logo reflecting its vision of growth through partnership building and North Asia focus. The striking blue and orange curves symbolise EnGro and its partners. The curve design of the logo simulates the hemisphere of a globe reflecting EnGro’s determination to expand globally.

Over the years, EnGro diversified its business by investing in specialty polymer, venture capital activity focusing on info-com, property development as well as resource recovery.

The “Building Sustainability” corporate tagline reflects EnGro’s commitment towards promoting green environment and achieving the triple bottom-line equilibrium of PEOPLE - PLANET - PROFIT.

CORPORATE INFORMATION

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SHARE REGISTRAR

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

AUDITORS

KPMG LLP
Public Accountants and
Chartered Accountants
12 Marina View
15-01 Asia Square Tower 2
Singapore 018961

PARTNER-IN-CHARGE

Lee Chin Siang Barry
(with effect from FY2021)

COMPANY SECRETARY

Joanna Lim Lan Sim



OUR VISION

TO BE THE PREFERRED INTEGRAL PARTNER OF INNOVATIVE AND SUSTAINABLE MATERIAL SOLUTIONS.

OUR MISSION

TO PROVIDE INTEGRATED MATERIAL SOLUTIONS THAT ARE VALUE-ADDING, SUSTAINABLE AND COST-EFFECTIVE.

CORPORATE
PHILOSOPHY

致寧 遠高
遠靜 矚瞻



HARMONY
和順



TRUST
誠信



EXCELLENCE
卓越



WIN-WIN
共贏

LOOKING FAR AND WIDE
FROM A HIGH PLANE
KEEPING CALM TO ACHIEVE
GREAT SUCCESS

Standing on a high point through accumulation of knowledge with an open mind, one has a 360 degrees view of the surroundings below. The view captured from all angles at the top allows one to absorb myriads of information.

A sea of knowledge accumulated calls for a calm mind to process and identify relevant information. With a clear and tranquil mindset, one can choose the right path with a clear vision for the future.

CHAIRMAN'S MESSAGE

Dear Shareholders,

As we reflect on the financial year ended 31 December 2025, I am encouraged by our team's unwavering commitment and adaptability in navigating a complex and often volatile operating environment. Despite significant headwinds, the Group's performance demonstrates our ability to execute effectively under pressure.

FINANCIAL REVIEW

Group revenue increased 33.5% to S\$247.6 million, and net profit increased significantly from a marginal level in FY2024 to S\$17.9 million, underpinned by strong construction demand in both Singapore and Malaysia alongside the recognition of S\$13.8 million in net fair value gains from our tech-focused venture capital investments. Net profit for the year was after accounting for an expected credit loss on China joint venture receivables. The past year presented a mixed landscape across our operations. While the Integral Cement & Ready-Mix Concrete (ICR) segment faced pressures from stiff competition, supply chain disruption and elevated material costs, we continued to benefit from robust construction demand in Singapore and Malaysia. Our strategic focus and operational excellence have positioned us well for continued growth in the ICR segment.

DIVIDEND

The Board is pleased to recommend a final dividend of 3.0 cents per share for FY2025, consistent with the prior year. In addition, the Board has proposed a special dividend of 1.0 cent per share in recognition of the Group's improved financial performance for the year. These recommendations reflect the Board's confidence in the Group's financial strength, cash flow position, and capital management discipline, and its commitment to delivering sustainable and enhanced returns to shareholders, subject to approval at the forthcoming Annual General Meeting.

BUSINESS REVIEW

a) Integral Cement & Ready-Mix Concrete (ICR) Operations

Preliminary data indicates total construction demand in Singapore reached approximately \$50.5 billion in 2025, aligning with Building and Construction Authority forecasts. However, operational challenges emerged in the latter half of the year, particularly due to severe port congestion from August 2025, exacerbated during the monsoon season.

These delays disrupted cement shipment berthing schedules, leading to inventory shortages, elevated shipping costs and reduced sales volumes, which weighed on segment performance.

Material costs for Ready-Mix Concrete (RMC) operation in both Singapore and Malaysia, were further impacted by new measures by Malaysia land transport authority, resulting in increased logistic and material costs. These cost pressures were cushioned by increased sales volume, as we progressively enhanced our delivery capacity and established new plant setups to strengthen supply resilience and capture growing market demand.

In Malaysia, construction activity remains resilient supported by private sector developments, particularly data centres and overall economic expansion in Johor and Southern Malaysia.

b) Specialty Cement Operations in China

Our Ground Granulated Blast-furnace Slag (GGBS) joint ventures in China continued to operate in a subdued domestic economic environment characterised by structural oversupply and persistent pricing pressure. The construction sector is expected to remain depressed in 2026, as the economy undergoes a structural transition spear headed towards AI technology and industrial upgrades.

Nevertheless, we are encouraged by the policy direction under China's 15th Five-Year Plan (2026–2030), which places strong emphasis on sustainable urban renewal, green construction, and low-carbon building materials. These initiatives are expected to create longer-term demand for environmentally sustainable products such as GGBS. While near-term conditions remain challenging, we are cautiously optimistic that policy-led demand will support gradual recovery over time.

c) Specialty Polymer

The Specialty Polymer segment operated in a competitive pricing environment, with continued pressure from Original Equipment Manufacturers (OEMs) and challenges from US tariff war. However, margins were partially supported by lower raw material costs in tandem with the decline in the PP Index.

Beyond traditional automotive components, we have made meaningful progress in new applications such as bumpers, instrument panels, door trims, and selected home appliance products. These initiatives are expected to enhance volume growth, reduce customer concentration risk, and strengthen the segment's market position.

d) Investments

Our investment portfolio benefited from a recovery in the U.S. technology sector, with venture capital investments in technology and artificial intelligence recording favourable fair value gains. Exit activity also rebounded during the year, supported by improved IPO and M&A market conditions.

Should this momentum continue, FY2026 may see further strengthening in exit volumes and capital returns. Direct investment distributions are expected to be stable, supported by sustained demand in AI-driven applications cum data centres growth.

PROSPECTS

According to recent industry forecasts, total construction demand in Singapore is projected to remain robust at S\$47 billion to S\$53 billion in 2026, comparable to 2025 levels. Growth is expected to be driven primarily by civil engineering and infrastructure projects, with moderate residential growth and stable industrial demand. The oil price hike arising from the Middle East conflict has introduced significant volatility across our supply chains and energy costs, which is expected to persist for some time. The Company has taken the necessary measures to ensure business continuity and our ability to serve customers. While geopolitics and operational challenges are expected to persist in the near term, we remain confident in our ability to manage through operational improvements.

In Malaysia, the Johor-Singapore Special Economic Zone, alongside major infrastructure projects such as the Rapid Transit System (RTS) Link and the proposed Autonomous Rapid Transit (ART), is expected to stimulate economic activity and underpin medium-term growth for our ICR business. We have established new plants in strategic locations to capture these emerging opportunities.

Our ongoing digitalisation initiatives continue to advance, including the rollout of the Command Centre for RMC operations and the application of artificial intelligence in process optimisation. These systems enhance real-time operation process and logistics network, improve production planning and coordination across our operations.

We are making steady progress in our new sustainability-driven venture, with equipment installation and treatment process enhancements underway. The plant is expected to commence production of GREEN AGGREGATE, supporting our "URBAN QUARRY" circular economy model and aligning with our Environmental, Social and Governance (ESG) commitments.

Our Specialty Polymer business is exploring potential growth in both Indonesia and other ASEAN countries. Looking ahead, automotive demand across ASEAN remains relatively resilient, led by Indonesia, Thailand, and Vietnam. This is underpinned by government incentives overseas and ongoing supply chain diversification, including "China+1" investment strategies. Capitalising on these trends, we are actively diversifying our customer base and expanding product applications within Indonesia.

We will continue to leverage opportunities in Singapore and Malaysia's construction sectors, advance our Specialty Polymer applications, and strengthen our investment and sustainability platforms.

ACKNOWLEDGEMENT

On behalf of the Board, I extend my sincere appreciation to our shareholders, customers, employees, and business partners for your continued trust and unwavering support. Your commitment and collaboration inspire us to pursue sustainable growth with resilience, discipline, and innovation.

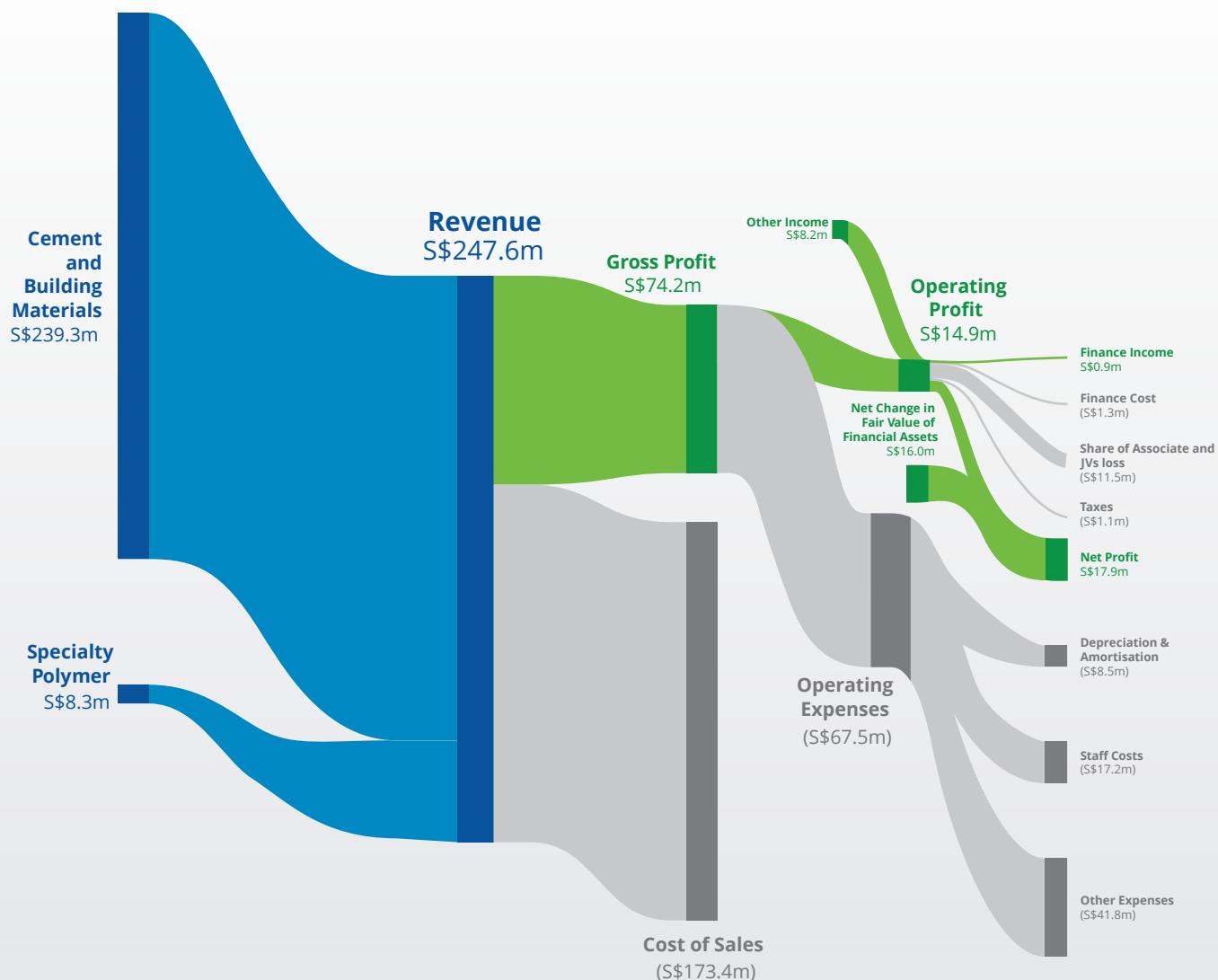
I also wish to extend my deep appreciation to my fellow directors for their constructive contribution over the past year. A special note of thanks goes to Mr. Steven Ong, who is stepping down from the Board, for his committed service and dedicated contribution. At the same time, I am delighted to warmly welcome Ms. Ng Won Lein, whose expertise and fresh perspective will further strengthen our governance and growth journey.

Together, we will continue to build a stronger and more adaptable Group for the future.

Tan Cheng Gay
Chairman

FINANCIAL HIGHLIGHTS

FY2025



REVENUE
S\$247.6
million



CEMENT AND BUILDING MATERIAL
S\$239.3
million



SPECIALTY POLYMER
S\$8.3
million



GROSS PROFIT
S\$74.2
million



OPERATING PROFIT
S\$14.9
million



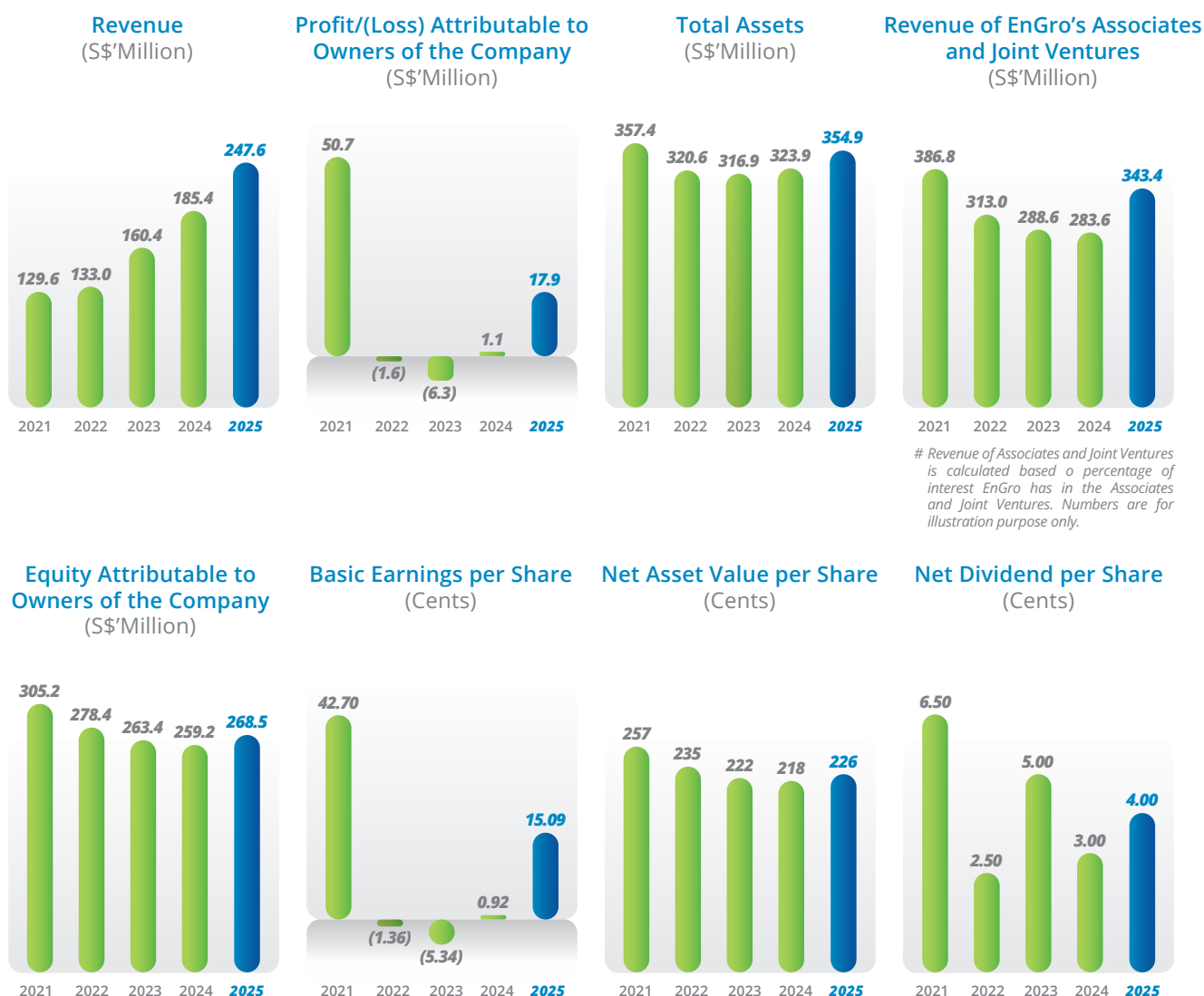
NET PROFIT
S\$17.9
million

Consolidated Statement of Profit or Loss (\$'Million)	2021	2022	2023	2024	2025
Revenue	129.6	133.0	160.4	185.4	247.6
Profit/(loss) for the year	51.0	(0.8)	(5.6)	0.2	17.9
Profit/(loss) attributable to owners of the Company	50.7	(1.6)	(6.3)	1.1	17.9

Statement of Financial Position (\$'Million)	2021	2022	2023	2024	2025
Total assets	357.4	320.6	316.9	323.9	354.9
Equity attributable to owners of the Company	305.2	278.4	263.4	259.2	268.5

Per Share (Cents)	2021	2022	2023	2024	2025
Basic Earnings	42.70	(1.36)	(5.34)	0.92	15.09
Net asset value	257	235	222	218	226
Net dividend	6.50	2.50	5.00	3.00	4.00

FIVE-YEAR RESULTS AT A GLANCE



BOARD OF DIRECTORS

TAN CHENG GAY

Chairman and Chief Executive Officer

Mr. Tan is a founding member of EnGro Group. He is a stalwart of the Company, having been with the Company since its inception. He was appointed as Director in 1973 and has since served as the Executive Director to steer the strategic direction and vision of the Group.

Mr. Tan holds a Bachelor of Science (Honours) degree in Electrical and Electronic Engineering from University of London King's College and a Master of Science in Electronic Engineering from University of Manchester Institute of Science and Technology (UK).

TAN YOK KOON

Executive Director

Mr. Tan was first appointed as a Non-Independent Director in 1974. In March 2005, he was appointed as the President of China Operations, leading the China team to drive the Specialty Cement (GGBS) thrust. He also serves as a member of the Nominating Committee. He is related to Mr. Tan Cheng Gay.

Mr. Tan holds a Bachelor of Law degree from University of London's King's College, London and a Master in Business Administration from Columbia University, New York.

TAN SOO NAN

Director

Mr. Tan Soo Nan joined the Board in May 2017 as an Independent and Non-Executive Director. He is the Lead Independent Director and the Chairman of the Audit Committee, and also a member of the Nominating Committee and the Remuneration Committee.

Mr. Tan currently also serves on the Boards of public listed and private companies including Raffles Medical Group Ltd and Raffles Health Insurance Pte Ltd as a Non-executive and Non-Independent Director.

Mr. Tan is active in social causes and serves as a Director in TT Foundation Advisors Singapore Ltd. and a member of the Ministry of Transport's Public Transport Council.

Mr. Tan had previously held the positions of Chief Executive Officer at Singapore Pools (Private) Limited, Singapore Totalisator Board, and Temasek Capital (Private) Limited as well as Senior Managing Director of DBS Bank. He was also previously a Director of SATS Ltd, OSIM International Ltd, Temasek Foundation Limited, TF IPC Ltd, Woh Hup Trust, ICE Futures Singapore Pte Ltd, ICE Clear Singapore Pte Ltd, ICE Singapore Holdings Pte Ltd and Chairman of Temasek Education Foundation CLG Limited with over 30 years of experience in the banking industry.

STEVEN ONG KAY ENG

Director

Mr. Ong joined the Board in July 2017 as an Independent and Non-Executive Director. He is the Chairman of the Nominating Committee and serves as a member of the Audit Committee and the Remuneration Committee.

Mr. Ong has been a veteran banker with extensive experience in banking and finance over 43 years. Started his career with Mercantile Bank Ltd in London, he subsequently served HKSBC and UBS before becoming the General Manager and Country Head for Amex Bank Singapore branch covering South Asia for nearly 10 years, concurrently appointed on the Board of Pacific Bank Malaysia. He later became an advisor to Banque Guitzwilder Geneva, concurrently the Deputy Chairman of the People Insurance Co Ltd for two years before accepting the role of the Chief Representative and Country Head (greater China) with the Monte Paschi di Siena residing in China for 16 years. He retired in 2006 and remained as an advisor of the bank for two years residing in Singapore. While in China, Mr. Ong was elected as chairman of Foreign Bankers' Association for a term of two years. Mr. Ong had previously held the positions of Non-Executive Director of Sino Land Company Ltd., Tsim Sha Tsui Properties Ltd and Sino Hotels (Holdings) Ltd which are listed in the HK Stock Exchange, since 2010 till 2025. He stepped down as the Lead Independent Director and Chairman of Audit & Risk Committee as well as Chairman of Nominating Committee of Yeo Hiap Seng Limited listed on the main board of Singapore Stock Exchange in 2025.

LEOW FOON LEE

Director

Mr. Leow Foon Lee was appointed to the Board in October 2021 as an Independent and Non-Executive Director. He serves as Chairman of the Remuneration Committee and is a member of the Audit and Nominating Committees. In addition, he serves as Lead Director overseeing the Group's sustainability, ESG and climate-related strategy, governance, performance, and disclosures at the Board level. Since 2022, he has been a Senior Accredited Board Director of the Singapore Institute of Directors.

Mr. Leow is the founder and Chief Executive Officer of Enerpower Pte Ltd. He brings over 30 years of international experience in the energy and telecommunications sectors, having held senior leadership roles with global corporations including General Electric, Royal Dutch Shell, RGE, Alcatel-Lucent, and Motorola. His career includes global assignments across New York, Singapore, Taiwan, Hong Kong, Beijing, and Shanghai, with more than 22 years of experience in the Greater China region. His expertise includes Asia-Pacific regional leadership, power infrastructure development, technology transfer and licensing, and board-level oversight of equity joint ventures.

Since 2017, he has been a Visiting Senior Fellow at the Energy Studies Institute of the National University of Singapore and concurrently an adjunct professor at the Nanyang Business School of the Nanyang Technological University in Singapore. He has served as a technology expert for the Asian Development Bank contributing to the transfer of low carbon technologies across Asia.

Mr. Leow holds a Bachelor of Engineering (Mechanical) degree from the National University of Singapore and a Master in business administration from the Lally School of Management, Rensselaer Polytechnic Institute, New York.

NG WON LEIN

Director

Ms. Ng Won Lein, was appointed Independent and Non-Executive Director of EnGro Corporation Limited on 16 March 2026. She was also concurrently appointed a member of the Audit, Remuneration and Nominating Committees.

Ms. Ng was the Chief Financial Officer (CFO) of the Raffles Medical Group Ltd (RMG) from 2020 to 2024. As CFO, she oversaw the finance and business services functions of RMG, which included financial reporting, investor relations, risk, governance and sustainability, amongst others.

Before joining RMG, Ms. Ng was the Deputy Chief Executive Officer (Deputy CEO) and Group CFO of Interplex Holdings Ltd (Interplex). As CFO of Interplex, she oversaw the company's financial reporting and treasury functions, as well as its IT, human resource, administration, supply chain and investor relations functions. Concurrently as the Deputy CEO of Interplex, she directed its operations and supported the Group CEO in executing the company's strategies and oversight of its risks and governance. Ms. Ng has extensive experience in executing cross-border merger and acquisition activities.

Prior to joining Interplex, Ms. Ng, who started her career as an auditor with KPMG, was the CFO of GES International Limited and had held finance function leadership roles in various companies.

Since 2017, Ms. Ng has served as an active member of the Finance Committee of the Asian Women's Welfare Association. In 2025, she joined the Advisory Board of the Photographic Society of Singapore and also serves as the Chairman of its Audit Committee.

She holds a Bachelor of Arts (Honours) in Accounting from the University of Kent at Canterbury, United Kingdom, in 1987.

MANAGEMENT TEAM

HQ HEAD OF DEPARTMENT

EE CHIN SIEW

Group Financial Controller

Ms. Ee oversees the Group's finance and IT functions. She has over 19 years of working experience in accounting and financial management as well as finance process improvement and automation across various industries. Prior to joining the Group, she spent 12 years in senior finance roles, serving as Senior Finance Manager with Sky Wise Investment Pte Ltd and Corporate Finance Manager with Hi-P International Limited. Ms Ee holds a Bachelor Degree in Accountancy from Nanyang Technological University and is a Chartered Accountant with the Institute of Singapore Chartered Accountants.

INTEGRAL CEMENT AND RMC OPERATIONS

VINCENT LOH

Chief Operating Officer

Mr. Loh has been with the Group since year 2000, and was promoted to Chief Operating Officer in July 2025, currently overseeing operations and performance the building materials business in Singapore and Malaysia, including new innovation related to construction materials. Prior to this promotion, he held the position of General Manager, Knowledge Management & Business Development, managing the integral cement and ready-mix concrete (ICR) business division as well as overseeing the business development, knowledge management and sustainability initiatives of the Group. Mr. Loh has a Bachelor of Business (Accounting) from Monash University, Australia, and has both the CPA Australia and CA (Singapore) designations. Mr. Loh also completed the General Management Program jointly conducted by Wharton School of the University of Pennsylvania and Singapore Management University (SMU), as well as the Future China Advanced Leaders Programme, jointly organized by the Nanyang Business School and Business China.

TAN TATT YAO

Acting General Manager of Top-Mix Concrete Pte. Ltd.

Mr. Tan joined the Company in February 2018 and was promoted to Acting General Manager, Top-Mix Concrete Pte Ltd in April 2025, responsible for managing the operations of Top-mix Concrete Pte Ltd and overseeing other selective businesses of the Group. Prior to this promotion, he held the position of Business Development Manager and was promoted to Deputy General Manager, China Operations in September 2022. Previously based in Shanghai, he supports the Group's Venture Capital investment, Specialty Cement and Polymer businesses. Before joining EnGro, he was exposed to local and overseas banking industry and held various positions in both UOB Bank China and Standard Chartered Bank (Shanghai). He is related to Mr. Tan Cheng Gay and Mr. Tan Yok Koon. Mr. Tan holds a Bachelor of Commerce from University of Western Australia. He also attended the Behaviourial Studies in Organisations and International Business studies from London School of Economics.

SPECIALTY POLYMER OPERATIONS

TAI BOON CHEN

General Manager, Specialty Polymer

Mr. Tai oversees the business and operations of the Group's Specialty Polymer unit. He has working experience in operations management, plant restructuring, production management and technology transfer for local and global MNCs.

FINANCIAL YEAR ENDED 31 DECEMBER 2025

2027

FEB

Announcement of 2H
and FY2026 results

APR

Annual General
Meeting for FY2026

AUG

Announcement of
1H FY2027 results

2026

26 FEB

Announcement of 2H
and FY2025 results

28 APR

Annual General
Meeting for FY2025

29 MAY

Payment of First
and Final Dividend

13 AUG

Announcement of
1H FY2026 results

2025

26 FEB

Announcement of 2H
and FY2024 results

29 APR

Annual General Meeting
for FY2024

30 MAY

Payment of First
and Final Dividend

12 AUG

Announcement of
1H FY2025 results



BUILDING MATERIALS

Integral Cement and RMC (ICR)

	EnGro Corporation Limited
100%	Top-Mix Concrete Pte Ltd
100%	Top Mix Concrete (Malaysia) Sdn Bhd

Specialty Cement (GGBS)

40%	Tangshan Tang-Ang Materials Co Ltd
40%	Jiangsu Huailong Materials Co Ltd
40%	Jinan Luxin Materials Co Ltd
33%	Wuhan Wuxin Materials Co Ltd
40%	VCEM Materials Co Ltd

Other Ready-Mix Concrete

40%	Changshu Changlong Concrete Co Ltd
40%	Changshu Changxin Ready Mix Concrete Co Ltd
40%	Changshu Changyin Ready Mix Concrete Co Ltd

Resource Recovery Hub R²H

100%	Granuletech Pte Ltd
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SPECIALTY POLYMER

Specialty Polymer (R&P)

100%	R&P (Pte) Ltd
60%	R&P Technologies Pte Ltd
60%	PT RNP Technologies Indonesia
40%	Kunshan R&P Co Ltd



INVESTMENTS

VC Investment

100%	Juniper Capital Ventures (Pte) Ltd
100%	e-Invest Limited
100%	Sancem Investment Pte Ltd
100%	Sancem Global Pte Ltd

Property Investments

20%	HB Investments (China) Pte Ltd
10%	Ho Bee Cove Pte Ltd



OTHERS

Trading

100%	EnGro (Nanjing) Holding Co., Ltd.
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ENGRO CEMENT

In anticipation of continued construction demand growth in 2026, the cement team secured additional cement silo storage capacity in December 2025 to mitigate the risk of future operational disruptions at its cement terminal and to support the continued expansion of Top-Mix Concrete's operations.



INTEGRAL CEMENT AND READY-MIX CONCRETE (ICR) SINGAPORE AND MALAYSIA

In 2025, Singapore's construction sector demonstrated resilience, with preliminary total construction demand reached S\$50.5 billion, well within BCA's forecast range of S\$47 billion to S\$53 billion. This upturn was predominantly driven by building works, which accounted for approximately 80% of total demand. Key contributors included HDB's Build-To-Order (BTO) units, residential developments across various Government Land Sales (GLS) sites, the Eastern Integrated Health Campus, the Alexandra Integrated Hospital Redevelopment, the Woodlands Checkpoint extension (Phase 1), and the Toa Payoh Integrated Development. This was complemented by a surge in industrial construction, including a major wafer fabrication plant, data centre projects, a Combined Cycle Gas Turbine (CCGT) power plant, and foundational works for the Changi Airport Terminal 5 (T5) development.

This sustained construction activity generated strong demand for cementitious materials and ready-mix concrete (RMC), reinforcing EnGro's strategic position in delivering high-performance and low-carbon solutions for complex project requirements. The construction demand growth in 2025 boosted the ICR business division's total revenue, reaching a record high in the Group's history.

EnGro Cement

An adverse typhoon season, compounded by extended monsoon rains, disrupted cement terminal operations in 4Q 2025, leading to cement shortages which impacted both cement and concrete sales. Although port congestion has since improved, the risk of shipment



Punggol Timor Plant



Changi Plant

delays persists as consignees accelerate import volumes to meet surging demand, overwhelming the existing limited port berth infrastructure. While Jurong Port new berth construction, is not expected to be operational until mid-2027 at the earliest, inevitably prolonging the return to normalised shipment unloading schedules.

In anticipation of continued construction demand growth in 2026, the cement team secured additional cement silo storage capacity in December 2025 to mitigate the risk of future operational disruptions at its cement terminal and to support the continued expansion of Top-Mix Concrete's operations.

Top-Mix Concrete Singapore (TMS)

In 2025, TMS achieved its highest-ever sales volume. This outperformance was underpinned by a robust sales pipeline, consistent quality control, and enhanced delivery capabilities. The batching plant at the Jurong Port RMC Ecosystem steadily gained momentum, complemented by the ramp-up of operations at the newly commissioned Punggol Timor plant. Combined output from both facilities significantly expanded TMS's production capacity and market reach. In line with Singapore's decarbonisation agenda, TMS has progressively transitioned towards low-carbon concrete solutions.

INTEGRAL CEMENT AND READY-MIX CONCRETE (ICR) SINGAPORE AND MALAYSIA

Moving forward, TMS will focus on smart and sustainable concrete manufacturing. Key initiatives include the adoption of remote batching systems, logistics fleet optimisation, and continued development of low-carbon concrete technologies, strengthening TMS's position as a reliable supplier of sustainable building materials.

Delivery capacity is expected to increase progressively with new mixer trucks in 2026, coupled with enhanced geographical coverage supporting targeted production growth. In parallel, digitalisation initiatives — including a centralised Command Centre — remain on track to reduce operating costs whilst enhancing production efficiency and real-time operational visibility.

With EnGro securing additional cement silo capacity, cement supply constraints began easing from February 2026 onwards, providing operational stability. While seasonal aggregate shortages are anticipated, compounded by overloading restrictions in Malaysian sourcing region, management remains cautiously optimistic about meeting sustained customer demand while supporting sustainable long-term growth.

Top Mix Concrete Malaysia (TMM)

The Malaysian construction sector sustained strong growth momentum throughout 2025, driven primarily by infrastructure projects, private sector developments - including a robust pipeline of data centre (DC) projects, and an extensive portfolio of initiatives under the 13th Malaysia Plan (13MP).

The operating landscape was disrupted in 4Q 2025 following the Ministry of Transport's (MOT) intensified enforcement of heavy goods vehicle overloading and safety compliance from 15 October 2025. These measures reduced nationwide transport capacity by up to 40% while selling prices rose accordingly in response to tightened supply conditions.



Amidst these supply chain challenges, the Johor property and construction market continued to experience robust growth, powered by key infrastructure and cross-border projects such as the Johor-Singapore Special Economic Zone ("JS-SEZ"), the Johor Bahru-Singapore Rapid Transit System Link ("RTS Link") (expected to commence operations on 1 January 2027), and the Kuala Lumpur-Johor Bahru Electric Train Service ("ETS"). The JS-SEZ attracted a record RM68 billion in approved investments during the first nine months of 2025, reflecting strong confidence in the state's long-term economic prospects.

TMM's performance in 2025 presented a mixed picture. As the MOT's enforcement measures intensified in 4Q 2025, TMM's sales volume fell short of budget for the final quarter. In a strategic move to optimise its operational footprint, TMM decommissioned its Tanjung Kupang plant in December 2025 whilst commissioning a new batching plant at Iskandar Puteri in November 2025. Its strategic proximity positions it well to serve commercial, residential and data centre projects in the rapidly developing Iskandar Puteri district as well as Tanjung Pelepas port and Forest City developments.

TMM continues to serve related works of the JB-SG RTS Link key infrastructure project such as the Immigration, Customs and Quarantine Complex (ICQC), the multi-storey park and ride (MSPR) transit-oriented development (TOD), and associated track works, as well as various high-rise residential projects such as R&F Princess Cove Phase 3 and Coronade Residence.

By effectively navigating the logistics and supply chain hurdles experienced in late 2025, TMM strengthened its operational capabilities and capitalised on the continued growth of the Malaysian construction sector to achieve record high sales volume in 2025.

SPECIALTY CEMENT

As we reflect on 2025 and look ahead to 2026, China's economy continues to navigate a phase of transition and structural adjustment amid an increasingly complex global environment. The overall policy direction remains firmly focused on stability, domestic demand expansion, and high-quality development.



新加坡·南京生态科技岛
SINGAPORE NANJING ECO HI-TECH ISLAND

共抓大保护

政府

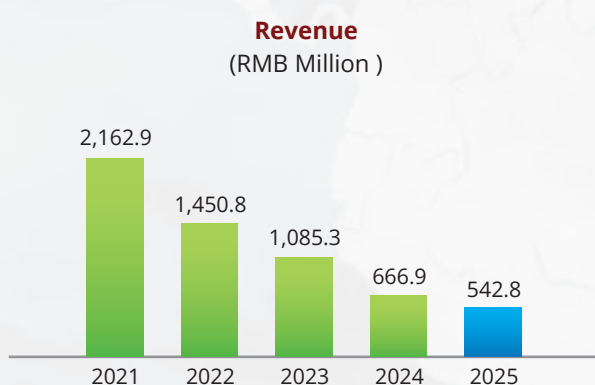
SPECIALTY CEMENT CHINA

China GGBS Business

Amid an increasingly complex global environment, China's economy continued to navigate a delicate balance between stabilisation and structural transition in 2025. While external demand and industrial upgrading provided support, domestic demand recovery remained uneven, and traditional cyclical industries continued to face headwinds. According to China's official statistics, the economy expanded by 5.0% year-on-year in 2025, meeting the national target of "around 5%", with quarterly growth moderating in the second half of the year.

In contrast, the property sector's prolonged adjustment and cautious buyer sentiment continued to weigh on downstream construction activity. Policy direction throughout 2025 continued to emphasise "city-specific" measures to stabilise the real estate market and support reasonable housing demand; however, overall market confidence remained restrained, and the recovery trajectory remained gradual.

Against this backdrop, China's construction materials market remained highly competitive, with intensified price transparency and supply still far exceeding a weakened demand. For our China Ground Granulated Blastfurnace Slag Joint Venture (GGBS JV) business, the operating environment continued to be characterised by sustained sales and pricing pressures, competition-driven margin compression. As a result, the total annual sales volume of GGBS JV declined by 9.3% year-on-year and their total revenue declined to RMB 542.8 million.



China GGBS JVs Five-year Combined Revenue

Outlook for China GGBS Associates in 2026

As we reflect on 2025 and look ahead to 2026, China's economy continues to navigate a phase of transition and structural adjustment amid an increasingly complex global environment. The overall policy direction remains firmly focused on stability, domestic demand expansion, and high-quality development. At the 2026 "Two Sessions", China set a GDP growth target of 4.5% - 5%, reflecting the government's continued commitment to maintaining economic stability while advancing structural transformation and long-term resilience.

Despite the ongoing adjustment in the real estate sector and uneven recovery in downstream construction demand, infrastructure development remains a key policy priority. Investments in urban renewal projects, water conservancy infrastructure, transportation networks and public utilities, together with the continued expansion of green building initiatives, are expected to provide underlying support for construction materials demand.

At the same time, the increasing emphasis on low-carbon development and sustainable construction continues to create long-term opportunities for supplementary cementitious materials such as GGBS.

The 2026 "Two Sessions" also marked the commencement of China's 15th Five-Year Plan (2026–2030), which places strong emphasis on innovation-driven growth, advanced manufacturing, green transition and industrial upgrading. The plan highlights the importance of accelerating the development of low-carbon industries, strengthening infrastructure resilience and promoting environmentally sustainable construction practices, reinforcing China's broader commitment to ecological civilisation and high-quality development.

Looking ahead, in line with these national development priorities, EnGro's China GGBS JV will continue to focus on rigorous cost optimisation, operational efficiency improvement, market exploration and transformation. Leveraging the Group's Nanjing platform as a strategic coordination hub, we will further strengthen collaboration across our China joint ventures, enhance supply chain and procurement synergies, and explore value-added applications for GGBS and other eco-friendly construction materials and position the Group for long-term sustainable growth in China's next stage of industrial transformation.



SPECIALTY POLYMER

As an integrated manufacturing base for the ASEAN region, the R&P group is well positioned to deepen its participation in OEM and Tier-1 supply chains, enhance supply chain responsiveness, and deliver sustainable long term growth.



SPECIALTY POLYMER SINGAPORE & INDONESIA



PT RNP factory located in Karawang, West Java, Indonesia

R&P Group

Since 4Q 2024, the R&P group has operated under a fully integrated structure designed for operational excellence and market agility. By centralising raw material sourcing, manufacturing, and specialized trading activities, the R&P group has strengthened its supply chain control and ability to better serve customers.

The successful onboarding of a new home appliance customer, a strategic win not originally budgeted, diversified our customer portfolio and reduced reliance on any single industry segment.

Looking forward, a robust pipeline of new projects, spanning automotive and home appliance applications, is currently undergoing OEM validation, with mass production expected to commence in 2027, providing clear visibility into future revenue streams. To support its growth trajectory, the R&P group has significantly optimised its warehouse capacity and plans to expand production capacity by approximately 150% in 2026, with further capacity to be deployed in line with market demand.

To strengthen our long-term competitive position, a formalised partnership with a recycling company, with first purchases scheduled for 2026, advances our sustainability objectives, while partially mitigating recent increases in polypropylene prices caused by geopolitical tensions and energy market volatility. The move also aligns with the broader industry trend towards sustainable manufacturing. Together with ongoing investments in automation and technology upgrades, these efforts position us to capture growth in expanding Southeast Asian automotive and home appliance markets where the shift towards lightweight materials and electric vehicles continue to drive demand. As an integrated manufacturing base for the ASEAN region, the R&P group is well positioned to deepen its participation in OEM and Tier-1 supply chains, enhance supply chain responsiveness, and deliver sustainable long term growth.

Kunshan R&P Co. Ltd (KRP)

In FY2025, KRP delivered a record set of results despite a challenging operating environment marked by moderating demand and intensified competition across both domestic and international markets. Net profit reached 3.7 times that of the prior year, driven by resilient execution, effective cost management and continued progress in market diversification.

KRP maintained relatively stable selling prices through established customer relationships, while benefiting from lower raw material costs. Gains were reinforced by closer collaboration with key domestic suppliers, enabling import substitution for certain materials and enhancing overall cost efficiency.

In the new energy vehicle (“NEV”) segment, KRP commenced mass production for multiple platform projects, including those of Huawei (M8 and M9), BYD, Li Auto, Changan Automobile, GAC Aion and XPeng. Export sales contributed more than 35% of total revenue, supporting overall volume growth while reducing reliance on the domestic market. KRP also secured project nominations for BMW’s new platforms in Europe and South America, and began exporting interior material solutions previously validated in China to the European market. As at 31 December 2025, KRP’s business footprint spread across Asia, Europe, Africa and North America.

Underpinning these commercial achievements was a continued focus on operational excellence. KRP accelerated digitalization and intelligent manufacturing across the entire production process, with enhancements in data-driven production planning and scheduling reducing waste, lowering energy consumption, and improving productivity per unit of energy and labour. These efficiency gains provide a strong foundation for scaling operations as the business expands.

Looking ahead, KRP will build on its current business structure to further expand opportunities in Europe, North Africa, and South Africa. The growth of KRP’s Europe business has been closely linked to its early strategic investments in recyclable materials since 2020.



KRP factory located in Kunshan, Jiangsu, China



Centralized Production Monitoring System at KRP factory

As regulatory frameworks continue to evolve and OEMs increasingly define clear targets for the adoption of sustainable materials, KRP will further enhance its closed-loop capabilities in recyclable materials. This includes strengthening collection, sorting, and formulation capabilities for PCR (Post-Consumer Recycled), PIR (Post-Industrial Recycled), and ELV (End-of-Life Vehicle) materials, reinforcing its commitment to sustainability.

Through these collaborative efforts, KRP will further strengthen overall supply capabilities and operational resilience, positioning the company to capture growth opportunities while maintaining disciplined resource allocation and capacity utilisation.

INVESTMENTS

The United States' venture capital landscape continues to evolve as investors navigate an increasingly complex market environment. The technology sector correction ended in 2022/2023, while private equity deal activity is gradually recovering amid more disciplined valuations. Venture funding remains resilient in high-growth sectors led by Generative AI, Agentic AI, and Native AI across the venture ecosystem.

Juniper Capital Ventures' investment activities remain focused on long-term technology innovation. AI infrastructure in the United States represents a key investment area. China's AI technology ecosystem continues to present opportunities supported by strong engineering capabilities and industrial integration in areas such as robotics, advanced manufacturing, and applied AI technologies.

Liquidity conditions within the venture ecosystem have shown early signs of improvement while exit activity remains selective. A few of our portfolio companies are in the late stage of growth, heading towards potential liquidity events.



Safe Superintelligence Inc.





All units in phase 3 plot A-14 mixed development of Tangshan Nanhu Eco-City project were fully sold by 31 December 2023, whereas two units in plot A-15 remain unsold as of 31 December 2025. The project was launched in June 2021 and situated in China Tangshan which was earmarked as a garden city within the Beijing-Tianjin-Hebei corridor.

Construction of the core and shell for Retail Plot A-11 has been completed, and the property is now being marketed for sale.

As at 31 December 2025, 98% of Turquoise, Sentosa Cove has been sold, with one unit under a sales option and one unit remaining unsold.

In December 2024, the Company made its initial foray into the living sector through an investment in a VCC fund (the "Fund"), with the acquisition completed in March 2025, securing an effective interest of 12.95% in the Fund's underlying investment. The Fund acquired a 12-storey freehold residential building at 524 Kampung Bahru Road and repositioned it into a 70-room serviced apartment, comprising 35 long-term and 35 short-term stay rooms.



Refurbishment was completed in two phases, with the long-term and short-term stay rooms delivered in August and October 2025 respectively. Leasing is progressing satisfactorily on plan. The long-term segment is supported by an 18-month Facilities & Services Agreement, providing a stable operational foundation for the asset.

GREEN INITIATIVE

SUSTAINABILITY

EnGro is dedicated to building a sustainable future through its comprehensive sustainability strategy, which integrates environmental stewardship, social responsibility, and ethical governance into every aspect of its operations. The company recognises that long-term growth and societal well-being go hand in hand with protecting natural resources and promoting sustainable development.

Through EnGro’s sustainability initiatives, we demonstrate that responsible business practices can create positive impact for **PEOPLE, PLANET and PROFIT**. By combining innovation, collaboration, and environmental consciousness, the company strives to contribute meaningfully to Singapore’s sustainable development goals while fostering a culture of long-term resilience and shared value.

EnGro remains committed to transparency and accountability in our **sustainability journey**. A comprehensive **Sustainability Report** detailing our initiatives, progress, and impact for the financial year ended **31 December 2025** will be published separately. This report will highlight our ongoing commitment to sustainability and the long-term value we create for our stakeholders.

GREEN INITIATIVE

EnGro is committed to driving meaningful environmental stewardship through **EnGro Green Initiative**, firmly aligned with the global objectives of COP30 — **advancing climate action, fostering resilience, and accelerating the transition toward a low-carbon, sustainable future**. COP30 underscored the necessity of scaling climate ambition, supporting adaptation efforts, enhancing climate finance, protecting nature, and leveraging innovation to deliver measurable outcomes for people and the planet.

By embedding climate priorities into its corporate strategy and community programmes, the **EnGro Green Initiative** reflects the company’s belief that environmental sustainability and economic progress must go hand in hand. Through responsible action, collaboration, and continuous innovation, EnGro aims to contribute to the global effort to limit **temperature rise, safeguard ecosystems, and build resilient, thriving communities** for future generations.

With a strong focus on decarbonization, EnGro’s certified Green Cement and Green Concrete have achieved the highest Singapore Green Building Product (SGBP) accreditation, offering eco-friendly, sustainable solutions to customers and building owners. Moving forward, EnGro looks to potentially, reduce aggregated Scope 2 GHG emissions by 30% by FY2050.



- P197A
- P4246
- P197B
- P4246S
- VCEM
- DuraCrete



- P4246
- P197-4S
- P4246S
- DuraCrete



- P197A
- P197B

Sponsor and Support Ren Ci Hospital's Fundraising Initiatives

EnGro supported Ren Ci Hospital through its fundraising efforts at the 30th Anniversary Charity Gala Dinner in 2025, contributing to the care and services provided to its beneficiaries. As a prominent healthcare institution in Singapore, Ren Ci Hospital provides quality and affordable healthcare to the elderly and vulnerable members of the community and relies significantly on charitable donations to sustain its operations. In addition, EnGro also supported the Ren Ci Charity Golf 2025, further contributing to the hospital's fundraising initiatives. These efforts reflect EnGro's commitment to supporting community healthcare and improving accessibility for Singapore's ageing population.

EnGro Fosters Academic Excellence and Talent Development at SUSS

EnGro also supports student excellence by sponsoring academic awards and book prizes at the Singapore University of Social Sciences (SUSS). At the SUSS convocation, the EnGro Award is given to the top three graduating students from the full-time Bachelor of Science in Business Analytics programme. In addition, EnGro sponsors two book prizes: one for the top graduating student in Application Analysis and Design and another for the top graduating student in Machine Learning from the Information and Communication Technology programme. These awards recognise outstanding academic performance and reflect EnGro's commitment to education and talent development.

Growing the Next Generation of Talent

EnGro has demonstrated its commitment to fostering future talent by sponsoring scholarships for five students from the Singapore Institute of Technology for the academic year 2025. This scholarship initiative aims to support students pursuing degrees in Sustainable Infrastructure Engineering, Civil Engineering, Chemical Engineering, and Mechanical Engineering. By investing in these students' education, EnGro reinforces its commitment to nurturing the next generation of leaders in the engineering and infrastructure sectors, ensuring that the future of these industries is in capable hands.

Empowering Seniors: EnGro support NYAA in Introducing AI-Assisted Walking Stick for Safe, Independent Mobility

EnGro supported the National Youth Achievement Award ("NYAA") initiative, facilitating the introduction of Singapore's first artificial intelligence ("AI")-assisted walking stick for the elderly. This project reflects the company's commitment to using innovative technology to improve the mobility and safety of senior citizens. Developed with youth engineers, NYAA alumni, and AI experts, the walking stick helps seniors move around more easily, safely, and independently. EnGro's donation helps fund the production and distribution of these devices, which will be given free to seniors in need. The support also includes training youth



IPS's Singapore Perspectives 2026: Strengthening Fraternity and Community

EnGro is pleased to continue its support for the Singapore Perspectives conference, an important platform for discussing public policy and social issues. The 2026 edition of the conference will focus on the theme of "Fraternity," exploring the importance of solidarity and community in shaping Singapore's future. Being a long-standing Corporate Associate of IPS allows us to play a small part in supporting its mission through our ongoing partnership.

CORPORATE GOVERNANCE REPORT

EnGro Corporation Limited (“**the Company**”) is committed to achieving a high standard of corporate governance within the Company and its subsidiaries (“**the Group**”), to promote corporate transparency and to enhance shareholder value. This report describes the Company’s corporate governance processes and activities that were in place throughout the financial year, with specific reference to the principles and provisions of the Code of Corporate Governance 2018 (the “**Code**”) issued on 6 August 2018.

For the financial year ended 31 December 2025 (“**FY2025**”), the Company has complied with the core principles of corporate governance laid down by the Code. The Company has also largely complied with the provisions that reinforce the principles of the Code and in areas where there are variations from the provisions of the Code, appropriate explanation and the reasons for variations have been provided within this report. The Board considers that the alternative corporate governance practices adopted are consistent with the intent of the relevant principles of 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.

Provisions Corporate Governance Practices of the Company

1.1 **Directors are fiduciaries who act objectively in the best interests of the Company**

The Company is headed by an effective Board, comprising competent individuals with diversified backgrounds and collectively brings with them a wide range of experience, to lead and control the Company. The Board’s principal functions include, among others, supervising the overall management and performance of the business and affairs of the Group and approving the Group’s corporate and strategic policies and direction. In particular, the Board holds the management of the Company (“**the Management**”) accountable for performance. The Board has also put in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organizational culture, and ensures proper accountability within the Company.

All Directors exercise due diligence and independent judgement and are obliged to act in good faith and in the best interests of the Company. Where there are conflicts of interest, Directors recuse themselves from discussions and decisions involving the issues of conflict.

1.2 **Directors’ induction, training and development**

New Directors, upon appointment, will be briefed on the business and organization structure of the Group. There are update sessions to inform the Directors on new legislation and/or regulations that are relevant to the Group. A formal letter is sent to newly appointed Directors upon their appointment explaining their duties and obligations as Director. New Directors, upon appointment, will also be briefed on their duties and obligations as Directors. The Directors are also informed of regulatory changes initiated by or affecting the Company.

All Directors are provided with regular updates on changes in the relevant laws and regulations to enable them to make well-informed decisions and to ensure that the Directors are competent in carrying out their expected roles and responsibilities. The Directors are aware of the requirements in respect of disclosure of interests in securities, disclosure of conflicts of interest in transactions involving the Company, prohibition on dealings in the Company’s securities and restrictions on the disclosure of price-sensitive information.

The Company provides for all Directors to attend appropriate courses, seminars and conferences for them to stay abreast of the relevant business developments. Annually, the external auditors update the Audit Committee and the Board on new or revised financial reporting standards, in particular standards that could have a material impact on the Group’s consolidated financial statements.

The Company organizes strategy review meetings for the Directors once every two years. Presentations and briefings are conducted at such offsite meetings by Executive Directors and Senior Management on the Group's operations and current projects, followed by discussion sessions on matters relating to operations and strategies.

1.3 **Matters requiring Board's approval**

Key matters which are specifically reserved for the Board's approval include, amongst others, annual budgets, declaration of dividends, any material acquisitions and disposals of assets, any significant corporate matters and major undertakings (other than in the ordinary course of business). The Board dictates the strategic plans, direction and management of the Group through quarterly review of the financial performance of the Group and the Company. In addition to establishing the limits of the discretionary powers of the officers and committees, the Board reviews the adequacy of risk management systems and internal controls.

1.4 **Board Committees**

To assist the Board in executing its duties, the Board has delegated specific functions to the Audit Committee ("**AC**"), the Nominating Committee ("**NC**") and the Remuneration Committee ("**RC**") (together "**Board Committees**" and each a "**Board Committee**"). Each of these Board Committees has its own written terms of reference and its actions are reported to and monitored by the Board. The Chairman of the respective committees reports to the Board with their recommendations.

Minutes of the Board Committee meetings are available to all Board members. All the Board Committees are actively engaged and play an important role in ensuring good corporate governance in the Company and within the Group. A summary of the activities of the AC, the NC and the RC during FY2025 are also included within this report.

1.5 **Board Meetings and Attendance**

The Board meets regularly to oversee the business affairs of the Group. The schedule of all the Board and the Board Committee meetings for the calendar year is usually given to all the Directors well in advance. The Board has held meetings for particular and specific matters as and when required. The Company's Constitution allows a Board meeting to be conducted by means of telephone or similar communications equipment (which may include video conference). A record of the Directors' attendance at meetings of Board and Board Committees for FY2025, as well as frequency of such meetings, is set out in **Table 1**. Sufficient time and attention are being given by the Directors to the affairs of the Company, notwithstanding that some of the Directors have multiple board representations as set out in **Table 3**.

1.6 **Access to information**

All Directors are provided with complete, adequate and timely information prior to meetings, and on an on-going basis. The members of the Board were provided with financial information, as well as relevant background information and explanatory notes relating to items of business (such as budgets, forecasts and business strategies) to be discussed at Board and Board Committees' meetings before the scheduled meetings. Apart from keeping the Board informed of all relevant new laws and regulations, the Company also has an on-going orientation program for non-executive Board members to familiarize and update themselves with the Group's operations.

1.7 **Access to Management and Company Secretary**

The Directors have separate and independent access to the Group's Senior Management and the Company Secretary at all times. Management personnel who can provide additional insight into the matters at hand are invited to be present at the relevant time during a Board meeting. The Board (whether individually or as a group) has, in the execution of its duties, access to independent professional advice, if necessary, at the Company's expense.

CORPORATE GOVERNANCE REPORT

During FY2025, the Non-Executive Independent Directors (“NEIDs”) met quarterly and on an ad hoc basis with the CEO and other key management personnel of the Group as and when required to discuss key issues and the challenges facing the Group. The Company benefited from the NEIDs having ready access to the Management for guidance and exchange of views both within and outside the formal environment of the Board and Board Committee meetings.

The Company Secretary attends all Board meetings, provides corporate secretarial support to the Board and ensures adherence to the Board procedures and relevant rules and regulations which are applicable to the Company. The Company Secretary assists the Chairman by preparing meeting agendas, attending Board and Board Committee meetings and preparing minutes of board proceedings. Under the direction of the Chairman, the Company Secretary, with the support of the management staff, ensures good information flows within the Board and the Board Committees and between Senior Management and Non-Executive Directors. The appointment and removal of the Company Secretary is subject to the approval of the Board.

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.

Provisions **Corporate Governance Practices of the Company**

2.1 Director Independence

The Board comprises six Directors, two of whom are Executive Directors and four of whom are NEIDs as at the date of this report. Independent directors make up at least one-third of the Board. A summary of the current composition of the Board and its committee is set out in **Table 2**.

The NC, which reviews the independence of each Director on an annual basis, adopts the Code’s definition of what constitutes an Independent Director. An “independent” director is one who is independent in conduct, character and judgement, and has no relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director’s independent business judgement in the best interests of the Company. Rule 210(5)(d) of the Listing Manual of the SGX-ST also sets out circumstances under which a director will not be independent.

Each Independent Director is required to provide an annual confirmation of his independence based on the guidelines as set out in the Code. None of the NEIDs has a relationship with the Company, its related corporations, its substantial shareholders (holding 5% or more of the shares) or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director’s independent business judgement in the best interests of the Company. None of the NEIDs has served on the Board for more than nine years.

2.2 Independent directors make up a majority of the Board if Chairman is not independent

The Chairman of the Board and Chief Executive Officer (“CEO”) of the Company is the same person and part of the management team. Where the Chairman is not independent, the independent directors should make up a majority of the Board. The Company has conformed to the relevant provision of the Code with majority of the Board made up of Independent Directors.

2.3 Non-executive directors make up a majority of the Board

The Company has also complied with the Code’s provision for majority of the Board to make up of non-executive Directors.

2.4 **Board Composition and Board Diversity**

The Directors consider that the Board's present size is of the appropriate size taking into account the nature and scope of the Group's operation. The Company has adopted a formal Board Diversity Policy setting out its policy, framework and measurable objectives for promoting diversity on the Board. Our board diversity policy incorporates measurable objectives relating to industry skills and experience, age, ethnicity and gender. The Nominating Committee ("**NC**") is responsible for administering and reviewing the Board Diversity Policy to ensure its effectiveness and practicality. Where appropriate, the NC will report to the Board on the progress made towards achieving board diversity on an annual basis and conduct periodic review to the Board Diversity Policy. The NC reviews the Board's collective skills matrix during the annual assessment of the effectiveness of the Board, as well as the independent element, listed company representations and other principal commitments held by each director, scope and nature of operations as well as business requirements of the Group, succession plan for directors, progressive refreshing of the Board and Board Committees.

In respect of the overall diversity target, the NC and the Board are satisfied that the objectives of our board diversity policy continue to be met. The present size, structure and composition of the Board and respective Board Committees are appropriate and effective in providing adequate diversity and independence to the Board. There is efficient and effective discussion and decision making with meaningful individual participation by each director with diverse professional expertise. The current Board comprises Directors who as a group provide core competencies, such as business and management experience, industry knowledge, financial and strategic planning experience and knowledge that are necessary and critical to meet the Group's objectives. In line with the Board Diversity Policy, the Board has met its objectives in ensuring a diverse of skills and experience given that the existing Board members comprise Directors with a mix of professional accounting and diverse background. The biographies of all Board members are set out in the section titled "**Board of Directors**".

As part of our commitment to promoting diversity on the Board, the NC actively seeks out qualified individuals from a wide range of backgrounds. In selecting new directors, we prioritize merit and objective criteria, while also giving due consideration to the benefits of having a diverse Board. Our ultimate goal is to cultivate a Board with a wide range of perspectives and experiences that contribute to our success as a company and steer the Company forward.

As announced on 6 March 2026, Ms Ng Won Lein has been appointed as a Non-Executive Independent Director of the Company. We are pleased to warmly welcome her as our first female director on the Board.

2.5 **Meeting of Independent Directors without Management**

At least once a year, the Independent Directors meet to discuss, inter alia, Management's performance without the presence of the Management. Where warranted, the Lead Independent Director shall meet with the Independent Directors without the presence of Management or the Executive Directors to review any matters that must be raised privately before providing feedback to the Board and/or the Chairman as appropriate.

CHAIRMAN 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.

Provisions **Corporate Governance Practices of the Company**

3.1 **Separation of the roles of the Chairman and the Chief Executive Officer ("CEO")**

Mr. Tan Cheng Gay currently fulfils the role of Chairman and CEO of the Company. Being a stalwart of the Company since its inception, Mr. Tan Cheng Gay plays an instrumental role of developing the business of the Group and provides the Group with strong leadership, guidance and strategic vision. All major decisions made by the Chairman and CEO are endorsed by the Board.

CORPORATE GOVERNANCE REPORT

Albeit the fact that the current board has not adopted the recommendation of the Code to have separate persons appointed as Chairman and CEO, the board has however practised with the recommendation of having one of the NEIDs Mr Tan Soo Nan as the Lead Independent Director (“LID”) who is also a member of the Nominating Committee. With this board structure, EnGro is in full compliance with Provision 2.2 in that the Independent Directors make up majority of the board where the chairman and CEO is the same person (Provision 3.2).

The Board is of the view that the Independent Directors have demonstrated high commitment in their role as Directors and have ensured that there is a good balance of power and authority.

3.2 **Division of responsibilities between the Chairman and CEO**

As Chairman, Mr. Tan Cheng Gay leads the Board in accordance with the highest standards of integrity and governance, promotes effective communication and contributions by each Director, manages the business of the Board through the setting of meeting agendas (with the assistance of the Company Secretary and the Management) and by leading the meetings to ensure full discussion of all agenda items. As CEO, he provides clear and decisive leadership and guidance to Company’s employees, runs the Company’s business with a clear vision and mission, translating the Board’s decisions into executive action and is accountable to the Board. In this sense, the clear division of responsibilities between his role as Chairman and CEO is implied without having to put in writing by the Board. Hence, the Board is of the view that although the Chairman and the CEO are not separate persons, the above measures ensure that there is an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision making.

3.3 **Lead Independent Director**

The Board has appointed Mr. Tan Soo Nan, a NEID, as the Lead Independent Director. Mr. Tan Soo Nan will be available to address shareholders’ concerns when contact through the normal channels of the Chairman, the CEO or other management executive (including the Group Financial Controller (“Group FC”)) has failed to provide a satisfactory resolution or when such contact is inappropriate.

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.

Provisions Corporate Governance Practices of the Company

4.1 **Role of Nominating Committee**

The Board, in conjunction with the NC, reviews the composition of the Board and Board Committees annually, taking into account the performance and contribution of each individual Director. Board composition is also evaluated to ensure diversity of skills, experience and age diversity are maintained within the Board and Board committees.

The principal functions of the NC are to establish a formal and transparent process for:

- (a) reviewing nominations of new Director appointments based on selection criteria such as incumbent’s credentials and his skills and contributions required by the Company;
- (b) reviewing and recommending to the Board the re-election of Directors in accordance with the Company’s Constitution;
- (c) determining annually whether a director is “independent”, guided by the independent guidelines contained in the Code;

- (d) deciding whether a director is able to and has adequately carried out his duties as a Director of the Company, in particular whether the Directors concerned have multiple board representations or if they are in conflict with the interest of the Company;
- (e) deciding how the Board's performance may be evaluated and propose objective performance criteria; and
- (f) reviewing and recommending to the Board the appointment and/or promotion of senior executives/key management personnel and succession planning.

Summary of NC's activities in 2025

- Reviewed the Board's composition and size, Director's tenure, competencies and outside commitments, attendance and nomination of Directors for re-election;
- Reviewed the need to renew the Board by bringing in candidates with the requisite experience and in performing the aforesaid, give adequate consideration to the Company's Board Diversity Policy;
- Reviewed the major themes arising from the annual Board performance review process and considered whether any aspects of the Board's oversight framework could be strengthened;
- Oversight of directors' training programs, including sustainability training of all directors as prescribed under listing rules; and
- Reviewed the Director's independence criteria and assessment process.

4.2 **Composition of NC**

The NC, regulated by a set of written terms of reference, comprises four NEIDs as well as an Executive Director. The Board is of the view that the inclusion of an Executive Director in the NC would facilitate discussions at the NC meetings. The names of the members of the NC are disclosed in **Table 2**.

4.3 **Board Renewal and succession**

Board renewal is an ongoing process to ensure good governance and to maintain relevance to the changing needs of the Group. The Company has plans to refresh and reorganize its Board to align with the spirit of the Code.

The NC is responsible for identifying and recommending new board members to the Board, after considering the necessary and desirable competencies of the candidates which include; (i) academic and professional qualifications; (ii) industry experience; (iii) number of other directorships and principal commitments; (iv) relevant experience as a Director; and (v) ability and adequacy in carrying out required tasks.

The NC leads the process for board appointments and makes recommendations to the Board. The integrated process of appointment includes:

- i. developing a framework on desired competencies and diversity on board;
- ii. assessing current competencies and diversity on board;
- iii. developing desired profiles of new Directors;
- iv. initiating search for new Directors including external search, if necessary;
- v. shortlist and interview potential Director candidates;

CORPORATE GOVERNANCE REPORT

- vi. recommending appointments and retirements to the board;
- vii. re-election at general meeting.

Regulation 87 of the Company's Constitution requires one-third of the Directors (for the time being or, if their number is not three or multiple of three, then the number nearest one-third) to retire by rotation at every AGM. All directors are required to submit themselves for re-election at least once every 3 years. In accordance to Rule 720(5) of the SGX-ST Listing Rules, all directors, including the executive directors, must submit themselves for re-nomination and re-appointment at least once every 3 years.

All newly appointed Directors will have to retire at the next AGM following their appointments pursuant to Regulation 94 of the Company's Constitution. The retiring Directors are eligible to offer themselves for re-election. The following Directors will retire in accordance with the respective provisions of the Company's Constitution at the forthcoming AGM and have been re-nominated for re-election:

- Mr. Tan Soo Nan (Regulation 87)
- Ms. Ng Won Lein (Regulation 94)

Mr. Steven Ong Kay Eng (who is due for re-nomination and re-appointment pursuant to Regulation 87 of the Company's Constitution at the forthcoming AGM) will not be putting himself up for re-election.

The NC has recommended the nomination of the Directors retiring under Regulations 87 and 94 of the Company's Constitution for re-election at the forthcoming AGM. The Board has accepted the NC's recommendation and accordingly, the above-mentioned Directors, being eligible, will be offering themselves for re-election at the forthcoming AGM.

The profile of all Board members is set out in the section entitled "Board of Directors". The date of the directors' initial appointment and last re-election and their directorships/principal commitments are disclosed in **Table 3**. Except as disclosed in **Table 3**, there were no other directorships held by the directors over the preceding five years in other listed companies.

4.4 **Circumstances affecting Director's independence**

The NC, which reviews the independence of each Director on an annual basis, adopts the Code's definition of what constitutes an Independent Director. Each Independent Director is required to complete a Confirmation of Independence Statement annually based on the guidelines as set out in the Code.

As described under Principle 2 of this report, when reviewing the independence of the four Independent Directors, the NC has considered the guidelines for independence as set out in the Code. As part of the consideration, the NC also considered their other directorships, annual declaration regarding their independence, disclosure of interest in transactions in which they have a direct/ indirect interest, their ability to avoid any apparent conflicts of interests especially by abstaining from deliberation on such transactions and their ability to maintain objectivity in their conduct as Directors of the Company.

The Board, after taking into consideration the views of the NC, considers Mr. Tan Soo Nan, Mr. Steven Ong Kay Eng, Mr. Leow Foon Lee and Ms. Ng Won Lein to be independent by virtue of the fact that each Director does not have any existing business and/or professional relationship whatsoever with EnGro group of companies and its officers who could possibly influence their objectivity in discharging their duty as an Independent Director of the Company.

4.5 Multiple listed company directorships and other principal commitments

Where a director has multiple board representations, the NC also considers whether or not the Director is able to or has adequately carried out his duties as a Director of the Company. The NC is satisfied that sufficient time and attention are being given by the Directors to the affairs of the Company. Further information on the directorships and principal commitments of each Director are disclosed in **Table 3**.

The NC, with the concurrence of the Board, has decided not to fix a limit on the number of board representations of each Director as it considers that the board representations presently held by its directors do not impede the performance of their duties to the Company.

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.

Provisions Corporate Governance Practices of the Company

Assessment of effectiveness of the Board and Board Committees and assessing the contribution by individual directors

5.1 The Board has, through the NC, implemented an annual evaluation process to assess the effectiveness of the Board and the Board Committees and the contribution of each individual director in assisting the Board.

5.2 The NC has adopted a formal system of evaluating the Board, Board Committees and each director's performance and contribution, annually. The NC reviewed the performance of the Board and the assessment parameters of which involves the evaluation of the Board composition, size and expertise, timeliness of information flow and quality of information to the Board, Board pro-activeness, Board accountability and oversight. The NC also assessed the efficiency and effectiveness of the Board Committees in assisting the Board based on the assessment criteria which include amongst others, the Board Committees' composition and size, sufficient expertise and useful recommendations in assisting the Board for better decision-making, the interaction among committee members, reporting to the Board and record of minutes. Self-appraisal forms were sent to the directors for completion and the results were reviewed by the NC and the Board. Factors which were considered include (amongst others) readiness to contribute at meetings of Board and Board Committees, contribution of effort such as preparedness, being informed and having sufficient knowledge of the Company's business, personal working relationships with fellow directors.

The annual evaluation exercises provide an opportunity to gain constructive feedback from each Director on whether the Board's procedures and processes had allowed him to discharge his duties effectively and to propose changes which may be made to enhance the Board effectiveness as a whole as well as the efficiency and effectiveness of the Board Committees and individual directors in assisting the Board.

Additionally, the process to the re-nomination of Directors for the current year takes into account their attendances, commitment of time and contributions made at meetings of Board and Board Committees as well as general meetings.

No external facilitators were used in the assessment of the Board, its Board Committees and the individual Directors.

CORPORATE GOVERNANCE REPORT

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.

<u>Provisions</u>	<u>Corporate Governance Practices of the Company</u>
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6.1	RC to recommend remuneration framework and packages
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The principal function of the RC is to ensure that a formal and transparent procedure is in place for fixing the remuneration framework for the Board and key management personnel of the Group.

Under its terms of reference, the RC is responsible for reviewing and recommending a remuneration framework for the Board and the Company's key management personnel. All remuneration matters are ultimately approved by the Board.

The functions of the RC include the following:

- (a) to review periodically and recommend to the Board an appropriate framework of remuneration practices to attract, retain and motivate management staff to achieve increased performance and manage the Group successfully;
- (b) to review and recommend key management personnel's remuneration package and that of the Executive Directors;
- (c) to administer the share incentive schemes, if any; and
- (d) to review the Company's obligations arising in the event of termination of the Executive Directors and key management personnel's contracts of service (if any), to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous, if any.

The RC's considerations and recommendation for the fee framework of NEIDs had been made in consultation with the Chairman of the Board and had been endorsed by the entire Board, following which the recommendation is tabled for shareholders' approval at the Company's AGM. No member of the RC or the Board participated in the deliberation of his own remuneration.

6.2	Composition of RC
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The RC, regulated by a set of written terms of reference, comprises four NEIDs. The names of the members of the RC are disclosed in **Table 2**.

6.3	RC to consider and ensure all aspects of remuneration is fair
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The RC considers all aspects of remuneration, namely, director's fees, salaries, allowances, bonuses, share-based incentives and awards, other benefits and termination terms, to ensure that they are fair. The remuneration packages of the Executive Directors are based on their respective service agreements. The service agreements of the Executive Directors are for a period of three years and include a bonus sharing scheme that is performance related to align their interests with those of shareholders. There are no onerous compensation commitments on the part of the Company in the event of an early termination of the service of the Executive Directors.

6.4 **Expert advice on remuneration**

No independent consultant is engaged for advising on the remuneration of all Directors and key management personnel. In its deliberations on remuneration matters, the RC takes into consideration industry practices and norms in compensation in addition to the Group's relative performance to the industries it operates in as well as the employment conditions within those industries and the performance of the individuals. The Company has not adopted the use of contractual provisions to reclaim incentive components of the remuneration of Executive Directors and key management personnel as it was considered unnecessary in the Company's current context.

Summary of RC's Activities in 2025

- Reviewed the average remuneration level for CEO and Executive Directors;
- Agreed with the variable bonus for Executive Directors and Senior Management staff;
- Reviewed the remuneration level for NEIDs; and
- Reviewed the remuneration of employees who are substantial shareholders, or are immediate family members of a director, the CEO or substantial shareholder.

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.

Provisions **Corporate Governance Practices of the Company**

7.1 & 7.3 **Remuneration of executive directors and other key management personnel are appropriately structured to link rewards to performance**

The CEO's remuneration include, among others, a fixed salary and a variable performance bonus, which is designed to align the CEO's interests with that of the shareholders. The other Executive Director is paid a basic salary, overseas allowance and a variable performance bonus which is linked to his performance and the performance of the China operations. He is also paid a Director fee for being a member of the NC.

From time to time where appropriate and at the renewal of the service agreements, the RC reviews the service contracts of the Company's Executive Directors. The Company has entered into separate service agreements with the Executive Directors.

7.2 **Remuneration of non-executive directors dependent on contribution, effort, time spent and responsibilities**

In reviewing the recommendation for NEIDs' remuneration for FY2025, the RC had continued to adopt a framework of base fees for serving on the Board and Board Committees, as well as fees for chairing Board Committees and the role as Lead Independent Director. The fees take into consideration the amount of time and effort that each Board member may be required to devote to their role.

Save for Directors' fees, which have to be approved by the shareholders at every AGM, the NEIDs do not receive any other forms of remuneration from the Company.

CORPORATE GOVERNANCE REPORT

DISCLOSURE OF 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.

Provisions **Corporate Governance Practices of the Company**

8.1 and 8.3 **Level and mix of remuneration of directors and key management personnel (who are not directors or the CEO) for the year ended 31 December 2025**

The Company has adopted remuneration disclosure of our directors and CEO in accordance with the new SGX Listing Rule 1207(10D) with a breakdown (in percentage terms) of base or fixed salary, cash performance bonus and benefits.

The Company discloses the remuneration paid to each key management personnel (who are not Directors or the CEO) using a narrower band of S\$100,000 to improve transparency.

The compensation structure for the key management personnel (who are not Directors or the CEO) of the Group consists of three key components – fixed salary, bonus and other benefits.

Regarding the Code's recommendation to fully disclose the remuneration of directors and the top key management personnel (who are not directors or the CEO) in bands no wider than S\$250,000 and in aggregate the total remuneration paid to these key management personnel, given the highly competitive environment it is operating in and the confidentiality attached to the remuneration matters, the Company believes that disclosing remuneration using a narrower band of S\$100,000 and disclosing in aggregate the total remuneration paid to the key management personnel (who are not Directors) in percentages provide sufficient overview of the remuneration of the key management personnel (who are not Directors). There was no termination, retirement, post-employment benefits that may be granted to the Directors and the top key management personnel.

Table 4 and Table 4A sets out the breakdown of the remuneration of the Directors (including the CEO) and the key management personnel (who are not Directors or the CEO) for FY2025, respectively.

8.2 **Remuneration of employees who are substantial shareholders of the Company, or are immediate family members of a director, the CEO or a substantial shareholder of the Company**

Saved as disclosed in **Table 4B**, there are no other substantial shareholders of the Company, or immediate family member (defined in the Listing Manual as the spouse, child, adopted child, step-child, brother, sister and parent) of a Director, the CEO or a substantial shareholder, in the employment of the Company whose annual remuneration exceeded S\$100,000 during FY2025.

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 interests of the Company and its shareholders.

Provisions Corporate Governance Practices of the Company

9.1 Board determines the nature and extent of risks

The Group's system of internal controls is designed to manage rather than eliminate the risk of failure to achieve business objectives. It can only provide reasonable and not absolute assurance against material misstatement or loss. During the year, the AC, on behalf of the Board and through the assistance of internal and external auditors, had reviewed the effectiveness of the Group's material internal control systems, including financial, operational, compliance and information technology controls, as well as risk management policies and systems. The process used by the AC to monitor and review the effectiveness of the system of internal controls and risk management includes:-

- (a) discussions with management on risks identified by management;
- (b) the audit processes;
- (c) the review of internal and external audit plans; and
- (d) the review of significant issues arising from internal and external audits.

The Directors recognise that risk management is integral to the whole business of the Group. In 2013, the Company developed the risk identification and management framework with the assistance of a reputable consultant, following which Management has been tasked with the responsibility of overseeing and regularly reviewing the Group's internal controls, including financial, operational, compliance and information technology controls, as well as risk management policies and systems.

Based on the Group's framework of management controls in place; the internal control policies and procedures established and maintained by the Group; the work performed by the internal and external auditors and the documentation on the Group's key risks referred to above, reviews performed by Management, the AC and the Board, the Board with the concurrence of AC is of the opinion that the risk management and internal control systems within the Group, addressing the financial, operational, compliance and information technology risks, are adequate and effective as at 31 December 2025.

As the Company does not have a Risk Management Committee, the Board, AC and Management assume the responsibility of the risk management function. Management reviews regularly the Group's business and operational activities to identify areas of significant risks as well as appropriate measures to control and mitigate these risks. Management reviews all significant policies and procedures and highlights all significant matters to the Board and the AC. Details of the Group's risk management policy are set out in Note 30 "Financial risk management" of the Notes to the Consolidated Financial Statements.

9.2 Assurance from CEO, Group Financial Controller and other key management personnel

The Board has received assurance from (a) the CEO and the Group Financial Controller that the financial records of the Company have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and (b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the Company's risk management and internal control systems.

CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE

Principle 10: The Board has an Audit Committee (“AC”) which discharges its duties objectively

<u>Provisions</u>	<u>Corporate Governance Practices of the Company</u>
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10.1	Duties of AC
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- (i) reviews and evaluates with the external auditors on their audit plan, financial results of the Group and any material non-compliance and internal control weaknesses reported by the external auditors;
- (ii) monitors the scope and results of the external audit, its cost effectiveness, independence, objectivity and gives its recommendations to the Board and the Company regarding the appointment, re-appointment or removal of the external auditors;
- (iii) reviews the draft half-yearly and full year financial statements of the Group and the Company before submission to the Board, including announcements relating thereto, to Shareholders and the Singapore Exchange Securities Trading Limited (“**SGX-ST**”);
- (iv) reviews the adequacy of (a) Internal Audit (“**IA**”) function’s activities to ensure that IA has adequate resources and appropriate standing within the Company and (b) the internal audit programme and (c) ensures co-ordination between the internal auditors, external auditors and Management; and
- (v) ensures that IA meets the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

KPMG LLP, the Company’s external auditors, carried out, as part of their statutory audit, a review of the effectiveness of the Company’s internal accounting controls relevant to the audit on an annual basis. Any material internal accounting control weaknesses noted in the course of the statutory audit were reported by the external auditors to the AC.

In recommending the re-appointment of the auditors, the Audit Committee considered and reviewed various factors including the adequacy of resources, the experience of the auditing firm and the audit engagement partner, the firm’s other audit engagements, the number and experience of supervisory and professional staff to be assigned to the audit, the size and complexity of the Group and its businesses and operations. The AC shall continue to monitor the scope and results of the external audit, its cost effectiveness, as well as the independence and objectivity of the external auditors and give its recommendations to the Board and the Company regarding the appointment, re-appointment or removal of the external auditors.

The amount of audit and non-audit fees paid to the external auditors in FY2025 is disclosed on Page 112 of the Annual Report. The Board and AC have reviewed the non-audit services rendered by the external auditors to the Group for FY2025 and is satisfied that such services would not impair the independence of the external auditors in their conduct of the statutory audit.

The AC had recommended and the Board had approved the tabling of the re-appointment of KPMG LLP as auditors of the Company for shareholders’ approval at the forthcoming AGM. The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

Whistleblowing Policy. The Group has put in place a whistle-blowing policy where employees of the Group may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters. The policy establishes a confidential line of communication in the form of a disclosure form addressed to the Internal Auditor of the Company for the whistleblower to report issues/concerns to the Company and provides for the protection of those who raise a concern in good faith against harassment or victimization. The complainant’s identity shall also be kept confidential to the extent reasonably practical within the limits of the law.

The Internal Auditor (“IA”) is the custodian of the policy responsible for the monitoring of the policy and its implementation. Depending on the seriousness of the concerns raised, the IA may escalate the matter to the CEO (or the Chairman of Audit Committee if the concern involves the CEO). The policy sets out the procedures and processes by which the IA assesses and reviews the nature of the complaint, the appropriate independent investigation to be conducted, the outcome of such investigation and the followed-up action to be taken. There was no reported incident pertaining to the whistleblowing policy in FY2025. The whistleblowing policy is communicated to all employees of the Group.

The objective for such arrangement is to ensure independent investigation of such matters and for appropriate follow-up action. The arrangement provides for investigation to be undertaken by the Internal Auditor as the Whistleblower Investigation Officer who reports directly to the CEO or the Chairman of the AC if the concern involves the CEO.

The AC has full access to and full co-operation of the Management and external auditors. It also has the full discretion to invite any Director or executive officer to attend its meetings. The AC also has the power to conduct or authorise investigations into any matters within its terms of reference.

Summary of AC’s activities in 2025

During the year, the AC:

- (i) reviewed the financial statements of the Company before the announcement of the Company’s half-yearly and full-year results;
- (ii) reviewed the key areas of Management judgement applied for adequate provisioning and disclosure, critical accounting policies and any significant changes made that would have a material impact on the financials;
- (iii) reviewed and approved both the Group internal auditor’s and external auditor’s plans to ensure that the plans covered sufficiently in terms of audit scope in reviewing the significant internal controls comprise financial, operational and compliance controls of the Company;
- (iv) reviewed the independence and objectivity of the internal and external auditors through discussions with the internal and external auditors;
- (v) reviewed audit and non-audit fees;
- (vi) reviewed the appointment of a different auditor for its subsidiaries;
- (vii) reviewed the accounting, auditing and financial reporting matters so as to ensure that an effective system of control is maintained in the Group;
- (viii) reviewed the internal audit functions and discussed accounting implications of major transactions including significant financial reporting issues; and
- (ix) reviewed interested party transactions.

Financial reporting and significant financial judgement

The role of the AC in relation to financial reporting is to monitor the integrity of the half-yearly and full year financial statements and that of any formal announcements relating to the Group’s financial performance. For the financial year under review, the AC has considered whether accounting standards are consistently applied across the Group and whether disclosures to the financial statements are clear and sufficient.

CORPORATE GOVERNANCE REPORT

Following discussions with the Management and the external auditors, the AC has determined that the following areas are the key audit matters of the Group's financial statements. The table below summarised how these key audit matters were deliberated and addressed:

Key Audit Matters	How these issues addressed by the AC
Valuation of investments in venture capital funds and unquoted equity securities – S\$71.7 million (20% of Group's total assets).	<p>In consideration of this matter, the AC reviewed the methodology applied to the valuation assessment of the investments in venture capital funds and unquoted equity securities. The AC also obtained understanding on the work performed by the external auditors.</p> <p>It was satisfied that the fair values of the investment in Venture Capital funds were consistent with the latest available valuations obtained from the fund managers, and, where available, audited financial statements of the Venture Capital funds.</p> <p>The AC was also satisfied that the fair value of investments in unquoted equity securities were within range of reasonable fair value estimates.</p>

Following the review and discussions, the AC recommended to the Board to approve the financial statements for FY2025.

Rule 1207(6),
Rules 712, 715
and/or Rule 716
of the SGX-ST
Listing Manual

The Board and AC have reviewed the appointment of different auditors for some of its subsidiaries and significant associated companies and were satisfied that such appointment would not compromise the standard and effectiveness of the audit of the Group and that Rule 716 of the Listing Manual has been complied with. Refer to Note 5 "Subsidiaries" of the Notes to the Financial Statements for the SGX-ST Listing subsidiaries audited by different auditors.

In appointing the audit firms for the Company, its subsidiaries and significant associated companies, the Audit Committee and the Board are satisfied that the Group has complied with Listing Rules 712, 715 and 716.

10.2 **Composition of AC**

The AC, regulated by a set of written terms of reference, comprises four members, all of whom are NEIDs. The names of the members of the AC are disclosed in **Table 2**. The AC has four members namely Mr. Tan Soo Nan, Mr. Steven Ong Kay Eng, Mr. Leow Foon Lee and Ms. Ng Won Lein, who have accounting or related financial management expertise or experience.

10.3 **AC does not comprise former partners or directors of the Company's auditing firm**

None of the AC members were previous partners or directors of the Company's existing auditing firm or auditing corporation within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation and none of the AC members hold any financial interest in the auditing firm or auditing corporation.

10.4 **Primary reporting line of the internal audit function is AC; internal audit function has unfettered access to the Company's documents, records, properties and personnel**

The Group's internal audit ("IA") function is discharged in-house. The reporting line of the Group's in-house IA function is to the Audit Committee. The AC reviews and approves the annual IA plan and resources to ensure that the internal auditor has the necessary resources to adequately perform her duties. The AC also decides on the appointment, termination and remuneration of the IA team.

The AC has reviewed the adequacy and effectiveness of the IA function and is satisfied that the IA function is independent, effective and adequately resourced in planning and executing all internal audit functions required. The internal auditor has unfettered access to all the Group's documents, records, properties and personnel, including the AC. The IA function has appropriate standing within the Company. The Audit Committee is satisfied that the IA function is staffed with persons suitably qualified who have the relevant experience to perform its function effectively and the head of the internal audit team is a member of the Institute of Internal Auditors Singapore.

The internal auditor plans its IA schedules in consultation with the AC. Any material non-compliance or lapses in internal controls, together with recommendation for improvement, are reported to the AC. The audit plan is submitted to the AC for approval prior to the commencement of the internal audit work. The AC reviews the activities of the internal auditors on a quarterly basis, including overseeing and monitoring the implementation of the improvements required on internal control weaknesses identified.

10.5 **AC meets with the auditors without the presence of Management annually**

Annually, the AC meets with the external auditors without the presence of Management. Where warranted, the AC shall meet with the internal auditors without the presence of Management to review any matters that must be raised.

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.

Provisions **Corporate Governance Practices of the Company**

11.1 **Company provides shareholders with the opportunity to participate effectively and vote at general meeting**

The Company supported the Code's principle to encourage shareholder participation. Shareholders are encouraged to attend the AGM to ensure a high level of accountability and to stay informed of the Company's strategy and goals. Notice of the AGM is made available to shareholders by electronic means, together with explanatory notes or an Addendum on items of special business (if necessary), at least 14 days or 21 days, as the case may be, before the meeting. The Board welcomes questions from shareholders who have an opportunity to raise issues either informally or formally before or at the AGM.

In accordance with Rule 730A(2) of the Listing Manual and to have greater transparency in the voting process, the Company has conducted the voting of all its resolutions by poll at all of its general meetings. The detailed voting results of each of the resolutions tabled are announced on the same day after the meetings. The total numbers of votes cast for or against the resolutions are also announced after the meetings via SGXNet.

At general meetings, the shareholders are given the opportunity to communicate their views and direct questions to Directors and Management regarding the Company. The Chairpersons of Board Committees are present at the AGM and other general meetings of shareholders, to assist the Board in addressing shareholders' questions. The Constitution of the Company allows each shareholder to appoint up to two proxies to attend and vote at AGMs on his/her behalf. Shareholders have the opportunity to participate effectively and to vote in the AGM either in person or by proxy.

CORPORATE GOVERNANCE REPORT

11.2 **Separate resolution on each substantially separate issue**

Resolutions to be passed at general meetings are always separate and distinct in terms of issue and are consistent with the Code's recommendation that companies avoid 'bundling' resolutions unless the resolutions are interdependent and linked so as to form one significant proposal.

11.3 **All Directors attend general meetings**

All Directors (including the Chairpersons of the AC, NC and RC) are present and available to address shareholders' questions. In addition, the Company's external auditors, KPMG LLP have also been invited to attend the AGM to assist the Directors in addressing the shareholders' queries relating to the conduct of the audit and the preparation and content of the Auditors' Report.

All Directors attended the Company's AGM duly held on 29 April 2025. A record of the Directors' attendance at AGM is set out in **Table 1**.

11.4 **Company's Constitution on absentia voting of shareholders**

Provision 11.4 of the Code recommends that the Company's Constitution allow for absentia voting at general meetings of shareholders. The Company's Constitution allows for absentia voting at general meetings of shareholders, including but not limited to voting by mail, electronic mail or facsimile. As the authentication of shareholder identity and other related security and integrity issues still remains a concern, the Company has decided for the time being, not to implement absentia voting methods such as voting by mail, electronic mail or facsimile. Notwithstanding variation from Provision 11.4 of the Code, the Company is of the view that the intent of Principle 11 is still met as the existing arrangement whereby shareholders have the right to appoint proxies to attend general meetings and vote on their behalf enables shareholders to exercise their rights and have the opportunity to vote even if they are unable to attend in person.

11.5 **Minutes of general meeting are published via SGXNet and on the Company's website**

Questions, comments received from shareholders and responses from the Board and Management were recorded in the minutes of general meetings. In accordance with Guidance 6 of the Practice Note 7.5 General Meetings of the SGX Listing Manual, the Minutes of AGM will be published within one month after the AGM on SGXNET.

Dividend Policy

The Company's dividend policy seeks to balance dividend return to shareholders with the need for long-term sustainable growth whilst aiming for an efficient capital structure. The declaration of a first and final tax-exempt (one-tier) dividend of 3.0 cents (2024: 3.0 cents) per ordinary share and a special tax-exempt (one-tier) dividend of 1.0 cent (2024: nil) per ordinary share have been proposed for FY2025.

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.

Provisions	<u>Corporate Governance Practices of the Company</u>
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12.1	The Company provides avenues for communication between the Board and shareholders
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The Company is committed to regular and timely communication with shareholders as part of the organisation's development to build systems and procedures that will enable the Group to compete internationally. The Company strives to maintain a high standard of transparency and to promote better investor communications. It aims to provide investors with clear, balanced and useful information, on a timely basis, about the Group's performance, financial position and prospects.

Investor relations (if any) and mechanism of communication between the shareholders and the Company

12.2	The Company will put in place an investor relations policy to promote regular and proactive communication with its shareholders when required.
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12.3	It is the Board's policy that shareholders be informed of all major developments within the Group. Price-sensitive information and results are released to the public through SGXNet on a timely basis in accordance with the requirements of the SGX-ST. The Company does not practice selective disclosure.
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MANAGING STAKEHOLDERS RELATIONSHIPS

Engagement with Stakeholders

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

Provisions	<u>Corporate Governance Practices of the Company</u>
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Engagement with material stakeholder groups

13.1	The Company has appropriate channels in place to identify and engage with its key stakeholder groups. The Company recognises the importance of understanding the Group's businesses and regular interactions with key stakeholders to determine material issues for the Group's businesses.
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13.2	The Company embarked on a stakeholder engagement exercise with shareholders, suppliers, customers (mostly building contractors), employees, regulators/industry associations and the community in FY2025 for its sustainability reporting. The objective was for the Company to identify new opportunities and to manage risks associated with each stakeholder group. Feedback from all stakeholder groups was solicited through open dialogues on a regular basis. Internal stakeholder workshops for account-drivers and overseas markets were also organised to gather more in-depth views and that they are aligned with the Company's strategies.
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13.3	Corporate website to engage stakeholders
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The strategy and key areas of focus in relation to the management of stakeholder relationships are disclosed under "Stakeholder Engagement" of the FY2025 Sustainability Report.

The Company provides timely and informative updates relating to company announcements, quarterly financial results announcements and news releases on its corporate website.

CORPORATE GOVERNANCE REPORT

OTHER CORPORATE GOVERNANCE MATTERS

Rule 1207(19) of the SGX-ST Listing Manual **Securities Transactions**

An internal code, which complies with Rule 1207(19) of the Listing Manual of the SGX-ST, with respect to dealings in securities of the Company, has been issued to Directors and officers. The Company's Directors and officers are not allowed to deal in the Company's shares one month before the announcement of the Company's half year or and full year financial statements (the Company does not announce its quarterly financial statements).

Directors and officers are not expected to deal in the Company's securities on considerations of a short-term nature. Directors and officers are required to observe insider trading provisions under the Securities and Futures Act, at all times even when dealing in the Company's securities within the permitted periods. Directors of the Company are required to report all dealings to the Company Secretary.

Rule 1207(8) of the SGX-ST Listing Rules **Material contracts**

Save for the service agreement entered with the CEO and the other Executive Director, no other material contracts involving the interests of the CEO, Directors or controlling shareholders of the Company has been entered into by the Company and its subsidiaries, which were either subsisting at the end of the financial year or, if not then subsisting, entered into since the end of the previous financial year.

Rule 1207(17) of the SGX-ST Listing Manual **Interested person transaction ("IPT")**

The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the AC and that the transactions are carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders.

For material IPT, the Company would identify all interested parties and its relationship with each party as well as to disclose the nature and value of each transaction.

During the year under review, there have been no material IPT requiring disclosure pursuant to the SGX-ST Listing Manual. No IPT Mandate has been obtained from shareholders.

Rule 711A-711B of the SGX-ST Listing Rules **Sustainability reporting**

As Singapore moves towards becoming a more sustainable city, we continue to play our part in promoting sustainability.

We believe that the effective management of environmental, social and governance risks and opportunities can help us to deliver long-term value to our stakeholders. EnGro intends to publish its FY2025 Sustainability Report (the "SR"), which is aligned to SGX-ST's Listing Rules – Sustainability Reporting Guide, by 30 April 2026. This SR will be publicly accessible through EnGro's website as well as on SGXNet.

TABLE 1- DIRECTORS' ATTENDANCE AT BOARD AND BOARD COMMITTEE MEETINGS AND OTHER MEETINGS FOR FY2025

Directors	Board of Directors		Nominating Committee		Audit Committee		Remuneration Committee		AGM		Attendance	
	Number of Meetings											
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Total	%
Tan Cheng Gay	5	5	2	2	4	4	1	1	1	1	13/13	100%
Tan Yok Koon	5	4	2	2	4	3	-	-	1	1	10/12	83%
Tan Soo Nan	5	5	2	2	4	4	1	1	1	1	13/13	100%
Steven Ong Kay Eng	5	4	2	2	4	3	1	1	1	1	11/13	85%
Leow Foon Lee	5	5	2	2	4	4	1	1	1	1	13/13	100%
Ng Won Lein [^]	-	-	-	-	-	-	-	-	-	-	-	-

[^] Appointed on 16 March 2026

TABLE 2 - BOARD AND BOARD COMMITTEES

	Board	Nominating Committee	Audit Committee	Remuneration Committee
Non-Independent Directors				
Tan Cheng Gay (Executive)	Chairman	-	-	-
Tan Yok Koon (Executive)	Member	Member	-	-
Independent Non-Executive Directors				
Tan Soo Nan (also Lead Independent Director)	Member	Member	Chairman	Member
Steven Ong Kay Eng	Member	Chairman	Member	Member
Leow Foon Lee	Member	Member	Member	Chairman
Ng Won Lein [^]	Member	Member	Member	Member

[^] Appointed on 16 March 2026

CORPORATE GOVERNANCE REPORT

TABLE 3 - DATE OF DIRECTOR'S INITIAL APPOINTMENT, LAST RE-ELECTION AND THEIR DIRECTORSHIPS/ PRINCIPAL COMMITMENTS

Name of Director	Age	Date of initial appointment	Date of last re-election	Present directorships in listed companies	Past (preceding 5 years) directorships in listed companies	Principal commitments
Tan Cheng Gay	79	27/11/1973	29/04/2025	EnGro Corporation Limited	-	Full time employment with the Group
Tan Yok Koon	77	17/05/1974	29/04/2025	EnGro Corporation Limited	-	Full time employment with the Group
Tan Soo Nan	77	02/05/2017	27/04/2023	1) EnGro Corporation Limited; 2) Raffles Medical Group Ltd.	<ul style="list-style-type: none"> • SATS Ltd 	<ul style="list-style-type: none"> • Raffles Health Insurance Pte Ltd (Non-executive Non-independent Director) • TT Foundation Advisors Singapore Ltd (Director) • Member of the Public Transport Council (Ministry of Transport)
Steven Ong Kay Eng	79	01/07/2017	29/04/2024	EnGro Corporation Limited	<ul style="list-style-type: none"> • Yeo Hiap Seng Ltd • Sino Land Company Limited • Tsim Sha Tsui Properties Limited • Sino Hotels (Holdings) Limited 	-
Leow Foon Lee	68	08/10/2021	29/04/2024	EnGro Corporation Limited	-	<ul style="list-style-type: none"> • Enerpower Pte Ltd (Director) • Visiting Senior Fellow at the Energy Studies Institute of the National University of Singapore • Adjunct lecturer at the Nanyang Business School of the Nanyang Technological University in Singapore
Ng Won Lein	60	16/03/2026	-	EnGro Corporation Limited	Please refer to Appendix 1 of Announcement Reference: SG260306OT HRRMWG dated 6 March 2026	<ul style="list-style-type: none"> • Member, Finance Committee - Asian Women's Welfare Association (AWWA) • Member of the Advisory Board and Chairman of the Audit Committee - The Photographic Society of Singapore

TABLE 4 – REMUNERATION OF DIRECTORS FOR FY2025

Table 4 sets out the breakdown of the remuneration of the Directors for FY2025:

Name of Directors	Position	Breakdown of Remuneration in Percentage (%)				
		Directors' Fee %	Salary %	Bonus %	Other Benefits %	Total S\$'000
Tan Cheng Gay	ED	-	73	23	4	828
Tan Yok Koon	ED	1	72	26	1	573
Tan Soo Nan	NEID	100	-	-	-	98
Steven Ong Kay Eng	NEID	100	-	-	-	83
Leow Foon Lee	NEID	100	-	-	-	83
The Aggregate Total Remuneration (S\$'000) of Directors						1,665

Notes

ED: Executive Director

NEID: Non-Executive Independent Director

TABLE 4A – REMUNERATION OF KEY MANAGEMENT PERSONNEL (WHO ARE NOT ALSO DIRECTORS OR THE CEO) FOR FY2025

Table 4A sets out the breakdown of the remuneration of the four key management personnel for FY2025:

Remuneration Band	Number of Key Management Personnel	Salaries ⁽¹⁾	Bonus ⁽²⁾	Other Benefits ⁽²⁾	Total
		(%)	(%)	(%)	(%)
S\$ 300,000 to S\$ 400,000	2	64	36	-	100
S\$ 200,000 to S\$ 300,000	2	57	43	-	100

(1) The salary shown in percentage terms is inclusive of allowances and Employer's CPF contribution.

(2) The Bonus and benefits in kind breakdown in percentage terms are inclusive of Employer's CPF contribution.

TABLE 4B – REMUNERATION OF EMPLOYEE WHO ARE SUBSTANTIAL SHAREHOLDER OF THE COMPANY, OR ARE IMMEDIATE FAMILY MEMBERS OF A DIRECTOR, THE CEO OR A SUBSTANTIAL SHAREHOLDER OF THE COMPANY FOR FY2025

The following immediate family member of a Director or the CEO is the employee of the Group whose remuneration exceeded S\$100,000 in FY2025:

Name of Employee who are Immediate Family Members	Relationship with the Directors or CEO of the Group	Actual Total Remuneration in Compensation Bands of \$100,000
Tan Tatt Yao	Son of Mr Tan Cheng Gay	300,001 – 400,000

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr. Tan Soo Nan and Ms. Ng Won Lein are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on Thursday, 28 April 2026 (“AGM”) (collectively, the “Retiring Directors” and each a “Retiring Director”).

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the following is the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST:

APPENDIX 7.4.1 DISCLOSURE	MR. TAN SOO NAN	MS. NG WON LEIN
Date of Initial Appointment	2 May 2017	16 March 2026
Date of last re-appointment	27 April 2023	NA
Age	77	60
Country of principal residence	Singapore	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The re-election of Mr. Tan Soo Nan as Independent Non-Executive Director was recommended by the Nominating Committee and the Board has accepted the recommendation after taking into consideration his qualifications, expertise, past experiences and overall contribution since he was appointed as a Director of the Company.	The re-election of Ms. Ng Won Lein as Independent Non-Executive Director was recommended by the Nominating Committee and the Board has accepted the recommendation after taking into consideration her credentials, work experiences and suitability for re-election as an Independent Non-Executive Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	<ul style="list-style-type: none"> • Member of the Board • Lead Independent Director • Chairman of Audit Committee • Member of Remuneration Committee • Member of Nominating Committee 	<ul style="list-style-type: none"> • Member of the Board • Member of the Nominating Committee • Member of the Audit Committee • Member of the Remuneration Committee
Professional qualifications	<ul style="list-style-type: none"> • Bachelor of Business Administration (Honours) degree • Associate of the Chartered Institute of Bankers 	Bachelor of Arts in Accounting (University of Kent at Canterbury, UK)

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

APPENDIX 7.4.1 DISCLOSURE	MR. TAN SOO NAN	MS. NG WON LEIN
Working experience and occupation(s) during the past 10 years	<p><u>2025 to Present:</u> Non-Executive and Non-Independent Director of Raffles Medical Group Ltd & Raffles Health Insurance Pte Ltd</p> <p><u>2000 to 2024:</u> Executive and Non-Independent Director of Raffles Medical Group Ltd & Raffles Health Insurance Pte Ltd</p> <p><u>1971 to 2000:</u> Senior Managing Director of DBS Bank Ltd (Last held position)</p>	<p><u>March 2020 – November 2024:</u> Chief Financial Officer of Raffles Medical Group Ltd</p> <p><u>2007 – February 2017:</u> Interplex Holdings Ltd (formerly known as Amtek Engineering Ltd)</p> <ul style="list-style-type: none"> • Chief Financial Officer (2007 – February 2017); • Executive Director (2008 – 2015); • Deputy Chief Executive Officer (2012 – February 2017)
Shareholding interest in the listed issuer and its subsidiaries	None	None
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	There are no relationships (including immediate family relationships) between Mr Tan Soo Nan and the other directors, the Company or its substantial shareholders.	There are no relationships (including immediate family relationships) between Ms Ng Won Lein and the other directors, the Company or its substantial shareholders.
Conflict of Interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments* Including Directorships#	<p><u>Other Principal Commitments</u></p> <ul style="list-style-type: none"> • Member of the Public Transport Council (Ministry of Transport) 	<p><u>Other Principal Commitments</u></p> <ul style="list-style-type: none"> • Member, Finance Committee of the Asian Women's Welfare Association (AWWA) since 2017; • Member of the Advisory Board and Chairman of the Audit Committee – The Photographic Society of Singapore since 2025

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

APPENDIX 7.4.1 DISCLOSURE	MR. TAN SOO NAN	MS. NG WON LEIN
Past (for the last 5 years)	<u>Past Directorships</u> <ul style="list-style-type: none"> • ICE Singapore Holdings Pte Ltd; • ICE Futures Singapore Pte Ltd; • ICE Clear Singapore Pte Ltd; • SATS Ltd • Temasek Foundation Limited; • Woh Hup Trust; and • TF IPC Ltd. 	<u>Past Directorships</u> Refer to Appendix 1
Present	<u>Present Directorships</u> <ul style="list-style-type: none"> • EnGro Corporation Limited; • Raffles Medical Group Ltd; • Raffles Health Insurance Pte Ltd; and • TT Foundation Advisors Singapore Ltd. 	<u>Present Directorship</u> EnGro Corporation Limited
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.		
a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No
b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

APPENDIX 7.4.1 DISCLOSURE	MR. TAN SOO NAN	MS. NG WON LEIN
c) Whether there is any unsatisfied judgment against him?	No	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	No
e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No
f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No
g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

APPENDIX 7.4.1 DISCLOSURE	MR. TAN SOO NAN	MS. NG WON LEIN
<p>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?</p>	No	No
<p>j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-</p> <ul style="list-style-type: none"> i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere <p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	No	No
<p>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?</p>	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

APPENDIX 7.4.1 DISCLOSURE	MR. TAN SOO NAN	MS. NG WON LEIN
Disclosure applicable to the appointment of Director only		
<p>Any prior experience as a director of a listed company?</p> <p>If yes, please provide details of prior experience.</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.</p> <p>Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</p>	N.A.	N.A.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Appendix 1

Other Principal Commitments Including Directorships for the Last 5 Years

No.	Name of Company
1.	Asian Healthcare Capital Management Pte Ltd
2.	Raffles Hospital Properties Pte Ltd
3.	Raffles Medical Properties Pte Ltd
4.	RMG Capital Pte Ltd
5.	International SOS (MC Holdings) Pte Ltd
6.	Aptitude [2003] Pte Ltd
7.	MP Clementi Pte Ltd
8.	Nicoll Capital Pte Ltd
9.	Nicoll Consultancy Pte Ltd
10.	PeopleSolve Pte Ltd
11.	Raffles Medical China Pte Ltd
12.	Raffles Chinese Medicine Pte Ltd
13.	Raffles Diagnostica Pte Ltd
14.	Raffles Health Pte Ltd
15.	Raffles Japanese Clinic Pte Ltd
16.	RM Network Pte Ltd
17.	Raffles Medical International Pte Ltd
18.	Raffles Research Labs Pte Ltd
19.	Raffles SurgiCentre Pte Ltd
20.	Scotts Capital Pte Ltd
21.	Scotts Consultancy Pte Ltd
22.	Shanghai Capital Pte Ltd
23.	Coors Consultants Limited
24.	International SOS (HK) Limited
25.	Medical Properties Limited
26.	Raffles Healthcare Management (China) Limited
27.	Raffles Medical Group (Hong Kong) Limited
28.	Raffles Medical Services (HK) Limited
29.	PT Raffles Medika Indonesia
30.	RSM Ltd
31.	RJC Ltd
32.	Shenzhen International SOS Clinic

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Other Principal Commitments Including Directorships for the Last 5 Years (Cont'd)

No.	Name of Company
33.	ShenAn (Chongqing) Hospital Co. Ltd.
34.	Anzheng (Chongqing) Hospital Co. Ltd.
35.	Tianjin Lai Ning Clinic
36.	Tianjin LaiRui Clinic
37.	Raffles Hospital Beijing Co. Ltd.
38.	AEA International SOS (Cambodia) Ltd
39.	Raffles International Hospital (Hainan) Co. Ltd.
40.	Renguang Management Consultancy (Shanghai) Co. Ltd.
41.	Renguang Health Management (Shanghai) Co. Ltd.
42.	Shanghai Ruihe Clinic Co. Ltd.
43.	Shanghai Qihua Hospital Co. Ltd.
44.	Raffles Hospital Shanghai Co. Ltd.
45.	Lifetime Health Limited Liability Company
46.	Scotts Medical Services Company Ltd

DIRECTORS' STATEMENT

Year ended 31 December 2025

We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 31 December 2025.

In our opinion:

- (a) the financial statements set out on pages 62 to 141 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 for the year ended on that date in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International); 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.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

Directors

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

Tan Cheng Gay	(Chairman)
Tan Yok Koon	
Tan Soo Nan	
Steven Ong Kay Eng	
Leow Foon Lee	
Ng Won Lein	(Appointed on 16 March 2026)

Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Companies Act 1967 ("the Act"), particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and children) in shares, debentures, warrants and share options in the Company and in related corporations (other than wholly-owned subsidiaries) are as follows:

Name of director and corporation in which interests are held	Holdings at beginning of the year	Holdings at end of the year	Holdings at 21 January 2026
The Company			
<u>Ordinary shares</u>			
- interests held			
Tan Cheng Gay	1,202,250	13,072,250	13,072,250
Tan Yok Koon	366,000	366,000	366,000
- deemed interests			
Tan Cheng Gay	16,615,400	16,615,400	16,615,400
Tan Yok Koon	15,674,500	15,674,500	15,674,500

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, debentures, warrants or share options of the Company, or of related corporations, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Audit Committee

The members of the Audit Committee during the year and at the date of this statement are:

Tan Soo Nan (Chairman)
Steven Ong Kay Eng
Leow Foon Lee
Ng Won Lein

The Audit Committee performs the functions specified in Section 201B of the Act, the SGX Listing Manual and the Code of Corporate Governance.

The Audit Committee has held four meetings since the last directors' statement. In performing its functions, the Audit Committee met with the Company's external and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system.

The Audit Committee also reviewed the following:

- (i) effectiveness of the management of financial business risks and the reliability of management reporting;
- (ii) assistance provided by the Company's officers to the internal and external auditors;
- (iii) quarterly financial information and annual financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- (iv) interested person transactions (as defined in Chapter 9 of the SGX Listing Manual).

The Audit Committee has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any director or executive officer to attend its meetings. The Audit Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees.

The Audit Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the Board of Directors that the auditors, KPMG LLP, be nominated for re-appointment as auditors at the forthcoming Annual General Meeting of the Company.

In appointing our auditors for the Company, subsidiaries and significant associated companies, we have complied with Rules 712 and 715 of the SGX Listing Manual.

Auditors

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors

Tan Cheng Gay
Director

Tan Yok Koon
Director

10 April 2026

INDEPENDENT AUDITORS' REPORT

Members of the Company | EnGro Corporation Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of EnGro Corporation Limited ("the Company") and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 62 to 141.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position 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 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 "Auditors' 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.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of investments in venture capital funds and unquoted equity securities (Refer to Note 9 and Note 30 of the financial statements)	
<i>The key audit matter</i>	<i>How the matter was addressed in our audit</i>
<p>The Group has significant investments in venture capital funds ("VCF") amounting to \$54.6million (2024: \$48.9million) and unquoted equity securities amounting to \$17.1million (2024: \$10.4million) as at 31 December 2025.</p> <p>For investments in VCFs, their fair values are measured based on the valuation of the underlying net assets which are measured at fair value. For investments in unquoted equity securities, there are unobservable inputs used in the measurement of fair value. The valuation of the unquoted securities requires the use of expertise and judgement.</p>	<p>Our audit procedures performed on the valuation of the VCFs included agreeing to the latest available valuations obtained from the VCF fund managers and, where available, audited financial statements of the VCFs. In assessing the Group's reliance on the VCF fund manager valuations, we considered whether the valuations were prepared by fund managers with established track records and appropriate regulatory oversight, and corroborated the valuation methods used to market practices. For investments in unquoted equity securities, we involved our valuation specialists to review the key valuation inputs, where applicable. We also assessed the adequacy and reasonableness of the related disclosures in the financial statements against the requirements of the applicable financial reporting framework.</p>

Valuation of investments in venture capital funds and unquoted equity securities (Refer to Note 9 and Note 30 of the financial statements)	
<i>The key audit matter</i>	<i>How the matter was addressed in our audit</i>
	<p>Our findings</p> <p>We found the fair values of VCFs recorded to be consistent with the latest available valuations obtained from the VCF fund managers and after taking into consideration all capital calls and distributions that have occurred during the financial year. The VCF valuations performed by the VCF fund managers utilised valuation models which are generally accepted by market participants. The fair values of the unquoted equity securities were also found to be within a reasonable range of fair values. We also found the disclosures relating to the valuation of VCFs and unquoted equity securities were appropriate and in accordance with the requirements of the applicable financial reporting framework.</p>

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained all other information prior to the date of this auditors' report.

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.

INDEPENDENT AUDITORS' REPORT

Members of the Company | EnGro Corporation Limited

Auditors' 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 auditors' 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:

- 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 controls.
- Obtain an understanding of internal controls 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 controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless the law or regulations preclude 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.

INDEPENDENT AUDITORS' REPORT

Members of the Company | EnGro Corporation Limited

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 auditors' report is Lee Chin Siang Barry.

KPMG LLP

*Public Accountants and
Chartered Accountants*

Singapore

10 April 2026

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Assets					
Property, plant and equipment	4	38,367	27,693	7,374	5,488
Subsidiaries	5	-	-	79,362	78,159
Intangible assets	6	532	527	434	482
Investment properties	7	2,733	2,691	-	-
Associates and joint ventures	8	51,175	63,895	29,162	29,162
Other investments	9	87,999	71,376	13,860	2,570
Loans to subsidiaries	14	-	-	8,551	3,000
Other assets	10	78	78	78	78
Right-of-use assets	33	19,706	20,808	7,310	7,882
Deferred tax assets	18	497	25	-	-
Lease receivables	11	-	-	207	254
Non-current assets		201,087	187,093	146,338	127,075
Other investments	9	852	4,652	-	3,100
Inventories	12	11,690	15,961	6,892	9,524
Trade and other receivables	13	72,969	50,073	42,918	39,710
Loans to subsidiaries	14	-	-	4,155	4,212
Lease receivables	11	-	-	47	45
Cash and cash equivalents	15	68,271	66,111	46,092	43,271
Current assets		153,782	136,797	100,104	99,862
Total assets		354,869	323,890	246,442	226,937
Equity					
Share capital	16	85,270	85,270	85,270	85,270
Reserves	16	183,221	173,947	136,065	125,380
Equity attributable to owners of the Company		268,491	259,217	221,335	210,650
Non-controlling interests	37	1,757	2,976	-	-
Total equity		270,248	262,193	221,335	210,650
Liabilities					
Lease liabilities	32	18,175	19,514	6,313	6,841
Loans and borrowings	17	8,246	4,703	408	671
Deferred tax liabilities	18	923	927	-	-
Provision for reinstatement costs	20	2,354	1,691	792	932
Non-current liabilities		29,698	26,835	7,513	8,444
Loans and borrowings	17	2,915	2,705	262	1,434
Trade and other payables	19	48,405	28,887	16,464	5,694
Lease liabilities	32	2,706	2,532	868	715
Current tax liabilities		662	503	-	-
Provision for reinstatement costs	20	235	235	-	-
Current liabilities		54,923	34,862	17,594	7,843
Total liabilities		84,621	61,697	25,107	16,287
Total equity and liabilities		354,869	323,890	246,442	226,937

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

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Revenue	21	247,576	185,412
Other income	22	8,155	4,825
Changes in inventories of finished goods and work in progress		(9,193)	2,516
Raw materials and consumables used		(164,183)	(137,295)
Depreciation of property, plant and equipment	4	(5,270)	(2,969)
Depreciation of right-of-use assets	33	(3,101)	(2,809)
Depreciation of investment properties	7	(56)	(51)
Amortisation of intangible assets	6	(59)	(139)
Staff costs		(17,209)	(15,247)
Reversal of impairment loss/(Impairment loss) on financial assets	30	81	(42)
Other expenses	23	(41,790)	(32,224)
Net change in fair value of financial assets	24	15,978	1,928
Results from operating activities		30,929	3,905
Finance income	25	897	1,610
Finance costs	25	(1,322)	(1,010)
Net finance (costs)/income		(425)	600
Share of losses of associates and joint ventures, net of tax		(11,507)	(3,312)
Profit before tax		18,997	1,193
Tax expense	26	(1,083)	(1,001)
Profit for the year	27	17,914	192
Profit attributable to:			
Owners of the Company		17,914	1,092
Non-controlling interests		*	(900)
Profit for the year		17,914	192
Earnings per share			
Basic earnings per share (cents)	28	15.09	0.92
Diluted earnings per share (cents)	28	15.09	0.92

* Amount less than \$1,000

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2025

	2025 \$'000	2024 \$'000
Profit for the year	17,914	192
Other comprehensive income		
Items that will not be reclassified to profit or loss:		
Net change in fair value of equity investments at fair value through other comprehensive income	(625)	(2,194)
Items that are or may be reclassified subsequently to profit or loss:		
Foreign currency translation differences – foreign operations	(1,242)	1,489
Foreign currency translation differences on loss of joint control reclassified to profit or loss	–	913
Share of foreign currency translation differences of equity-accounted investees	(1,113)	(60)
Share of other comprehensive income of a joint venture	–	2
Exchange differences on monetary items forming part of net investment in foreign operations	(2,248)	720
	(4,603)	3,064
Other comprehensive income for the year, net of tax	(5,228)	870
Total comprehensive income for the year	12,686	1,062
Total comprehensive income attributable to:		
Owners of the Company	12,834	1,704
Non-controlling interests	(148)	(642)
Total comprehensive income for the year	12,686	1,062

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

		Attributable to owners of the Company									
		Share capital	Capital reserve	Reserve for own shares	Share option reserve	Foreign currency translation reserve	Fair value reserve	Accumulated profits	Total reserves	Non-controlling interests	Total equity
Note		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	At 1 January 2024	85,270	(55)	-	-	(16,094)	(13,352)	207,679	263,448	3,618	267,066
	Total comprehensive income for the year										
	Profit/(Loss) for the year	-	-	-	-	-	-	1,092	1,092	(900)	192
	Other comprehensive income										
	Foreign currency translation differences – foreign operations	-	-	-	-	1,429	-	-	1,429	60	1,489
	Foreign currency translation differences on loss of joint control reclassified to profit or loss	-	-	-	-	715	-	-	715	198	913
	Share of foreign currency translation differences of equity-accounted investees	-	-	-	-	(60)	-	-	(60)	-	(60)
	Share of other comprehensive income of a joint venture	-	2	-	-	-	-	-	2	-	2
	Exchange differences on monetary items forming part of net investment in foreign operations	-	-	-	-	720	-	-	720	-	720
	Net change in fair value of financial assets at fair value through other comprehensive income	-	-	-	-	-	(2,194)	-	(2,194)	-	(2,194)
	Total other comprehensive income	-	2	-	-	2,804	(2,194)	-	612	258	870
	Total comprehensive income for the year	-	2	-	-	2,804	(2,194)	1,092	1,704	(642)	1,062
	Transactions with owners, recognised directly in equity										
	Contributions by and distributions to owners										
	Final one-tier dividend declared of 3.0 cents per share	16	-	-	-	-	-	(3,561)	(3,561)	-	(3,561)
	Special one-tier dividend declared of 2.0 cents per share	16	-	-	-	-	-	(2,374)	(2,374)	-	(2,374)
	Total contributions by and distributions to owners	-	-	-	-	-	-	(5,935)	(5,935)	-	(5,935)
	At 31 December 2024	85,270	(53)	-	-	(13,290)	(15,546)	202,836	259,217	2,976	262,193

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

		Attributable to owners of the Company									
Note	Share capital \$'000	Capital reserve \$'000	Reserve for own shares \$'000	Share option reserve \$'000	Foreign currency translation reserve \$'000	Fair value reserve \$'000	Accumulated profits \$'000	Total \$'000	Non-controlling interests \$'000	Total equity \$'000	
	85,270	(53)	-	-	(13,290)	(15,546)	202,836	259,217	2,976	262,193	
	-	-	-	-	-	-	17,914	17,914	-	17,914	
	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	(1,093)	-	-	(1,093)	(148)	(1,241)	
	-	-	-	-	(1,113)	-	-	(1,113)	-	(1,113)	
	-	-	-	-	(2,248)	-	-	(2,248)	-	(2,248)	
	-	-	-	-	-	(625)	-	(625)	-	(625)	
	-	-	-	-	(4,454)	(625)	-	(5,079)	(148)	(5,227)	
	-	-	-	-	(4,454)	(625)	17,914	12,835	(148)	12,687	
	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	(3,561)	(3,561)	(1,071)	(4,632)	
	-	-	-	-	-	-	(3,561)	(3,561)	(1,071)	(4,632)	
	85,270	(53)	-	-	(17,744)	(16,171)	217,189	268,491	1,757	270,248	

At 1 January 2025

Total comprehensive income for the year

Profit for the year

Other comprehensive income

Foreign currency translation differences - foreign operations

Share of foreign currency translation differences of equity-accounted investees

Exchange differences on monetary items forming part of net investment in foreign operations

Net change in fair value of financial assets at fair value through other comprehensive income

Total other comprehensive income

Total comprehensive income for the year

Transactions with owners, recognised directly in equity

Contributions by and distributions to owners

Final one-tier dividend declared

Total contributions by and distributions to owners

At 31 December 2025

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

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Profit before tax		18,997	1,193
Adjustments for:			
Depreciation of property, plant and equipment	4	5,270	2,969
Depreciation of right-of-use assets	33	3,101	2,809
Depreciation of investment properties	7	56	51
Property, plant and equipment written off		5	12
Intangible assets written off		2	-
Amortisation of intangible assets	6	59	139
Dividend income	22	(482)	(2,107)
Gain on disposal of property, plant and equipment	22	(207)	(64)
Gain on termination on lease liabilities	22	(17)	(1)
Reversal of provision of reinstatement cost	22	(73)	-
Loss on disposal of a joint venture	23	-	1,483
Impairment loss on investment in a joint venture	23	-	4,669
(Reversal of impairment loss)/Impairment loss on financial assets	30	(81)	42
Finance income	25	(897)	(1,610)
Finance costs	25	1,322	1,010
Other investment income	22	(738)	(198)
Net change in fair value of financial assets at fair value through profit or loss	24	(15,978)	(1,928)
Share of losses of associates and joint ventures, net of tax		11,507	3,312
		21,846	11,781
Changes in:			
- Inventories		4,079	(6,412)
- Trade and other receivables		(23,270)	(7,575)
- Trade and other payables		19,883	5,010
Cash generated from operations		22,538	2,804
Tax paid		(1,407)	(936)
Net cash from operating activities		21,131	1,868
Cash flows from investing activities			
Acquisition of property, plant and equipment		(9,032)	(10,065)
Acquisition of intangible assets		-	(417)
Cash paid for capitalised renovation costs in investment properties		-	(182)
Distributions from other investments		3,399	1,064
Dividends received from:			
- associates and joint ventures		1,022	5,682
- other investments		482	2,107
Direct costs incurred on right-of-use assets		(31)	-
Interest received		897	1,610
Investment in a joint venture		(351)	(1,871)
Proceeds from disposal of:			
- quoted other investments		15,607	19,071
- property, plant and equipment		256	92
- joint venture		-	7,399
Purchase of other investments		(19,345)	(22,387)
Net cash (used in)/from investing activities		(7,096)	2,103

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

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from financing activities			
Dividends paid to owners of the Company	16	(3,561)	(5,935)
Dividends paid to non-controlling interests	16	(1,071)	-
Interest paid		(1,322)	(1,010)
Payment of lease liabilities	32	(2,559)	(1,702)
Loan repayment to a non-controlling interest		-	(1,017)
Repayment of loans and bank borrowings	17	(3,333)	(2,121)
Net cash used in financing activities		<u>(11,846)</u>	<u>(11,785)</u>
Net change in cash and cash equivalents			
Cash and cash equivalents at 1 January		66,111	73,478
Effect of exchange rate fluctuations on cash held		(29)	447
Cash and cash equivalents at 31 December	15	<u>68,271</u>	<u>66,111</u>

Significant non-cash transactions

During the financial year ended 31 December 2025, the Group acquired property, plant and equipment under hire purchase amounting to \$6,909,000 (31 December 2024: \$4,159,000) and reinvested its dividend income from an associate of \$ nil (31 December 2024: \$460,000).

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

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 10 April 2026.

1 Domicile and activities

EnGro Corporation Limited ("the Company") is a company incorporated in Singapore. The address of the Company's registered office is 63 Robinson Road #17-03, Afro-Asia, Singapore 068894.

The financial statements of the Group as at and for the year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the "Group" and individually as "Group entities") and the Group's interests in associates and joint ventures.

The principal activities of the Group are mainly those relating to the manufacture and sale of building materials and specialty polymers. In addition, the Company is also an investment holding company.

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)"). The changes to material accounting policies are described in note 2.5.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars ("SGD"), which is the Company's functional currency. All financial information presented in Singapore dollars have been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with SFRS(I) requires management to make judgements, estimates and assumptions about the future, including climate-related risks and opportunities, that affect the application of the Group's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Group's risk management and climate-related commitments where appropriate. Revisions to accounting estimates are recognised prospectively.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

2 Basis of preparation (cont'd)

2.4 Use of estimates and judgements (cont'd)

Management is of the opinion that there are no critical judgements made in applying the accounting policies.

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets within the next financial year are included in the following notes:

- Note 4 – Impairment of property, plant and equipment
- Note 30 – Valuation of financial assets measured at fair value

Information about other estimates applied are included in the following notes:

- Note 4 – Useful economic lives of property, plant and equipment
- Note 5 – Impairment of investments in subsidiaries

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

When measuring the fair value of an asset or a liability, the Group uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The Group recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values is included in Note 30 – Financial instruments.

2.5 Changes in material accounting policies

New accounting standards and amendments

The Group has applied amendments to SFRS(I) 1-21 *Lack of Exchangeability* for the first time for the annual period beginning on 1 January 2025. The application of these amendments does not have a material impact on the financial statements.

3 Material accounting policies

The accounting policies set out below have applied consistently to all periods presented in these financial statements, except as explained in note 2.5, which addresses changes in material accounting policies.

3.1 Basis of consolidation

(i) Business combinations

The Group accounts for business combinations under the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group (see note ii). In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a “concentration test” that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expenses as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration payable is recognised at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in profit or loss.

Non-controlling interests are measured at the non-controlling interests’ proportionate share of the recognised amounts of the acquiree’s identifiable net assets, at the date of acquisition.

Costs related to the acquisition, other than those associated with the issue of debt or equity investments, that the Group incurs in connection with a business combination are expensed as incurred.

Changes in the Group’s interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

(ii) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it 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. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

(iii) Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.1 Basis of consolidation (cont'd)

(iv) Investments in associates and joint-ventures ("equity-accounted investees")

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies of these entities. Significant influence is presumed to exist when the Group holds 20% or more of the voting power of another entity. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Investments in associates and joint ventures are accounted for under the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases.

When the Group's share of losses exceeds its investment in an equity-accounted investee, the carrying amount of the investment, together with any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation to fund the investee's operations or has made payments on behalf of the investee.

(v) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(vi) Subsidiaries, associates and joint ventures in the separate financial statements

Investments in subsidiaries, associates and joint ventures are stated in the Company's statement of financial position at cost less accumulated impairment losses.

3.2 Foreign currency

(i) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are generally recognised in profit or loss and presented within other expenses/income. However, foreign currency differences arising from the translation of investments in equity securities designated as at fair value through other comprehensive income ("FVOCI") are recognised in other comprehensive income.

3 Material accounting policies (cont'd)

3.2 Foreign currency (cont'd)

(ii) Foreign operations

The assets and liabilities of foreign operations, including fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income. However, if the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the foreign currency translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item that are considered to form part of a net investment in a foreign operation are recognised in other comprehensive income, and are presented in the foreign currency translation reserve in equity.

3.3 Financial instruments

(i) Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. However, if the Group has an unconditional right to an amount that differs from the transaction price (e.g. due to the Group's refund policy), the trade receivable will be initially measured at the amount of that unconditional right.

(ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.3 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.

Equity investments at FVOCI

On initial recognition of an equity investment that is not held-for-trading, the Group has made an irrevocable election to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis.

Financial assets at FVTPL

All financial assets not classified as measured at amortised cost or FVOCI as described above (e.g. financial assets held for trading and those that are managed and whose performance is evaluated on a fair value basis) are measured at FVTPL.

Financial assets: Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held-for-trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

3 Material accounting policies (cont'd)

3.3 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Non-derivative financial assets: Assessment whether contractual cash flows are solely payments of principal and interest ("SPPI")

For the purposes of this assessment, "principal" is defined as the fair value of the financial asset on initial recognition. "Interest" is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition. The Group had no financial assets held outside trading business models that failed the SPPI assessment.

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Equity investments at FVOCI

These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in other comprehensive income and are never reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.3 Financial instruments (cont'd)

(ii) Classification and subsequent measurement (cont'd)

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost.

Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss.

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
 - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
 - the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

(iv) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and short-term deposits with maturities of three months or less from the date of acquisition that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments.

3 Material accounting policies (cont'd)

3.3 Financial instruments (cont'd)

(vi) Derivative financial instruments

The Group holds non-trading derivative financial instruments that are not designated in a hedge relationship that qualifies for hedge accounting. These derivatives are initially measured at fair value and any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

(vii) Intra-group financial guarantees in the separate financial statements

Financial guarantees are financial instruments issued by the Company that requires the issuer to make specified payments to reimburse the holder for the loss it incurs because a specified debtor fails to meet payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at the higher of the loss allowance determined in accordance with SFRS(I) 9 and the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15.

Expected credit losses ("ECLs") are a probability-weighted estimate of credit losses. ECLs are measured for financial guarantees issued as the expected payments to reimburse the holder less any amounts that the Company expects to recover.

3.4 Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

If significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.4 Property, plant and equipment (cont'd)

(iii) Depreciation (cont'd)

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, from the date that they are completed and ready for use, unless it is included in the carrying amount of another asset.

The estimated useful economic lives for the current and comparative years are as follows:

Leasehold land	-	14 years
Buildings and civil works	-	3 to 20 years
Plant, machinery and equipment	-	4 to 10 years
Office equipment, furniture and fittings	-	5 to 10 years
Computers	-	3 to 5 years
Motor vehicles and transport equipment	-	5 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.5 Intangible assets

Intangible assets acquired by the Group that have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use. The estimated useful lives for the current and comparative years are as follows:

Franchise rights	-	10 years
Software	-	8 years

Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.6 Investment properties

Investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of investment properties from the date that they are available for use. The estimated useful lives for the current and comparative years are as follows:

Freehold properties	-	50 years
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3.7 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or 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.

3 Material accounting policies (cont'd)

3.7 Leases (cont'd)

As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property, the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

The Group determines the lessee's incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of 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.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.7 Leases (cont'd)

As a lessee (cont'd)

Where the basis for determining future lease payments changes as required by interest rate benchmark reform, the Group remeasures the lease liability by discounting the revised lease payments using the revised discount rate that reflects the change to an alternative benchmark interest rate.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

3.8 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out allocation method, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In the case of manufactured inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated costs necessary to make the sale.

3.9 Impairment

(i) Non-derivative financial assets

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised cost.

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised cost.

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

3 Material accounting policies (cont'd)

3.9 Impairment (cont'd)

(i) Non-derivative financial assets (cont'd)

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is "credit-impaired" when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of contract such as a default or being more than 90 days past due;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.9 Impairment (cont'd)

(i) Non-derivative financial assets (cont'd)

Credit-impaired financial assets (cont'd)

Evidence that a financial asset is credit-impaired includes the following observable data: (cont'd)

- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

(ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, other than inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("CGU") exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the higher of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated to reduce the carrying amount of the assets in the CGU (group of CGUs) on a *pro rata* basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

An impairment loss in respect of an associate or joint venture is measured by comparing the recoverable amount of the investment with its carrying amount in accordance with the requirements for non-financial assets. An impairment loss is recognised in profit or loss. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount and only to the extent that the recoverable amount increases.

3 Material accounting policies (cont'd)

3.10 Revenue

Revenue from sale of goods and services in the ordinary course of business is recognised when the Group satisfies a performance obligation ("PO") by transferring control of a promised good or service to the customer. The amount of revenue recognised is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services. The individual standalone selling price of a good or service that has not previously been sold on a stand-alone basis, or has a highly variable selling price, is determined based on the residual portion of the transaction price after allocating the transaction price to goods and/or services with observable stand-alone selling prices. A discount or variable consideration is allocated to one or more, but not all, of the POs if it relates specifically to those POs.

The transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services. The transaction price may be fixed or variable and is adjusted for time value of money if the contract includes a significant financing component. Consideration payable to a customer is deducted from the transaction price if the Group does not receive a separate identifiable benefit from the customer. When consideration is variable, the estimated amount is included in the transaction price to the extent that it is highly probable that a significant reversal of the cumulative revenue will not occur when the uncertainty associated with the variable consideration is resolved.

Revenue may be recognised at a point in time or over time following the timing of satisfaction of the PO. If a PO is satisfied over time, revenue is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that PO.

Dividend income

Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established.

3.11 Finance income and finance costs

The Group's finance income and finance costs include:

- interest income;
- interest expense;

Interest income or expense is recognised using the effective interest method.

The "effective interest rate" is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

3 Material accounting policies (cont'd)

3.12 Income tax

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS(I) 1-37 *Provision, Contingent Liabilities and Contingent Assets*.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, measured using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that
 - is not a business combination and
 - at the time of the transaction (i) affects neither accounting nor taxable profit or loss; and (ii) does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries, associates and joint ventures to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

3.13 Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted-average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted-average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise share options granted to employees.

3 Material accounting policies (cont'd)

3.14 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Group's CEO (the chief operating decision maker) to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment results that are reported to the Group's CEO include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise interest-earning fixed deposits and the related interest income, interest-bearing loans and the related interest expense, headquarter expense, support expenses of associates and joint ventures, and tax assets and liabilities.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment, and intangible assets.

3.15 New accounting standards and interpretations not adopted

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted. However, the Group has not early adopted the new or amended accounting standards in preparing these financial statements.

(i) 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, 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 for items currently labelled as "others".

(ii) Other accounting standards

The following amendments to SFRS(I)s are not expected to have a significant impact on the Group's consolidated financial statements and the Company's statement of financial position.

- *Classification and Measurement of Financial Instruments (Amendments to SFRS(I) 9 and SFRS(I) 7);*
- *Annual Improvements to SFRS(I)s – Volume 11; and*
- *Contracts Referencing Nature-dependent Electricity (Amendments to SFRS(I) 9 and SFRS(I) 7).*

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

4 Property, plant and equipment

Group	Leasehold land	Buildings and civil works	Plant, machinery and equipment	Office equipment, furniture and fittings	Computers	Motor vehicles and transport equipment	Assets under construction	Total
Cost	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 January 2024	-	25,137	24,594	1,475	458	17,330	1,440	70,434
Additions	-	498	2,116	21	158	3,820	8,115	14,728
Transfer	-	1,112	16	111	-	-	(1,239)	-
Reclassification to right-of-use assets	-	-	(1,371)	-	-	(2,899)	-	(4,270)
Disposals/write-offs	-	(10)	(610)	(10)	(14)	(5,125)	-	(5,769)
Effect of movements in exchange rates	-	80	238	3	9	299	52	681
At 31 December 2024	-	26,817	24,983	1,600	611	13,425	8,368	75,804
Additions	1,111	875	2,872	90	439	7,269	3,147	15,803
Transfer	-	3,578	2,555	4	-	-	(6,137)	-
Disposals/write-offs	-	(5)	(437)	(12)	(39)	(1,790)	-	(2,283)
Effect of movements in exchange rates	41	18	144	(14)	19	149	(24)	333
At 31 December 2025	1,152	31,283	30,117	1,668	1,030	19,053	5,354	89,657
Accumulated depreciation and impairment losses								
At 1 January 2024	-	20,108	18,669	1,251	309	13,922	-	54,259
Depreciation	-	525	1,136	50	100	1,158	-	2,969
Reclassification to right-of-use assets	-	-	(1,182)	-	-	(2,782)	-	(3,964)
Disposals/write-offs	-	(10)	(336)	(4)	(14)	(5,097)	-	(5,461)
Effect of movements in exchange rates	-	79	132	3	3	91	-	308
At 31 December 2024	-	20,702	18,419	1,300	398	7,292	-	48,111
Depreciation	58	1,220	1,347	57	92	2,496	-	5,270
Disposals/write-offs	-	-	(391)	(12)	(39)	(1,787)	-	(2,229)
Effect of movements in exchange rates	2	42	66	(8)	2	34	-	138
At 31 December 2025	60	21,964	19,441	1,337	453	8,035	-	51,290
Carrying amounts								
At 1 January 2024	-	5,029	5,925	224	149	3,408	1,440	16,175
At 31 December 2024	-	6,115	6,564	300	213	6,133	8,368	27,693
At 31 December 2025	1,092	9,319	10,676	331	577	11,018	5,354	38,367

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

4 Property, plant and equipment (cont'd)

	Buildings and civil works \$'000	Plant, machinery and equipment \$'000	Office equipment, furniture and fittings \$'000	Computers \$'000	Motor vehicles and transport equipment \$'000	Assets under construction \$'000	Total \$'000
Company							
Cost							
At 1 January 2024	17,366	15,495	1,097	385	1,700	680	36,723
Additions	-	620	21	15	747	2,497	3,900
Disposals/write-offs	-	-	(10)	-	-	-	(10)
At 31 December 2024	17,366	16,115	1,108	400	2,447	3,177	40,613
Additions	-	109	78	39	150	2,014	2,390
Disposals/write-offs	-	-	(12)	(35)	(35)	-	(82)
At 31 December 2025	17,366	16,224	1,174	404	2,562	5,191	42,921
Accumulated depreciation							
At 1 January 2024	17,366	14,689	867	258	1,511	-	34,691
Depreciation	-	245	40	76	77	-	438
Disposals/write-offs	-	-	(4)	-	-	-	(4)
At 31 December 2024	17,366	14,934	903	334	1,588	-	35,125
Depreciation	-	200	43	53	208	-	504
Disposals/write-offs	-	-	(12)	(35)	(35)	-	(82)
At 31 December 2025	17,366	15,134	934	352	1,761	-	35,547
Carrying amounts							
At 1 January 2024	-	806	230	127	189	680	2,032
At 31 December 2024	-	1,181	205	66	859	3,177	5,488
At 31 December 2025	-	1,090	240	52	801	5,191	7,374

Assets under construction

Included in assets under construction are the costs relating to a piece of land that the Group leased for the purpose of constructing a new production facility. Construction costs incurred as at 31 December 2025 amounted to \$4,275,000 (2024: \$2,476,000).

Impairment assessment

The Group reviews the carrying amount of property, plant and equipment at each reporting date to determine whether there is any indication of impairment. If such indication exists, the assets' recoverable amounts are estimated. The recoverable amounts are determined based on the future cash flows expected to be generated from the continued use of the assets, which requires the use of estimates and assumptions. Based on management's assessment, there was no impairment loss to be recognised at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

4 Property, plant and equipment (cont'd)

Source of estimation uncertainty

Property, plant and equipment are depreciated on a straight-line basis over its useful economic lives. Management estimates the useful economic lives of property, plant and equipment to be between 3 to 20 years. The Group reviews annually the estimated useful economic lives of property, plant and equipment based on factors that include asset utilisation, internal technical evaluation, technological changes and anticipated use of the assets. It is possible that future results of operations could be affected by changes in these estimates brought about by changes in factors mentioned. A reduction in the estimated useful economic lives of property, plant and equipment would increase depreciation expense and decrease non-current assets.

5 Subsidiaries

	Company	
	2025 \$'000	2024 \$'000
Equity investments at cost	90,229	87,515
Less: Accumulated impairment losses	(38,886)	(38,886)
	<u>51,343</u>	<u>48,629</u>
Loans to subsidiaries	43,611	45,844
Less: Accumulated impairment losses	(15,592)	(16,314)
	<u>28,019</u>	<u>29,530</u>
	<u>79,362</u>	<u>78,159</u>

Loans to subsidiaries are classified as financial assets at amortised cost. The loans are unsecured, interest-free and the repayment is not expected to be within the next 12 months.

The movements in the allowances for impairment losses during the year are as follows:

	2025 \$'000	2024 \$'000
Loans to subsidiaries		
Balance at 1 January	16,314	18,030
Reversal of impairment loss	(722)	-
Amount written off	-	(1,716)
Balance at 31 December	<u>15,592</u>	<u>16,314</u>

5 Subsidiaries (cont'd)

Impairment loss

At each reporting date, the Company carries out a review on the recoverable amount of its investments in subsidiaries. Where impairment indicators exist, the recoverable amount of the relevant investments in subsidiaries is estimated.

The impairment losses recognised were determined based on the estimated fair value of the respective net assets at the reporting date (i.e. fair value less cost to sell of the subsidiaries). The net assets of these subsidiaries comprise mainly short-term assets, short-term liabilities and insignificant non-financial assets.

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal activities	Country of incorporation	Ownership interest	
			2025 %	2024 %
<u>Held by the Company</u>				
CemtecAsia (H.K.) Limited	Inactive	Hong Kong	100	100
CemtecAsia (M) Sdn Bhd	Trading of construction chemicals and building materials	Malaysia	100	100
Sancem Global Pte. Ltd.	Investment trading	Singapore	100	100
EnGro Global Resources Pte. Ltd.	Investment holding	Singapore	100	100
S3 Technologies Pte Ltd	Investment holding	Singapore	100	100
Sancem Investment Pte Ltd	Investment holding	Singapore	100	100
SsangYong Cement (S) Pte. Ltd.	Investment holding	Singapore	100	100
e-Invest Limited	Investment holding	Hong Kong	100	100
Juniper Capital Ventures (Pte) Ltd	Investment holding	Singapore	100	100
SsangYong Cement Investment (S) Pte. Ltd.	Investment holding	Singapore	- ¹	100 ¹
SsangYong Cement Singapore (China) Pte Ltd	Investment holding	Singapore	100	100
SsangYong LTI (Pte) Ltd	Investment holding	Singapore	- ²	100 ²
EnGro (Asia) Private Limited	Investment holding	Singapore	80	80
Shanghai VCEM Commercial Co Ltd	Trading, wholesale and distribution of building materials	People's Republic of China	100	100
R&P (Pte.) Ltd.	Manufacture of thermosetting synthetic resin and plastic materials	Singapore	100	100

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

5 Subsidiaries (cont'd)

Name of subsidiaries	Principal activities	Country of incorporation	Ownership interest	
			2025 %	2024 %
Held by the Company (cont'd)				
GranuleTech Pte. Ltd.	Treatment and disposal of waste (including remediation activities)	Singapore	100	100
EnGro (Nanjing) Holding Co., Ltd.	Investment holding, import & export and trading of goods and services, and management services	China	100 ³	100 ³
Held by subsidiaries				
Top-Mix Concrete Pte Ltd	Manufacture and sale of concrete and other building materials	Singapore	100	100
Top Mix Concrete (Malaysia) Sdn Bhd	Manufacture and sale of concrete and other building materials	Malaysia	100	100
Topwest Concrete Sdn Bhd	Manufacture and sale of concrete and other building materials	Malaysia	100	100
Pelopor Niaga Sdn Bhd	Inactive	Malaysia	- ⁴	100 ⁴
Tianjin Ang De Food & Beverages Management Co., Ltd	Operation of food and beverage outlets	People's Republic of China	100 ⁵	100 ⁵
R&P Technologies Pte. Ltd.	Wholesale of petrochemical products	Singapore	60	60
PT RNP Technologies Indonesia	Manufacture of thermosetting synthetic resin and plastic materials	Indonesia	60	60

¹ Struck off on 20 February 2025

² Struck off on 19 February 2025

³ Incorporated on 20 December 2024. Capital investment of Chinese Renminbi 14.5 million was injected in January 2025.

⁴ Struck off on 16 July 2025

⁵ Undergoing voluntary liquidation since May 2024

KPMG LLP is the auditor of all Singapore-incorporated subsidiaries. Other member firms of KPMG International are auditors of significant foreign-incorporated subsidiaries. For this purpose, a subsidiary is considered significant as defined under the Singapore Exchange Limited Listing Manual if its net tangible assets represent 20% or more of the Group's consolidated net tangible assets, or if its pre-tax profits account for 20% or more of the Group's consolidated pre-tax profits.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

5 Subsidiaries (cont'd)

Source of estimation uncertainty

The Company maintains impairment losses at a level considered adequate to provide for potential non-recoverability of the investments in subsidiaries. The level of allowance is evaluated by the Company on the basis of factors that affect the recoverability of the investments in subsidiaries. These factors include, but are not limited to, the activities and financial position of the entities and market factors. The Company reviews and identifies balances that are to be impaired on an annual basis. The amount and timing of recorded expenses for any period would differ if the Company made different judgements or utilised different estimates. An increase in the Company's impairment losses would increase the Company's recorded other expenses and decrease the carrying value of interests in subsidiaries.

6 Intangible assets

	Software \$'000	Franchise rights \$'000	Patent \$'000	Total \$'000
Group				
Cost				
At 1 January 2024	502	333	200	1,035
Additions	417	-	-	417
Write-off	-	(333)	-	(333)
Effect of movements in exchange rates	2	-	-	2
At 31 December 2024	921	-	200	1,121
Additions	70	-	-	70
Write-off	(3)	-	-	(3)
Effect of movements in exchange rates	(8)	-	-	(8)
At 31 December 2025	980	-	200	1,180
Accumulated amortisation and impairment losses				
At 1 January 2024	453	333	-	786
Amortisation	139	-	-	139
Write-off	-	(333)	-	(333)
Effect of movements in exchange rates	2	-	-	2
At 31 December 2024	594	-	-	594
Amortisation	59	-	-	59
Write-off	(1)	-	-	(1)
Effect of movements in exchange rates	(4)	-	-	(4)
At 31 December 2025	648	-	-	648
Carrying amounts				
At 1 January 2024	49	-	200	249
At 31 December 2024	327	-	200	527
At 31 December 2025	332	-	200	532

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

6 Intangible assets (cont'd)

	Software \$'000	Patent \$'000	Total \$'000
Company			
Cost			
At 1 January 2024	342	200	542
Additions	366	-	366
At 31 December 2024	708	200	908
At 31 December 2025	708	200	908
Accumulated amortisation			
At 1 January 2024	319	-	319
Amortisation	107	-	107
At 31 December 2024	426	-	426
Amortisation	48	-	48
At 31 December 2025	474	-	474
Carrying amounts			
At 1 January 2024	23	200	223
At 31 December 2024	282	200	482
At 31 December 2025	234	200	434

Patent

The amortisation of patent has not commenced as the patent is not yet available for use as at 31 December 2025.

7 Investment properties

	Freehold properties	
	2025 \$'000	2024 \$'000
Group		
At 1 January	2,691	2,403
Additions	-	182
Depreciation	(56)	(51)
Movement in exchange rate	98	157
At 31 December	2,733	2,691

Amounts recognised in profit or loss

Rental income recognised by the Group during 2025 was \$121,000 (2024: \$126,000) and was included in other income while direct operating expenses recognised during the financial year was \$38,000 (2024: \$28,000).

Fair value

The fair value of investment properties as at 31 December 2025 was \$3,155,000 (2024: \$3,139,000) and is categorised as Level 3 fair value. Valuation was determined based on comparable market transactions that consider similar properties that have been transacted in the open market. Valuation technique is disclosed in note 31.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

8 Associates and joint ventures

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Associates				
Equity investments at cost	2,596	2,596	20	20
Share of reserves*	5,258	14,036	-	-
	7,854	16,632	20	20
Loan to an associate	428	428	428	428
	8,282	17,060	448	448
Joint ventures				
Equity investments at cost	50,060	49,709	37,220	37,220
Share of reserves*	1,339	5,632	-	-
	51,399	55,341	37,220	37,220
Less: Accumulated impairment losses	(8,506)	(8,506)	(8,506)	(8,506)
	42,893	46,835	28,714	28,714
	51,175	63,895	29,162	29,162

* Included in the Group's share of reserves are the statutory common reserves of its associates and joint ventures that are not distributable as cash dividends to the Group and Company.

The loan to an associate is classified as financial assets at amortised cost. It is unsecured, interest-free and the repayment is not expected to be within the next 12 months. There is no allowance for impairment loss arising as the ECL is not material.

Impairment assessment

As at the reporting date, the Group carried out an impairment review of its investment in associates and joint ventures. Where impairment indicators exist, the recoverable amount of the investment in associates and joint ventures are estimated.

In 2024, the Group shared a loss of \$3,174,000 from a joint venture, Jinan Luxin Materials Co Ltd ("JNLX"). The loss was mainly contributed by the poor operating performance suffered by the joint venture. Management estimated the recoverable amount of Jinan Luxin Materials Co Ltd based on factors that affect the recoverability of the investment in the joint venture, including but not limited to the activities and financial position of the joint venture and market factors. As such, full impairment loss of \$8,506,000 was recognised by the Group to impair the cost of investment to its estimated recoverable amount.

The estimate of value in use was determined using the following key assumptions:

	2024 %
Pre-tax discount rate	12.4
Revenue growth from 2025 to 2029	1.2
Terminal value growth rate	2.5

Following the impairment loss recognised in JNLX, the recoverable amount is reduced to zero. The recognition of further losses is discontinued.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

8 Associates and joint ventures (cont'd)

Details of the associates and joint ventures are as follows:

Name of associates and joint ventures	Principal activities	Country of incorporation	Ownership interest	
			2025 %	2024 %
<u>Held by the Company</u>				
HB Investments (China) Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	20	20
Jiangsu Huailong Materials Co Ltd ^{(2), (4)}	Manufacture and sale of specialty cement	People's Republic of China	40	40
Jinan Luxin Materials Co Ltd ⁽⁴⁾	Manufacture and sale of specialty cement	People's Republic of China	40	40
Tangshan TangAng Materials Co Ltd ⁽⁴⁾	Manufacture and sale of specialty cement	People's Republic of China	40	40
Wuhan Wuxin Materials Co Ltd ^{(2), (4)}	Manufacture and sale of specialty cement	People's Republic of China	33	33
<u>Held by subsidiaries</u>				
Changshu Changlong Concrete Co Ltd ⁽⁴⁾	Manufacture and sale of building materials	People's Republic of China	40	40
Changshu Changxin Ready Mix Concrete Co Ltd ⁽⁴⁾	Manufacture and sale of building materials	People's Republic of China	40	40
Changshu Changyin Ready Mix Concrete Co Ltd ⁽⁴⁾	Manufacture and sale of building materials	People's Republic of China	40	40
Kunshan R&P Co., Ltd. ⁽⁴⁾	Manufacture of thermosetting synthetic resin and plastic materials	People's Republic of China	40	40
VCEM Materials Co Ltd ⁽³⁾	Manufacture and sale of specialty cement	South Korea	40	40
Wuhan SinoCem Smartec Co., Ltd. ⁽⁴⁾	Provision of system and software solutions	People's Republic of China	49	49

The auditors of the associates and joint ventures are as follows:

- (1) KPMG LLP
- (2) For consolidation purposes, a member firm of KPMG International performed specified audit procedures on certain specified significant accounts in accordance with International Standards on Auditing
- (3) Member firm of KPMG International in the country of incorporation
- (4) Audited by other certified public accountants in the respective country of incorporation

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

8 Associates and joint ventures (cont'd)

Associates

The Group has one (2024: one) associate that is material and a number of associates that are individually immaterial to the Group. All are equity-accounted. The following are for the material associate:

	HB Investments (China) Pte. Ltd.
Nature of relationship with the Group	Property development investment
Principal place of business/Country of incorporation	Singapore
Ownership interest/Voting rights held	20% (2024: 20%)

The following summarises the financial information of the Group's material associate based on its consolidated financial statements prepared in accordance with SFRS(I), adjusted for differences in the Group's accounting policies. The table also analyses, in aggregate, the carrying amount and share of profit and other comprehensive income of the remaining individually immaterial associates.

	HB Investments (China) Pte. Ltd. \$'000	Immaterial associates \$'000	Total \$'000
31 December 2025			
Revenue	-		
Profit from continuing operations	954		
Other comprehensive income	(598)		
Total comprehensive income	356		
Non-current assets	43,624		
Current assets	129		
Non-current liabilities	(2,160)		
Current liabilities	(2,324)		
Net assets	39,269		
Group's interest in net assets of investee at beginning of the year	8,210	8,850	17,060
Group's share of:			
- profit/(loss) from continuing operations	191	(8,747)	(8,556)
- other comprehensive income	(119)	(103)	(222)
- total comprehensive income	72	(8,850)	(8,778)
Carrying amount of interest in investee at end of the year	8,282	-	8,282

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

8 Associates and joint ventures (cont'd)

	HB Investments (China) Pte. Ltd. \$'000	Immaterial associates \$'000	Total \$'000
31 December 2024			
Revenue	-		
Loss from continuing operations	(9,923)		
Other comprehensive income	86		
Total comprehensive income	(9,837)		
Non-current assets	43,285		
Current assets	129		
Non-current liabilities	(2,145)		
Current liabilities	(2,355)		
Net assets	38,914		
Group's interest in net assets of investee at beginning of the year	10,228	8,636	18,864
Group's share of:			
- (loss)/profit from continuing operations	(1,985)	156	(1,829)
- other comprehensive income	(33)	58	25
- total comprehensive income	(2,018)	214	(1,804)
Dividends recognised during the year	-	(460)	(460)
Invested during the year	-	460	460
Carrying amount of interest in investee at end of the year	8,210	8,850	17,060

Joint ventures

Jiangsu Huailong Materials Co Ltd, Jinan Luxin Materials Co Ltd and Wuhan Wuxin Materials Co Ltd are joint arrangements in which the Group has joint control via investors' agreement and holds 40%, 40%, 33% (2024: 40%, 40% and 33%) ownership interest respectively. The principal place of business of these entities are in the People's Republic of China. These entities are principally engaged in the manufacture and sale of specialty cement.

Jiangsu Huailong Materials Co Ltd, Jinan Luxin Materials Co Ltd and Wuhan Wuxin Materials Co Ltd are structured as separate vehicles and the Group has residual interests in their net assets. Accordingly, the Group classified its interests in these investees as joint ventures, which are equity-accounted.

The following summarises the financial information of each of the Group's material joint ventures based on their respective consolidated financial statements prepared in accordance with SFRS(I). The table also analyses, in aggregate, the carrying amount and share of profit and other comprehensive income of the remaining individually immaterial joint ventures.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

8 Associates and joint ventures (cont'd)

	Jiangsu Huailong Materials Co Ltd \$'000	Jinan Luxin Materials Co Ltd \$'000	Wuhan Wuxin Materials Co Ltd \$'000	Immaterial joint ventures \$'000	Total \$'000
31 December 2025					
Revenue	22,292	17,769	47,666		
(Loss)/Profit from continuing operations ^a	(2,956)	(6,336)	988		
Other comprehensive income	(529)	-	(701)		
Total comprehensive income	(3,485)	(6,336)	287		
^a Includes:					
- depreciation	1,389	3,459	4,342		
- finance income	13	16	59		
- finance cost	-	1,113	351		
- tax (income)/expense	-	-	(11)		
Non-current assets	18,215	48,106	45,204		
Current assets ^b	16,328	9,741	10,543		
Non-current liabilities ^c	(312)	(28,849)	(6,988)		
Current liabilities ^d	(6,715)	(20,838)	(8,991)		
Net assets	27,516	8,160	39,768		
^b Includes cash and cash equivalents	2,479	2,106	8,243		
^c Includes non-current financial liabilities (excluding trade and other payables and provisions)	-	(11,091)	(5,620)		
^d Includes current financial liabilities (excluding trade and other payables and provisions)	(1,692)	(7,169)	(2,568)		
Group's interest in net assets of investee at beginning of the year	12,400	-	13,029	21,406	46,835
Group's share of:					
- (loss)/profit from continuing operations	(1,183)	-	326	(2,093)	(2,950)
- other comprehensive income	(212)	-	(231)	(448)	(891)
- total comprehensive income	(1,395)	-	95	(2,541)	(3,841)
Dividends recognised during the year	-	-	-	(452)	(452)
Invested during the year	-	-	-	351	351
Carrying amount of interest in investee at end of the year	11,005	-	13,124	18,764	42,893

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

8 Associates and joint ventures (cont'd)

	Jiangsu Huailong Materials Co Ltd \$'000	Jinan Luxin Materials Co Ltd \$'000	Wuhan Wuxin Materials Co Ltd \$'000	Immaterial joint ventures \$'000	Total \$'000
31 December 2024					
Revenue	23,294	29,216	53,344		
Profit/(Loss) from continuing operations ^a	(51)	(8,027)	869		
Other comprehensive income	162	86	232		
Total comprehensive income	111	(7,941)	1,101		
^a Includes:					
- depreciation	1,893	3,687	4,162		
- finance income	92	36	74		
- finance cost	1	1,420	403		
- tax (income)/expense	(1,017)	-	65		
Non-current assets	21,952	42,143	50,358		
Current assets ^b	17,335	19,009	8,748		
Non-current liabilities ^c	(370)	(11,972)	(7,977)		
Current liabilities ^d	(7,916)	(26,327)	(11,648)		
Net assets	31,001	22,853	39,481		
^b Includes cash and cash equivalents	12,465	4,183	7,136		
^c Includes non-current financial liabilities (excluding trade and other payables and provisions)	-	(11,972)	(6,191)		
^d Includes current financial liabilities (excluding trade and other payables and provisions)	(2,384)	(7,978)	(2,430)		
Group's interest in net assets of investee at beginning of the year	13,004	7,809	12,665	26,815	60,293
Group's share of:					
- (loss)/profit from continuing operations	(21)	(3,174)	287	1,426	(1,482)
- other comprehensive income	65	34	77	(458)	(282)
- total comprehensive income	44	(3,140)	364	968	(1,764)
Dividends recognised during the year	(648)	-	-	(279)	(927)
Impairment during the year	-	(4,669)	-	-	(4,669)
Invested during the year	-	-	-	1,871	1,871
Disposed during the year	-	-	-	(7,969)	(7,969)
Carrying amount of interest in investee at end of the year	12,400	-	13,029	21,406	46,835

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

9 Other investments

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Non-current				
Mandatorily at FVTPL:				
- Equity securities	15,415	7,170	-	-
- Investment funds	16,212	12,289	12,109	194
- Venture capital funds	54,621	48,858	-	-
- Other unquoted investment	-	683	-	-
Designated at FVOCI:				
- Equity securities	1,751	2,376	1,751	2,376
	87,999	71,376	13,860	2,570
Current				
Mandatorily at FVTPL:				
- Equity securities	852	1,552	-	-
- Debt securities	-	1,000	-	1,000
Debt securities - at amortised cost	-	2,100	-	2,100
	852	4,652	-	3,100
	88,851	76,028	13,860	5,670

In 2024, debt securities at FVTPL have stated coupon interest rates of 3.4%.

Investments designated at FVOCI

The Group and Company designated the investments shown below as investments as at FVOCI because these investments represent investments that the Group and Company intend to hold for long-term appreciation.

	Group		Company	
	Fair value at 31 December \$'000	Dividend income recognised during the year \$'000	Fair value at 31 December \$'000	Dividend income recognised during the year \$'000
2025				
Investment in Ho Bee Cove Pte. Ltd.	1,751	450	1,751	450
2024				
Investment in Ho Bee Cove Pte. Ltd.	2,376	2,000	2,376	2,000

There were no disposals of investments designated as at FVOCI during the year, and there were no transfers of any cumulative gain or loss relating to these investments.

Information about the Group's and the Company's exposures to credit and market risks, and fair value measurement, is included in note 30.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

10 Other assets

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Club memberships, at cost	219	219	219	219
Less: Accumulated impairment losses	(141)	(141)	(141)	(141)
	78	78	78	78

11 Lease receivables

Finance lease

During the financial year ended 31 December 2025, the Company sub-leased a portion of land that has been presented as part of a right-of-use asset to one of its indirectly wholly-owned subsidiaries. Interest income on lease receivables of \$10,000 (2024: \$11,000) was recognised.

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

	Company	
	2025	2024
	\$'000	\$'000
Less than one year	56	56
One to two years	56	56
Two to three years	56	56
Three to four years	56	56
Four to five years	53	56
More than five years	-	53
Total discounted lease receivable	277	333
Unearned finance income	(23)	(34)
Net investment in the lease	254	299
Non-current	207	254
Current	47	45
	254	299

12 Inventories

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
At cost				
Raw materials	2,926	2,682	-	-
Consumables	222	399	-	-
Goods-in-transit	5,053	3,691	5,053	3,691
Finished goods	3,489	9,189	1,839	5,833
	11,690	15,961	6,892	9,524

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

13 Trade and other receivables

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade receivables:				
- Third parties	67,958	45,539	17,078	13,205
- Subsidiaries	-	-	17,411	10,016
- Joint venture	21	489	-	-
	67,979	46,028	34,489	23,221
Less: Allowance for doubtful receivables	(1,526)	(1,943)	(625)	(1,003)
	66,453	44,085	33,864	22,218
Non-trade receivables:				
- Subsidiaries	-	-	8,529	17,784
- Joint ventures	84	672	24	*
	84	672	8,553	17,784
Less: Allowance for doubtful receivables	-	(248)	(3,396)	(3,431)
	84	424	5,157	14,353
Deposits	918	699	314	104
Other receivables	2,198	1,092	511	382
Dividends receivable from associates and joint ventures	39	646	-	-
Prepayments	3,277	3,127	3,072	2,653
	72,969	50,073	42,918	39,710

Trade amounts due from a joint venture are unsecured. Non-trade amounts due from subsidiaries and joint ventures are unsecured, interest-free and repayable on demand.

The Group's and the Company's exposures to credit and currency risks, and impairment losses for trade and other receivables, are disclosed in note 30.

* Amount less than \$1,000

14 Loans to subsidiaries

	Company	
	2025 \$'000	2024 \$'000
Non-current	8,551	3,000
Current	4,155	4,212
	12,706	7,212

Non-current loans to subsidiaries are non-trade in nature, unsecured, repayable in 2027 and 2029, and bear interest ranging from 2.80% to 5.20%.

Current loans to subsidiaries are unsecured, repayable on demand, and bear interest ranging from 3.50% to 7.50%.

There is no impairment loss recognised in respect of the loan to subsidiaries as the ECL is not material.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

15 Cash and cash equivalents

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Short-term deposits	22,641	32,652	17,949	22,490
Bank balances	45,630	33,459	28,143	20,781
	68,271	66,111	46,092	43,271

Short-term deposits are made for period of 1 to 3 months (2024: 1 to 3 months). The weighted average effective interest rate for the Group is 1.41% (2024: 3.14%) per annum.

16 Capital and reserves

Share capital

	Ordinary shares			
	2025		2024	
	No. of shares '000	\$'000	No. of shares '000	\$'000
Company				
In issue at 1 January and 31 December	118,703	85,270	118,703	85,270

All shares rank equally with regard to the Company's residual assets.

All issued shares are fully paid, with no par value.

Ordinary shares

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

Reserves

The reserves of the Group and the Company comprise the following balances:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Foreign currency translation reserve	(17,744)	(13,290)	-	-
Fair value reserve	(16,171)	(15,546)	(15,381)	(14,756)
Capital reserve	(53)	(53)	(55)	(55)
Accumulated profits	217,189	202,836	151,501	140,191
	183,221	173,947	136,065	125,380

Foreign currency translation reserve

The foreign currency translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations, including equity-accounted investees, as well as foreign exchange differences on monetary items which form part of the Group's net investment in foreign operations as described in note 3.2.

16 Capital and reserves (cont'd)

Reserves (cont'd)

Fair value reserve

The fair value reserve comprises the cumulative net change in the fair value of equity investments designated at FVOCI.

Capital reserve

Capital reserve comprises:

- (a) the difference between proceeds from the disposal of treasury shares and the cost of the treasury shares disposed;
- (b) capital reserve on equity accounting of a joint venture.

Dividends

The following exempt (one-tier) dividends were declared and paid by the Group and Company:

For the year ended 31 December

	Group and Company	
	2025	2024
	\$'000	\$'000
Paid by the Company to owners of the Company		
Final one-tier dividend of 3.0 cents (2024: 3.0 cents) per ordinary share	3,561	3,561
Special one-tier dividend of nil (2024: 2.0 cents) per ordinary share	-	2,374
	3,561	5,935

The following exempt (one-tier) dividends were declared and paid by the Group:

For the year ended 31 December

	Group	
	2025	2024
	\$'000	\$'000
Paid by a subsidiary to non-controlling interests		
Final one-tier dividend	1,071	-

After the respective reporting dates, the following exempt (one-tier) dividends were proposed by the directors. These dividends have not been provided for.

	Group and Company	
	2025	2024
	\$'000	\$'000
Final one-tier dividend of 3.0 cents (2024: 3.0 cents) per qualifying ordinary share	3,561	3,561
Special one-tier dividend of 1.0 cents (2024: Nil) per qualifying ordinary share	1,187	-
	4,748	3,561

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

17 Loans and borrowings

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Non-current				
Bank loan	-	108	-	108
Hire purchase	8,246	4,595	408	563
	8,246	4,703	408	671
Current				
Bank loan	108	1,286	108	1,286
Hire purchase	2,807	1,419	154	148
	2,915	2,705	262	1,434
	11,161	7,408	670	2,105

Information about the Group's and the Company's exposures to interest rate, foreign currency and liquidity risks is disclosed in note 30.

Terms and debt repayment schedule

Terms and conditions of outstanding loans and borrowings are as follows:

	Currency	Nominal interest rate	Year of maturity	Group		Company	
				Face value \$'000	Carrying amount \$'000	Face value \$'000	Carrying amount \$'000
2025							
Bank loan	SGD	2.00%	2026	108	108	108	108
Hire purchase	SGD	1.80% - 2.50%	2027 - 2030	6,575	6,072	604	562
Hire purchase	MYR	2.95% - 3.10%	2029 - 2030	5,602	4,981	-	-
				12,285	11,161	712	670
2024							
Bank loan	SGD	2.00%	2026	1,410	1,394	1,410	1,394
Hire purchase	SGD	1.80% - 2.50%	2027 - 2029	3,915	3,618	777	711
Hire purchase	MYR	3.00% - 3.10%	2029	2,722	2,396	-	-
				8,047	7,408	2,187	2,105

The hire purchases of the Group are secured over property, plant and equipment with carrying amounts of \$12,197,000 (2024: \$6,812,000).

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

17 Loans and borrowings (cont'd)

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Bank loan \$'000	Hire purchase \$'000	Loan from a non- controlling interest \$'000	Total \$'000
As at 1 January 2024	2,654	2,618	1,024	6,296
Changes from financing cash flows				
Interest paid	(42)	(176)	-	(218)
Repayment	(1,260)	(861)	(1,017)	(3,138)
Total changes from financing cash flows	(1,302)	(1,037)	(1,017)	(3,356)
Effect of movements in exchange rates	-	98	(7)	91
Other changes				
Liability-related				
New hire purchase	-	4,159	-	4,159
Interest expense	42	176	-	218
Total other changes	42	4,335	-	4,377
As at 31 December 2024	1,394	6,014	-	7,408
As at 1 January 2025	1,394	6,014	-	7,408
Changes from financing cash flows				
Interest paid	(16)	(429)	-	(445)
Repayment	(1,286)	(2,047)	-	(3,333)
Total changes from financing cash flows	(1,302)	(2,476)	-	(3,778)
Effect of movements in exchange rates	-	177	-	177
Other changes				
Liability-related				
New hire purchase	-	6,909	-	6,909
Interest expense	16	429	-	445
Total other changes	16	7,338	-	7,354
As at 31 December 2025	108	11,053	-	11,161

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

18 Deferred tax assets and liabilities

Recognised deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable to the following:

	Assets		Liabilities	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Property, plant and equipment	(12)	-	53	65
Right-of-use assets	-	-	280	229
Trade receivables	-	(12)	-	-
Provisions	(263)	(44)	-	-
Lease liabilities	(199)	(241)	-	-
Withholding tax on share of profits of associates and joint ventures	-	-	923	905
Tax losses	(356)	-	-	-
Deferred tax (assets)/liabilities	(830)	(297)	1,256	1,199
Set off of tax	333	272	(333)	(272)
Net deferred tax (assets)/liabilities	(497)	(25)	923	927

Movement in deferred tax balances

	At 1 January \$'000	Recognised in profit or loss (Note 26) \$'000	Foreign exchange \$'000	At 31 December \$'000
Group				
31 December 2025				
Property, plant and equipment	65	(27)	3	41
Right-of-use assets	229	36	15	280
Trade receivables	(12)	12	-	-
Provisions	(44)	(210)	(9)	(263)
Lease liabilities	(241)	52	(10)	(199)
Tax loss	-	(363)	7	(356)
Withholding tax on share of profits of associates and joint ventures	905	18	-	923
	902	(482)	6	426

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

18 Deferred tax assets and liabilities (cont'd)

Movement in deferred tax balances (cont'd)

	At 1 January \$'000	Recognised in profit or loss (Note 26) \$'000	Withholding tax paid \$'000	Foreign exchange \$'000	At 31 December \$'000
Group					
31 December 2024					
Property, plant and equipment	112	(51)	–	4	65
Right-of-use assets	39	180	–	10	229
Trade receivables	(1)	(11)	–	–	(12)
Provisions	(28)	(14)	–	(2)	(44)
Lease liabilities	(41)	(189)	–	(11)	(241)
Withholding tax on share of profits of associates and joint ventures	1,234	(8)	(321)	–	905
	<u>1,315</u>	<u>(93)</u>	<u>(321)</u>	<u>1</u>	<u>902</u>

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items.

	Group	
	2025	2024
	\$'000	\$'000
Tax losses	22,182	24,514
Unabsorbed wear and tear allowances	–	269
Unutilised donations	–	1,530
Temporary difference on property, plant and equipment, intangible assets and leases	721	10,087
	<u>22,903</u>	<u>36,400</u>

The tax losses of Singapore incorporated subsidiaries at 31 December 2025 are available for carry forward and set off against future taxable income subject to agreement with the Comptroller of Income Tax and compliance with Section 37 of the Income Tax Act 1947. Foreign subsidiaries' unabsorbed tax losses are subject to agreement by the local tax authorities and compliance with tax regulations in the respective countries in which the subsidiaries operate in. The deductible temporary differences do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these items in accordance with the Group's accounting policy as set out in note 3.12.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

19 Trade and other payables

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade payables:				
- Third parties	28,698	16,657	7,626	2,677
- Joint venture	32	18	-	-
Accrued expenses	14,445	9,960	6,213	2,311
Advances received from third parties	74	61	-	-
Other payables				
- Third parties	5,156	2,191	2,462	511
- Subsidiaries	-	-	163	195
	<u>48,405</u>	<u>28,887</u>	<u>16,464</u>	<u>5,694</u>

Trade amounts due to a joint venture are unsecured.

The Group's and the Company's exposures to currency and to liquidity risks related to trade and other payables are disclosed in note 30.

20 Provision for reinstatement costs

	Group \$'000	Company \$'000
At January 2024	1,160	550
Provisions made during the year	766	382
At 31 December 2024	<u>1,926</u>	<u>932</u>
Provisions made during the year	803	-
Provisions utilised during the year	(67)	(67)
Reversal of provision of reinstatement cost	(73)	(73)
At 31 December 2025	<u>2,589</u>	<u>792</u>
At 31 December 2024		
Non-current	1,691	932
Current	235	-
	<u>1,926</u>	<u>932</u>
At 31 December 2025		
Non-current	2,354	792
Current	235	-
	<u>2,589</u>	<u>792</u>

Provision for reinstatement costs was made in respect of the Group's obligation for reinstatement works on its leases of industrial land and office to their original conditions. The reinstatement is expected to occur in one to sixteen (2024: one to seventeen) years when the leases expire.

21 Revenue

Revenue of the Group represents net sales of goods billed to external customers. Transactions within the Group are eliminated.

The following tables provide information about the nature and timing of the satisfaction of performance obligations ("PO") in contracts with customers, including significant payment terms, and the related revenue recognition policies:

Cement and building materials segment

Nature of goods or services	Manufacture and sale of cement, ready-mix concrete and other building materials.
When revenue is recognised	Revenue from sales of goods is recognised when the Group satisfies the PO at a point in time, which is when the control of the promised goods has been transferred to the customer, according to the contractual terms, and the customer has accepted the goods. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.
Significant payment terms	30 to 60 days from invoice date.

Specialty polymer segment

Nature of goods or services	Manufacture and sale of thermosetting synthetic resin and plastic materials.
When revenue is recognised	Revenue from sales of goods is recognised when the Group satisfies the PO at a point in time, which is when the control of the promised goods has been transferred to the customer, according to the contractual terms, and the customer has accepted the goods. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.
Significant payment terms	60 days from invoice date.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

22 Other income

	Group	
	2025	2024
	\$'000	\$'000
Breakdown of other income:		
Dividend income	482	2,107
Government Grant	28	270
Technical service income	-	104
Rental income	121	143
Other investment income	738	198
Gain on disposal of property, plant and equipment	207	64
Gain on disposal of subsidiary	43	-
Gain on termination on lease liabilities	17	-
Reversal of provision of reinstatement cost	73	-
Service income	4,682	1,853
Management fee from joint venture	113	-
Compensation received	1,439	-
Others	212	86
	8,155	4,825

23 Other expenses

	Group	
	2025	2024
	\$'000	\$'000
Breakdown of other expenses:		
Loss on disposal of a joint venture	-	1,483
Impairment loss on investment in a joint venture	-	4,669
Asset expensed off	155	280
Direct overheads	35,311	20,814
Professional fee	829	771
Other general & administrative expenses	4,591	4,493
Net foreign exchange loss/(gain)	673	(638)
Rental expenses	231	352
	41,790	32,224

24 Net change in fair value of financial assets

	Group	
	2025	2024
	\$'000	\$'000
Breakdown of net change in fair value of financial assets:		
- Mandatorily measured at FVTPL – held-for-trading	673	367
- Mandatorily measured at FVTPL – others	15,305	1,561
	15,978	1,928

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

25 Finance income and finance costs

	Group	
	2025 \$'000	2024 \$'000
Interest income under the effective interest method on:		
- Cash and cash equivalents	821	1,346
- Debt securities measured at amortised cost	56	224
- Debt securities measured at FVTPL	20	40
Finance income	897	1,610
Financial liabilities measured at amortised cost:		
- Interest expense from lease liabilities	(877)	(792)
- Interest expense from loans and borrowings	(445)	(218)
Finance costs	(1,322)	(1,010)
Net finance (costs)/income recognised in profit or loss	(425)	600

26 Tax expense

	Group	
	2025 \$'000	2024 \$'000
Current tax expense		
Current year	1,181	1,076
Foreign withholding tax	287	60
Under/(Over) provided in prior years	97	(42)
	1,565	1,094
Deferred tax expense		
Origination and reversal of temporary differences	(72)	(87)
Recognition of tax effect of previously unrecognised tax losses	(356)	-
Over provided in prior years	(53)	(6)
	(482)	(93)
Tax expense	1,083	1,001

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

26 Tax expense (cont'd)

	Group	
	2025	2024
	\$'000	\$'000
Reconciliation of effective tax rate		
Profit before tax	18,997	1,193
Add: Share of losses of associates and joint ventures (net of tax)	11,507	3,312
	30,504	4,505
Tax using the Singapore tax rate of 17% (2024: 17%)	5,186	766
Effect of tax rates in foreign jurisdictions	197	184
Non-deductible expenses	192	1,784
Tax exempt income	(2,524)	(1,084)
Utilisation of deferred tax benefits previously not recognised	(2,649)	(1,255)
Unrecognised deferred tax assets	711	602
Recognition of tax effect of previously unrecognised tax losses	(356)	-
Tax on unremitted profits	*	(8)
Foreign withholding tax	283	60
Current tax expense under/(over) provided in prior years	97	(42)
Deferred tax expense over provided in prior years	(54)	(6)
	1,083	1,001

* Amount less than \$1,000

27 Profit for the year

The following items have been included in arriving at profit for the year:

	Group	
	2025	2024
	\$'000	\$'000
Contributions to defined contribution plans, included in staff costs	1,047	934
Audit fees to:		
- auditors of the Company and other firms affiliated with KPMG International Limited	337	336
- other auditors	16	14
Non-audit fees to:		
- auditors of the Company and other firms affiliated with KPMG International Limited	2	2
	2	2

28 Earnings per share

Basic earnings per share

The calculation of basic earnings of per share has been based on the profit attributable to ordinary shareholders of \$17,914,000 (2024: \$1,092,000), and weighted-average number of ordinary shares outstanding of 118,703,000 (2024: 118,703,000), as follows:

Weighted-average number of ordinary shares

	Group	
	2025	2024
	No. of shares '000	No. of shares '000
Issued ordinary shares at 1 January	118,703	118,703
Weighted average number of ordinary shares during the year	118,703	118,703

Diluted earnings per share

The calculation of diluted earnings of per share has been based on the profit attributable to ordinary shareholders of \$17,914,000 (2024: \$1,092,000), and weighted-average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares of 118,703,000 (2024: 118,703,000), calculated as follows:

Weighted-average number of ordinary shares (diluted)

	Group	
	2025	2024
Weighted average number of ordinary shares (basic) ('000)	118,703	118,703
Weighted-average number of ordinary shares (diluted) during the year ('000)	118,703	118,703

29 Operating segments

The Group has the following four reportable segments, which are its strategic business units. These strategic business units offer different products or services, and are managed separately. The Group's Chief Executive Officer ("CEO") (the chief operating decision maker) reviews internal management reports of each strategic business unit at least monthly. The following summary describes the operations in each of the Group's reportable segments:

- Cement and building materials: Manufacture and sale of cement, ready-mix concrete and other building materials.
- Specialty polymer: Manufacture and sale of thermosetting synthetic resin and plastic materials.
- Investments: Trading of quoted & unquoted equity securities, debt securities and holding of investments in venture capital and investment funds and other unquoted investment.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit/(loss), as included in the internal management reports that are reviewed by the Group's CEO. Segment profit/(loss) is used to measure performance as management believes that such information is the most relevant in evaluating the results of the segments relative to other entities that operate within these industries.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

29 Operating segments (cont'd)

Information about reportable segments

	Cement and building materials \$'000	Specialty polymer \$'000	Investments \$'000	Others \$'000	Total \$'000
Revenue and expenses					
31 December 2025					
External revenues, representing consolidated revenue	239,290	8,286	-	-	247,576
Reportable segment profit/(loss)	23,242	314	16,019	(33)	39,542
Share of (losses)/profits of associates and joint ventures	(13,240)	1,542	191	-	(11,507)
	<u>10,002</u>	<u>1,856</u>	<u>16,210</u>	<u>(33)</u>	<u>28,035</u>
Headquarter expenses					(7,905)
Support expenses of associates and joint ventures					(708)
Finance costs					(1,322)
Finance income					897
Profit before tax					18,997
Less: Tax expense					(1,083)
Profit for the year					<u>17,914</u>
Timing of revenue recognition:					
- Products transferred at a point in time	239,290	8,286	-	-	247,576
31 December 2024					
External revenues, representing consolidated revenue	175,014	10,062	-	336	185,412
Reportable segment profit/(loss)	12,077	(107)	4,266	(278)	15,958
Impairment loss on investment in a joint venture	(4,669)	-	-	-	(4,669)
Share of (losses)/profits of associates and joint ventures	(1,923)	427	(1,816)	-	(3,312)
	<u>5,485</u>	<u>320</u>	<u>2,450</u>	<u>(278)</u>	<u>7,977</u>
Headquarter expenses					(6,088)
Support expenses of associates and joint ventures					(1,296)
Interest expense					(1,010)
Interest income					1,610
Profit before tax					1,193
Less: Tax expense					(1,001)
Profit for the year					<u>192</u>

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

29 Operating segments (cont'd)

Information about reportable segments (cont'd)

	Cement and building materials \$'000	Specialty polymer \$'000	Investments \$'000	Others \$'000	Total \$'000
31 December 2024					
Timing of revenue recognition:					
- Products transferred at a point in time	175,014	10,062	-	336	185,412
Assets and liabilities					
31 December 2025					
Total assets for reportable segments	174,874	10,925	92,805	106	278,710
Investments in associates and joint ventures					51,175
Other unallocated amounts					24,984
Consolidated total assets					<u>354,869</u>
Total liabilities for reportable segments	78,098	3,241	806	783	82,928
Other unallocated amounts					1,693
Consolidated total liabilities					<u>84,621</u>
31 December 2024					
Total assets for reportable segments	133,376	14,592	79,158	115	227,241
Investments in associates and joint ventures					63,895
Other unallocated amounts					32,754
Consolidated total assets					<u>323,890</u>
Total liabilities for reportable segments	53,224	4,755	96	799	58,874
Other unallocated amounts					2,823
Consolidated total liabilities					<u>61,697</u>
Other segment information					
31 December 2025					
Capital expenditure	15,638	235	-	-	15,873
Depreciation and amortisation	(7,914)	(572)	-	-	(8,486)
Net change in fair value of financial assets	969	-	15,009	-	15,978
Reversal of impairment loss on financial assets	81	-	-	-	81
31 December 2024					
Capital expenditure	14,126	1,019	-	-	15,145
Depreciation and amortisation	(5,180)	(784)	-	(4)	(5,968)
Net change in fair value of financial assets	17	-	1,911	-	1,928
Reversal of impairment/(Impairment loss) on financial assets	200	(242)	-	-	(42)

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

29 Operating segments (cont'd)

Geographical segments

The Group's operations are mainly in Singapore, Malaysia, Indonesia and the People's Republic of China. In presenting information on the basis of geographical segments, segment revenue is based on the geographical location of customers and segment assets are based on the geographical location of the assets.

	Singapore \$'000	Malaysia \$'000	People's Republic of China \$'000	Others \$'000	Elimination \$'000	Total \$'000
31 December 2025						
External customers						
- Cement and building materials	170,035	66,481	798	1,976	-	239,290
- Specialty polymer	624	303	5	7,354	-	8,286
Inter-segment revenue	22,526	3,033	3,636	-	(29,195)	-
Total revenue	<u>193,185</u>	<u>69,817</u>	<u>4,439</u>	<u>9,330</u>	<u>(29,195)</u>	<u>247,576</u>
Total non-current assets for reportable segments*	<u>44,723</u>	<u>13,622</u>	<u>34</u>	<u>3,037</u>	<u>-</u>	<u>61,416</u>
Total assets for reportable segments	222,027	45,696	4,962	10,112	-	282,797
Investments in associates and joint ventures	8,282	-	37,192	5,701	-	51,175
Other unallocated amounts						20,400
Consolidated total assets						<u>354,372</u>
31 December 2024						
External customers						
- Cement and building materials	128,288	45,470	1	1,255	-	175,014
- Specialty polymer	6,054	213	48	3,747	-	10,062
- Food and beverage	-	-	336	-	-	336
Inter-segment revenue	17,220	2,087	-	4,782	(24,089)	-
Total revenue	<u>151,562</u>	<u>47,770</u>	<u>385</u>	<u>9,784</u>	<u>(24,089)</u>	<u>185,412</u>
Total non-current assets for reportable segments*	<u>41,407</u>	<u>7,107</u>	<u>48</u>	<u>3,235</u>	<u>-</u>	<u>51,797</u>
Total assets for reportable segments	196,102	30,765	1,298	8,281	-	236,446
Investments in associates and joint ventures	8,211	-	49,850	5,834	-	63,895
Other unallocated amounts						23,524
Consolidated total assets						<u>323,865</u>

* excludes associates and joint ventures, deferred tax assets and other investments

Major customer

For the year ended 31 December 2025, revenue from one customer of the cement and building materials segment represented approximately \$18,259,000 (2024: \$21,447,000) of the Group's total revenue.

30 Financial instruments

Financial risk management

Overview

The Group has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The Group Audit Committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group Audit Committee is assisted in its oversight role by Internal Audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Group Audit Committee.

Credit risk

Credit risk is the risk of financial loss to the Group or the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group and Company's receivables from third party customers.

The carrying amounts of financial assets in the statements of financial position represent the Group's and the Company's maximum exposures to credit risk, before taking into account any collateral held. The Group and the Company do not require any collateral in respect of their financial assets.

(Reversal of impairment losses)/Impairment losses on financial assets recognised in profit or loss were as follows:

	Group	
	2025	2024
	\$'000	\$'000
(Reversal of impairment losses)/Impairment loss on		
Trade receivables	(81)	(200)
Non-trade amount due from joint ventures	-	242
	(81)	42

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Credit risk (cont'd)

Trade receivables

The Group's exposure to credit risk is influenced mainly by the characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The Group has a credit policy in place which establishes credit limits for customers and management monitors their balances on an ongoing basis. Credit evaluations are performed on all customers requiring credit, taking into account their credit worthiness and past payment experience with the Group.

Exposure to credit risk

At 31 December 2025, the Group's exposure to credit risk primarily comprises \$40,572,000 (2024: \$27,873,000), \$47,000 (2024: \$516,000) and \$24,495,000 (2024: \$14,959,000) due from customers in Singapore, the People's Republic of China and Malaysia respectively.

At 31 December 2025, the Group's exposure to credit risk primarily comprises \$64,919,000 (2024: \$42,004,000) due from construction companies and \$1,508,000 (2024: \$2,055,000) due from specialty polymer companies. The Group's historical experience in the collection of trade receivables falls within the recorded allowances. Due to these factors, management believes that no additional credit risk beyond amounts provided for impairment losses is inherent in the Group's trade receivables.

There are no other significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

The carrying amounts of financial assets represent the Group and the Company's maximum exposures to credit risk, before taking into account any collateral held. The Group and the Company do not require any collateral in respect of their financial assets.

Expected credit loss assessment for third party customers

The Group uses an allowance matrix to measure the expected credit losses of trade receivables. In calculating the expected credit loss rates, the Group considers historical loss rates and, if relevant, adjustment for forward looking economic factors that may affect the customers' ability to settle the outstanding receivables.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Credit risk (cont'd)

Trade receivables (cont'd)

Expected credit loss assessment for third party customers (cont'd)

The following tables provide information about the exposure to credit risk and ECLs for trade receivables:

	Expected loss rate %	Gross carrying amount \$'000	Impairment loss allowance \$'000	Credit impaired
Group				
31 December 2025				
Not past due	-	25,980	-	No
Past due 1 – 30 days	-	17,989	-	No
Past due 31 – 90 days	-	18,316	-	No
Past due more than 90 days	26.80	5,694	(1,526)	Yes
		<u>67,979</u>	<u>(1,526)</u>	
31 December 2024				
Not past due	0.01	20,390	(2)	No
Past due 1 – 30 days	0.03	11,714	(3)	No
Past due 31 – 90 days	0.25	9,514	(24)	No
Past due more than 90 days	43.40	4,410	(1,914)	Yes
		<u>46,028</u>	<u>(1,943)</u>	
Company				
31 December 2025				
Not past due	-	8,724	-	No
Past due 1 – 30 days	-	4,461	-	No
Past due 31 – 90 days	-	3,165	-	No
Past due more than 90 days	85.85	728	(625)	Yes
		<u>17,078</u>	<u>(625)</u>	
31 December 2024				
Not past due	-	7,172	-	No
Past due 1 – 30 days	-	3,080	-	No
Past due 31 – 90 days	-	1,433	-	No
Past due more than 90 days	65.99	1,520	(1,003)	Yes
		<u>13,205</u>	<u>(1,003)</u>	

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Credit risk (cont'd)

Trade receivables (cont'd)

Expected credit loss assessment for third party customers (cont'd)

Movements in allowance for impairment in respect of trade receivables

The movements in the allowance for impairment in respect of trade receivables are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Trade receivables				
Balance as at 1 January	1,943	2,571	1,003	1,003
Amounts reversed	(81)	(200)	(31)	-
Amounts written off	(347)	(450)	(347)	-
Foreign exchange movement	11	22	-	-
Balance as at 31 December	1,526	1,943	625	1,003

Source of estimation uncertainty

The Group maintains allowance for doubtful accounts at a level considered adequate to provide for potential uncollectible receivables. The level of this allowance is evaluated by the Group on the basis of factors that affect the collectability of the accounts. These factors include, but are not limited to, the length of the Group's relationship with debtors, their payment behaviour and known market factors. The Group reviews the age and status of receivables and identifies accounts that are to be provided with allowance on a continuous basis. The amount and timing of recorded expenses for any period would differ if the Group made different judgements or utilised different estimates. An increase in the Group's allowance for doubtful accounts would increase the Group's recorded operating expenses and decrease its receivables (current assets).

Loan due from an associate and non-trade amounts due from joint ventures

The Group held a loan due from an associate and non-trade receivables due from joint ventures. The loan were extended to satisfy the associate's funding requirements, whereas the non-trade receivables arose from non-trade services provided to joint ventures. The Company uses an approach that is based on an assessment of qualitative and quantitative factors that are indicative of the risk of default. There is no significant increase in credit risk for these exposures. Therefore, impairment on these balances have been measured on the 12-month expected credit loss basis; and the amount of the allowance is insignificant.

Loans and non-trade amounts due from subsidiaries

The Company held loans and non-trade receivables from its subsidiaries. These balances are amounts lent to satisfy their funding requirements. Based on an assessment of qualitative and quantitative factors that are indicative of the risk of default (including but not limited to audited financial statements, management accounts and cash flow projections, and applying experienced credit judgement), management has determined that the credit risk for these exposures has increased significantly since initial recognition.

Therefore, impairment measured on these balances has been measured on the lifetime expected credit loss basis. Movement in the allowance for impairment loss on the balances are disclosed in Note 5 and 13.

30 Financial instruments (cont'd)

Credit risk (cont'd)

Guarantees

The Group's policy is to provide financial guarantees only for wholly-owned subsidiaries' liabilities.

The Company provides intra-group financial guarantees to banks in respect of banking facilities granted to certain subsidiaries and the performance obligation under a license agreement entered into with Building and Construction Authority by a subsidiary. At the reporting date, the Company does not consider it probable that a claim will be made against the Company under the intra-group financial guarantee. As such, the fair value of these intra-group financial guarantee is negligible.

Derivatives

Forward contracts are entered into with banks which are regulated.

Cash and cash equivalents

The Group and Company held cash and cash equivalents of \$68,271,000 and \$46,092,000 respectively at 31 December 2025 (2024: \$66,111,000 and \$43,271,000 respectively). The cash and cash equivalents are held with banks and financial institutions which are regulated.

Impairment on cash and cash equivalents has been measured on the 12-month expected credit loss basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents is negligible.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's objective when managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. Typically, the Group ensures that it has sufficient cash on demand to meet expected operational expenses, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

Exposure to liquidity risk

The following are the contractual maturities of financial liabilities. The amounts are gross and undiscounted, and include contractual interest payments and exclude the impact of netting agreements:

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Liquidity risk (cont'd)

Exposure to liquidity risk (cont'd)

	Carrying amount \$'000	Cash flows			
		Contractual cash flows \$'000	Within 1 year \$'000	Between 2 to 5 years \$'000	More than 5 years \$'000
Group					
31 December 2025					
Non-derivative financial liabilities					
Trade and other payables*	44,483	(44,483)	(44,483)	-	-
Bank loan	108	(108)	(108)	-	-
Hire Purchase	11,053	(12,177)	(3,292)	(8,885)	-
Lease liabilities	20,881	(25,114)	(3,576)	(10,690)	(10,848)
	76,525	(81,882)	(51,459)	(19,575)	(10,848)
31 December 2024					
Non-derivative financial liabilities					
Trade and other payables*	26,347	(26,347)	(26,347)	-	-
Bank loan	1,394	(1,410)	(1,302)	(108)	-
Hire Purchase	6,014	(6,637)	(1,680)	(4,957)	-
Lease liabilities	22,046	(26,984)	(3,333)	(11,110)	(12,541)
	55,801	(61,378)	(32,662)	(16,175)	(12,541)
Company					
31 December 2025					
Non-derivative financial liabilities					
Trade and other payables*	13,672	(13,672)	(13,672)	-	-
Lease liabilities	7,181	(8,276)	(1,112)	(4,199)	(2,965)
Bank loan	108	(108)	(108)	-	-
Hire Purchase	562	(604)	(173)	(431)	-
	21,523	(22,660)	(15,065)	(4,630)	(2,965)
31 December 2024					
Non-derivative financial liabilities					
Trade and other payables*	4,294	(4,294)	(4,294)	-	-
Lease liabilities	7,556	(8,877)	(978)	(4,034)	(3,865)
Bank loan	1,394	(1,410)	(1,302)	(108)	-
Hire Purchase	711	(777)	(173)	(604)	-
	13,955	(15,358)	(6,747)	(4,746)	(3,865)

* excludes advances received, GST payables and liabilities relating to employee benefits

The maturity analyses show the contractual undiscounted cash flows of the Group's and the Company's financial liabilities on the basis of their earliest possible contractual maturity. The disclosure shows gross cash inflow and outflow amounts for derivatives that have simultaneous gross cash settlement e.g. forward exchange contracts.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

30 Financial instruments (cont'd)

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Currency risk

The Group is exposed to currency risk on sales, purchases, investments and borrowings, including inter-company sales, purchases and inter-company balances that are denominated in a currency other than the respective functional currencies of the Group entities. The currencies in which these transactions primarily are denominated are the Singapore dollar, US dollar and China renminbi.

In respect of other monetary assets and liabilities denominated in foreign currencies, the Company's policy is to ensure that its net exposure is kept to an acceptable level by buying or selling foreign currencies at spot rates when necessary to address short-term imbalances.

The summary quantitative data about the exposure to currency risk is as follows:

	Singapore dollar \$'000	US dollar \$'000	China renminbi \$'000
Group			
31 December 2025			
Trade and other receivables	53	556	124
Cash and cash equivalents	1,163	8,250	4,591
Other investments	7	3,365	-
Trade and other payables	(856)	(2,749)	(355)
	<u>367</u>	<u>9,422</u>	<u>4,360</u>
31 December 2024			
Trade and other receivables	435	225	646
Cash and cash equivalents	215	9,232	10,086
Other investments	1,082	3,091	-
Trade and other payables	(903)	(497)	(46)
	<u>829</u>	<u>12,051</u>	<u>10,686</u>

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Market risk (cont'd)

Currency risk (cont'd)

	US dollar \$'000	China renminbi \$'000
Company		
31 December 2025		
Trade and other receivables	1,906	7
Cash and cash equivalents	6,594	4,560
Loans to subsidiaries	2,571	-
Trade and other payables	(2,737)	(37)
	<u>8,334</u>	<u>4,530</u>
31 December 2024		
Trade and other receivables	3,484	26
Cash and cash equivalents	7,919	10,056
Loans to subsidiaries	683	-
Trade and other payables	(476)	(37)
	<u>11,610</u>	<u>10,045</u>

Sensitivity analysis

A 10% strengthening of the group entities' functional currencies, as indicated below, against the following currencies at 31 December would have decreased profit or loss before tax by the amounts shown below. The analysis assumes that all other variables, in particular interest rates, remain constant.

	Profit or loss	
	Group \$'000	Company \$'000
31 December 2025		
Singapore dollar	37	-
US dollar	942	833
China renminbi	436	453
31 December 2024		
Singapore dollar	83	-
US dollar	1,205	1,161
China renminbi	1,069	1,004

A 10% weakening of the group entities' functional currencies against the above currencies at 31 December would have had the equal but opposite effect on the amounts shown above, on the basis that all other variables remain constant.

30 Financial instruments (cont'd)

Market risk (cont'd)

Equity price risk

Sensitivity analysis

A 10% increase in the equity prices of quoted equity securities at the reporting date would have increased equity by \$88,000 (2024: \$159,000). The analysis assumes that all other variables, in particular interest rates, remain constant. A 10% decrease in equity prices would have had the equal but opposite effect on the amounts shown above, on the basis that all other variables remain constant.

Capital management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. Capital consists of debt, comprising bank loan and lease liabilities, and equity, comprising share capital, distributable reserves and accumulated profits of the Group. The Board of Directors monitors the return on capital, as well as the level of dividends to shareholders.

From time to time the Group purchases its own shares on the market; the timing of these purchases depends on the market prices. The shares are primarily intended to be used for issuing shares under the Group's share option programme. The Group does not have a defined share buy-back plan.

The Group is required to comply with covenants under a loan with a bank and the covenants include maximum gearing ratio and minimum liquidity ratio requirements. The Group performs regular reviews to ensure the covenants are complied with. The Group is in compliance with externally imposed capital requirements for the financial year ended 31 December 2025. In the prior year, neither the Company nor any of its subsidiaries were subject to externally imposed capital requirements.

Other than the above, there were no changes in the Group's approach to capital management during the year.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Accounting classifications and fair values

The carrying amounts and fair values of financial assets and liabilities, including their levels in the fair value hierarchy, are as follows. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

Group	Note	Carrying amount					Fair value			
		FVTPL \$'000	FVOCI - equity instruments \$'000	Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
31 December 2025										
Financial assets measured at fair value										
Financial assets at fair value through profit or loss:										
- Equity securities	9	16,267	-	-	-	16,267	880	-	15,387	16,267
- Venture capital funds	9	54,621	-	-	-	54,621	-	-	54,621	54,621
- Investment funds	9	16,212	-	-	-	16,212	-	12,935	3,277	16,212
Financial assets at fair value through other comprehensive income:										
- Equity securities	9	-	1,751	-	-	1,751	-	-	1,751	1,751
		87,100	1,751	-	-	88,851				
Financial assets not measured at fair value										
Loan to an associate	8	-	-	428	-	428				
Trade and other receivables*	13	-	-	69,692	-	69,692				
Cash and cash equivalents	15	-	-	68,271	-	68,271				
		-	-	138,391	-	138,391				

* excludes prepayment

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

Note	FVTPL \$'000	FVOCI - equity instruments \$'000	Carrying amount			Fair value				
			Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	
										Total \$'000
Group										
31 December 2024										
Financial assets measured at fair value										
Financial assets at fair value through profit or loss:										
9	8,722	-	-	-	8,722	1,593	-	-	7,129	8,722
9	48,858	-	-	-	48,858	-	-	-	48,858	48,858
9	1,000	-	-	-	1,000	-	1,000	-	-	1,000
9	12,289	-	-	-	12,289	-	-	12,095	194	12,289
9	683	-	-	-	683	-	-	-	683	683
Financial assets at fair value through other comprehensive income:										
9	-	2,376	-	-	2,376	-	-	-	2,376	2,376
	71,552	2,376	-	-	73,928	-	-	-	2,376	2,376
Financial assets not measured at fair value										
8	-	-	428	-	428	-	-	-	-	428
9	-	-	2,100	-	2,100	-	-	-	-	2,100
13	-	-	46,946	-	46,946	-	-	-	-	46,946
15	-	-	66,111	-	66,111	-	-	-	-	66,111
	-	-	115,585	-	115,585	-	-	-	-	115,585

* excludes prepayment

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

	Note	Carrying amount					Fair value			
		FVTPL	FVOCI -	Financial	Other	Total	Level 1	Level 2	Level 3	Total
		instruments	equity	assets at	financial		\$'000	\$'000	\$'000	
		\$'000	\$'000	amortised cost	liabilities	\$'000	\$'000	\$'000	\$'000	\$'000
Group										
31 December 2024										
Financial liabilities not measured at fair value										
Bank loan	17	-	-	-	(1,394)	(1,394)				(1,394)
Hire purchase	17	-	-	-	(6,014)	(6,014)				(6,014)
Trade and other payables [#]	19	-	-	-	(26,347)	(26,347)				(26,347)
		-	-	-	(33,755)	(33,755)				(33,755)

excludes advances received, GST payables and liabilities relating to employee benefits

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

Note	Carrying amount					Fair value				
	FVTPL	FVOCI -	Financial	Other	Total	Level 1	Level 2	Level 3	Total	
	\$'000	equity	assets at	financial		\$'000	\$'000	\$'000		\$'000
		instruments	amortised	liabilities						
	\$'000	\$'000	cost	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Company										
31 December 2025										
Financial assets measured at fair value										
Financial assets measured at fair value through profit or loss										
- Investment funds	9	12,109	-	-	-	-	8,832	3,277	12,109	
Financial assets measured at fair value through other comprehensive income										
- Equity securities	9	-	1,751	-	-	-	-	1,751	1,751	
		12,109	1,751		1,751				13,860	
Financial assets not measured at fair value										
Loans to subsidiaries	5	-	-	28,019	-	-	-	-	28,019	
Loans to subsidiaries (Non-current)	14	-	-	8,551	-	-	-	-	8,551	
Loan to an associate	8	-	-	428	-	-	-	-	428	
Trade and other receivables*	13	-	-	39,846	-	-	-	-	39,846	
Loans to subsidiaries (Current)	14	-	-	4,155	-	-	-	-	4,155	
Cash and cash equivalents	15	-	-	46,092	-	-	-	-	46,092	
		-	-	127,091	-	-	-	-	127,091	

* excludes prepayment

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

	Note	Carrying amount					Fair value					
		FVTPL	FVOCI -	Financial	Other	Total	Level 1	Level 2	Level 3	Total		
		\$'000	equity	assets at	financial		\$'000	\$'000	\$'000		\$'000	\$'000
			instruments	amortised	liabilities							
		\$'000	\$'000	cost	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Company												
31 December 2025												
Financial liabilities not measured at fair value												
Bank loan	17	-	-	-	(108)	-	-	-	-	(108)	-	(108)
Hire purchase	17	-	-	-	(562)	-	-	-	-	(562)	-	(562)
Trade and other payables [#]	19	-	-	-	(13,672)	-	-	-	-	(13,672)	-	(13,672)
		-	-	-	(14,342)	-	-	-	-	(14,342)	-	(14,342)

excludes advances received, GST payables and liabilities relating to employee benefits

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

Note	Carrying amount					Fair value				
	FVTPL	FVOCI -	Financial	Other	Total	Level 1	Level 2	Level 3	Total	
	\$'000	equity instruments	assets at amortised cost	financial liabilities		\$'000	\$'000	\$'000		\$'000
Company										
31 December 2024										
Financial assets measured at fair value										
Financial assets measured at fair value through profit or loss										
- Debt securities	9	1,000	-	-	-	-	1,000	-	-	1,000
Financial assets measured at fair value through other comprehensive income										
- Equity security	9	-	2,376	-	-	-	-	-	2,376	2,376
- Other unquoted investment	9	-	194	-	-	-	-	-	194	194
		1,000	2,570	-	-	-	-	-	3,570	
Financial assets not measured at fair value										
Loans to subsidiaries	5	-	-	29,530	-	-	-	-	29,530	
Loan to a subsidiary (Non-current)	14	-	-	3,000	-	-	-	-	3,000	2,673
Loan to an associate	8	-	-	428	-	-	-	-	428	
Debt securities - at amortised cost	9	-	-	2,100	-	-	-	-	2,100	
Trade and other receivables*	13	-	-	37,057	-	-	-	-	37,057	
Loan to subsidiaries (Current)	14	-	-	4,212	-	-	-	-	4,212	
Cash and cash equivalents	15	-	-	43,271	-	-	-	-	43,271	
		-	-	119,598	-	-	-	-	119,598	

* excludes prepayment

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

There were no transfers of financial assets between Levels 1 and 2 during the years ended 31 December 2025 and 31 December 2024.

The Group's policy is to recognise transfers between levels of fair value hierarchy as at the end of the reporting period in which they occur.

Level 3 fair values

The following table shows a reconciliation from the opening balances to the ending balances for Level 3 fair values:

	FVTPL – Venture capital funds \$'000	FVTPL – Equity securities \$'000	FVTPL – Other unquoted investment \$'000
Group			
At 1 January 2024	43,432	6,462	660
Total unrealised gains recognised in profit or loss:			
- Net change in fair value of financial assets	150	494	-
Purchases	4,377	-	-
Settlements	(805)	(74)	-
Exchange movement	1,704	247	23
At 31 December 2024	<u>48,858</u>	<u>7,129</u>	<u>683</u>
At 1 January 2025	48,858	7,129	683
Total unrealised gains/(losses) recognised in profit or loss:			
- Net change in fair value of financial assets	5,451	9,010	(653)
Purchases	5,930	-	-
Settlements	(2,605)	(174)	-
Exchange movement	(3,013)	(578)	(30)
At 31 December 2025	<u>54,621</u>	<u>15,387</u>	<u>-</u>
		FVTPL – Investment funds \$'000	FVOCI – Equity securities \$'000
Group			
At 1 January 2025		194	2,376
Total unrealised gains/(losses) recognised in other comprehensive income:			
- Net change in fair value of equity investments at FVOCI		687	(625)
Purchases		2,396	-
At 31 December 2025		<u>3,277</u>	<u>1,751</u>

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

Level 3 fair values (cont'd)

	FVTPL – Investment funds \$'000	FVOCI – Equity security \$'000
Company		
At 1 January 2024	–	4,570
Total unrealised losses recognised in other comprehensive income:		
- Net change in fair value of equity investments at FVOCI	–	(2,194)
- Purchases	194	–
At 31 December 2024	194	2,376
At 1 January 2025	194	2,376
Total unrealised gains/(losses) recognised in other comprehensive income:		
- Net change in fair value of equity investments at FVOCI	687	(625)
- Purchases	2,396	–
At 31 December 2025	3,277	1,751

At 31 December 2025 and 31 December 2024, the Group did not have any liabilities classified in Level 3 of the fair value hierarchy.

As at the reporting date, fair values of VCFs are determined based on the latest available net asset values obtained from the fund managers of the VCFs, and where relevant, adjustments for any capital contributions and distributions. The underlying assets of the VCFs consist of assets and liabilities which are measured at fair value.

Fair value of investments in unquoted equity securities are determined by (1) estimating the fair value of the investee's net assets, adjusted for the effect of the non-marketability of the equity investments, where relevant; or (2) in cases where there is insufficient more recent information available to measure the fair value and there are no indicators that cost might not be representative of fair value, cost is deemed to be the appropriate estimate of fair value of the investments.

Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Net asset value ("NAV")	Value of the underlying net assets	The estimated fair value would increase/decrease if NAV was higher/lower
A discount is applied to take into consideration the non-marketable nature of the investments, where applicable.	Discount rate: 2025: 25% 2024: 25%	The estimated fair value would increase/decrease if the discount rate was lower/higher

For the fair value of financial assets classified in Level 3 of the fair value hierarchy, increasing the significant unobservable inputs by 10% at the reporting date would have increased profit or loss by \$7,329,000 (2024: \$5,686,000) and equity by \$175,000 (2024: \$238,000) for the Group and \$175,000 (2024: \$238,000) for the Company. A 10% decrease in the significant unobservable inputs would have had the equal but opposite effect on the amounts shown above, on the basis that all other variables remain constant.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

30 Financial instruments (cont'd)

Accounting classifications and fair values (cont'd)

Sources of estimation uncertainty

Fair values of investments in VCFs are derived based on latest available valuations obtained from the fund managers of the funds, which are determined with reference to the NAV of the funds. Changes in the unobservable inputs used to value the underlying net assets of the funds would increase/decrease the carrying value of the investments in VCFs.

Fair values of investments in unquoted equity securities are derived based on unobservable inputs, including NAV of investees and market-based information, among other factors. Changes in the unobservable inputs used to value the equity securities would increase/decrease the carrying values of the investments.

31 Measurement of fair values

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Equity and debt securities, structured deposits and investment funds

The fair values of investments in equity and debt securities, structured deposits and investment funds are determined by reference to their quoted prices in an active market at the measurement date, or where such information is unavailable, based on broker quotes (Level 2 fair values).

Loan to a subsidiary (non-current)

The fair value of the non-current loan to a subsidiary is discounted to present value by applying the Singapore Overnight Rate Average ("SORA") plus 220 basis points. The interest rate used to discount the estimated cash flows at the reporting date is 5.83%.

Other financial assets and liabilities

The carrying amounts of financial assets and liabilities with a maturity of less than one year approximate their fair values due to the short period to maturity.

Investment properties

The fair value of investment properties is determined based on the direct comparison method. The direct comparison method involves the analysis of comparable sales of similar properties and adjusting the sale prices to that reflective of the investment properties.

32 Lease liabilities

Leases as lessee

The Group leases industrial land, office, retail and warehouse space. The leases run for a period of one to sixteen years, with an option to renew the lease after that date.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

32 Lease liabilities (cont'd)

Leases as lessee (cont'd)

Information about leases for which the Group is a lessee is presented below.

Amounts recognised in profit or loss

	Group	
	2025 \$'000	2024 \$'000
Interest on lease liabilities	877	792

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Lease liabilities \$'000
Balance at 1 January 2024	17,533
Changes from financing cash flows	
Interest paid	(792)
Payment of lease liabilities	(1,702)
Total changes from financing cash flows	(2,494)
Effect of movements in exchange rates	13
Other changes	
Liability-related	
New leases	6,730
Modification	(525)
Termination of lease	(3)
Interest expense	792
Total other changes	6,994
Balance at 31 December 2024	22,046
Balance at 1 January 2025	22,046
Changes from financing cash flows	
Interest paid	(877)
Payment of lease liabilities	(2,559)
Total changes from financing cash flows	(3,436)
Effect of movements in exchange rates	(71)
Other changes	
Liability-related	
New leases	1,454
Modification	344
Termination of lease	(333)
Interest expense	877
Total other changes	2,342
Balance at 31 December 2025	20,881

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

33 Right-of-use assets

	Industrial Land \$'000	Office, retail and warehouse space \$'000	Motor vehicles \$'000	Machinery and Equipment \$'000	Total \$'000
Group					
At 1 January 2024	16,059	413	-	-	16,472
Additions	3,526	3,902	-	-	7,428
Modification	(525)	-	-	-	(525)
Depreciation	(2,364)	(445)	-	-	(2,809)
De-recognition of right-of-use assets	(2)	-	-	-	(2)
Reclassification from property, plant and equipment	357	(51)	-	-	306
Effect of movements in exchange rates	(65)	3	-	-	(62)
At 31 December 2024	16,986	3,822	-	-	20,808
At 1 January 2025	16,986	3,822	-	-	20,808
Additions	1,184	-	373	464	2,021
Modification	266	76	-	-	342
Depreciation	(2,410)	(470)	(175)	(46)	(3,101)
De-recognition of right-of-use assets	(316)	-	-	-	(316)
Effect of movements in exchange rates	53	(101)	-	-	(48)
At 31 December 2025	15,763	3,327	198	418	19,706
Company					
At 1 January 2024	4,543	388	-	-	4,931
Additions	244	3,866	-	-	4,110
Modification	(90)	-	-	-	(90)
Depreciation	(636)	(433)	-	-	(1,069)
Reclassification	51	(51)	-	-	-
At 31 December 2024	4,112	3,770	-	-	7,882
At 1 January 2025	4,112	3,770	-	-	7,882
Additions	-	-	191	-	191
Modification	266	76	-	-	342
Depreciation	(557)	(451)	(97)	-	(1,105)
At 31 December 2025	3,821	3,395	94	-	7,310

34 Capital commitments

As at year end, the Group is committed to incur \$15,547,000 (2024: \$16,033,000) in respect of additional investments in venture capital funds, \$ nil (2024: \$2,396,000) in respect of unquoted investment, \$4,937,000 (2024: \$1,495,000) in respect of additional investments in private equity funds, \$1,519,000 (2024: \$1,251,000) in respect of purchases of plant and equipment, \$ nil (2024: \$272,000) in respect of right-of-use assets and lease liabilities and \$ nil (31 December 2024: \$92,000) in respect of implementation of intangible assets.

35 Significant related party transactions

For the purpose of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Key management personnel compensation

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. The directors, CEO and department heads are considered as key management personnel of the Group.

Key management personnel compensation comprised:

	Group	
	2025	2024
	\$'000	\$'000
Short-term employee benefits:		
- directors	1,401	1,339
- other management personnel	1,348	1,221
	2,749	2,560

Other related party transactions

During the year, the Group received dividends amounting to \$450,000 (2024: \$2,000,000) from Ho Bee Cove Pte Ltd, a company in which a substantial shareholder of the Company has interest in.

Other than those disclosed elsewhere in the financial statements, the significant transactions with related parties are as follows:

	Group	
	2025	2024
	\$'000	\$'000
Joint venture		
Purchases of goods	(5,374)	(11,005)
	(5,374)	(11,005)

36 Contingencies

The Company has given undertakings, which are unsecured, to provide financial support to its subsidiaries. As at 31 December 2025, the net current liabilities and net liabilities of these subsidiaries amounted to approximately \$13,405,000 and \$17,826,000 (2024: \$11,447,000 and \$17,330,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

37 Non-controlling interests

R&P Technologies Pte. Ltd. and PT RNP Technologies Indonesia have a non-controlling interest that is material to the Group as at 31 December 2025:

Name	Principal place of business/Country of incorporation	Operating segment	Ownership interests held by non-controlling interest	
			2025 %	2024 %
R&P Technologies Pte. Ltd.	Singapore	Specialty polymer	40	40
<u>Held by a subsidiary</u>				
PT RNP Technologies Indonesia	Indonesia	Specialty polymer	40	40

The following summarised financial information for the above subsidiaries are prepared in accordance with SFRS(I):

	R&P Technologies Pte. Ltd. \$'000	PT RNP Technologies Indonesia \$'000	Other individually immaterial subsidiary \$'000	Intra- group elimination \$'000	Total \$'000
2025					
Revenue	3,741	3,954			
(Loss)/Profit	(170)	140			
Other comprehensive income	(239)	(133)			
Total comprehensive income	(409)	7			
Attributable to non- controlling interest:					
- (Loss)/Profit	(68)	56	12	-	*
- Other comprehensive income	(96)	(52)	-	-	(148)
- Total comprehensive income	(164)	4	12	-	(148)
Non-current assets	4,021	3,037			
Current assets	2,781	7,081			
Non-current liabilities	-	(3,023)			
Current liabilities	(715)	(6,968)			
Net assets	6,087	127			
Net assets attributable to non-controlling interest	2,435	50	68	(796)	1,757

* Amount less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 December 2025

37 Non-controlling interests (cont'd)

	R&P Technologies Pte. Ltd. \$'000	PT RNP Technologies Indonesia \$'000	Other individually immaterial subsidiary \$'000	Intra- group elimination \$'000	Total \$'000
2025					
Cash flows from operating activities	613	740			
Cash flows (used in)/from investing activities	(1,312)	1,142			
Cash flows used in financing activities	-	(489)			
Net (decrease)/increase in cash and cash equivalents	(699)	1,393			
2024					
Revenue	8,370	246			
Profit/(Loss)	182	(1,543)			
Other comprehensive income	148	5			
Total comprehensive income	330	(1,538)			
Attributable to non-controlling interest:					
- Profit/(Loss)	73	(617)	(356)	-	(900)
- Other comprehensive income	58	2	198	-	258
- Total comprehensive income	131	(615)	(158)	-	(642)
Non-current assets	2,754	3,235			
Current assets	5,691	4,905			
Non-current liabilities	(22)	(2,204)			
Current liabilities	(1,926)	(5,817)			
Net assets	6,497	119			
Net assets attributable to non-controlling interest	2,598	48	1,126	(796)	2,976
Cash flows from operating activities	2,177	541			
Cash flows used in investing activities	(16)	(984)			
Cash flows (used in)/from financing activities	(2,690)	236			
Net decrease in cash and cash equivalents	(529)	(207)			

STATISTICS OF SHAREHOLDINGS

As at 16 March 2026

SHARE CAPITAL

Issued and fully paid-up Share Capital	:	S\$85,270,272
Class of Shares	:	Ordinary Shares
Voting Rights	:	one vote for every ordinary share (excluding treasury share)
Number of issued shares excluding treasury shares	:	118,702,500
Number of treasury shares	:	Nil
Percentage of treasury shares	:	NA

The Company has no *subsidiary holdings.

*subsidiary holdings – as defined in the SGX-ST Listing Manual to mean shares referred to in Sections 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act 1967.

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 16 MARCH 2026

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	37	2.54	833	0.00
100 - 1,000	254	17.42	169,849	0.14
1,001 - 10,000	829	56.86	3,493,426	2.94
10,001 - 1,000,000	326	22.36	20,682,364	17.43
1,000,001 and above	12	0.82	94,356,028	79.49
TOTAL	1,458	100.00	118,702,500	100.00

20 LARGEST SHAREHOLDERS AS AT 16 MARCH 2026

	SHAREHOLDER'S NAME	NO OF SHARES	%
1	AFRO-ASIA INTERNATIONAL ENTERPRISES PTE. LIMITED	44,463,000	37.46
2	AFRO-ASIA SHIPPING CO (PTE) LTD	14,270,500	12.02
3	TAN CHENG GAY	12,754,450	10.74
4	CHUA HOONG TAT FRANZ	10,457,400	8.81
5	DBS NOMINEES (PRIVATE) LIMITED*	3,056,487	2.57
6	MORPH INVESTMENTS LTD	1,645,000	1.39
7	PERFORMANCE INVESTMENT PTE. LTD.	1,404,000	1.18
8	KOR BENG SHIEN	1,388,000	1.17
9	CHUA THIAN POH	1,345,000	1.13
10	ONE HILL PROPERTIES PTE. LTD.	1,282,500	1.08
11	LIM CHER KHIANG	1,264,391	1.07
12	LEW WING KIT	1,025,300	0.86
13	NEW TOWN DEVELOPMENT (PRIVATE) LIMITED	940,900	0.79
14	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	893,150	0.75
15	SON FONG MENG	756,000	0.64
16	KWOK HAE MENG	689,650	0.58
17	PHILLIP SECURITIES PTE LTD	670,134	0.56
18	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	592,650	0.50
19	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	587,500	0.49
20	NG CHEOW BOO	524,500	0.44
	Total	100,010,512	84.23

* Including the 317,800 shares held by Tan Cheng Gay

SUBSTANTIAL SHAREHOLDERS AS AT 16 MARCH 2026

as shown in the Company's Register of Substantial Shareholders

Name of Substantial Shareholder	Direct Interest No. of Shares	Deemed Interest No. of Shares	Total Number of Shares	% of Issued Share Capital
Tan Cheng Gay	13,072,250	16,615,400 ⁽¹⁾	29,687,650	25.01
Tan Yok Koon	366,000	15,674,500 ⁽²⁾	16,040,500	13.51
Tan Chin Hoon	30,000	15,674,500 ⁽³⁾	15,704,500	13.23
Chua Thian Poh	1,345,000	45,745,500 ⁽⁴⁾	47,090,500	39.67
Ho Bee Holdings (Pte) Ltd	-	44,463,000 ⁽⁵⁾	44,463,000	37.46
Afro-Asia International Enterprises Pte. Limited	44,463,000	-	44,463,000	37.46
Afro-Asia Shipping Co (Pte) Ltd	14,270,500	1,404,000 ⁽⁶⁾	15,674,500	13.20
Chua Hoong Tat Franz	10,457,400	-	10,457,400	8.81

Notes:

- (1) This represents Tan Cheng Gay's deemed interest of 16,615,400 shares held in the name of the following:-
 - (a) 14,270,500 shares held by Afro-Asia Shipping Co (Pte) Ltd;
 - (b) 1,404,000 shares held by Performance Investment Pte Ltd; and
 - (c) 940,900 shares held by New Town Development Pte Ltd
- (2) This represents Tan Yok Koon's deemed interest of 15,674,500 shares held in the name of the following:-
 - (a) 14,270,500 shares held by Afro-Asia Shipping Co (Pte) Ltd; and
 - (b) 1,404,000 shares held by Performance Investment Pte Ltd
- (3) This represents Tan Chin Hoon's deemed interest of 15,674,500 shares held in the name of the following:-
 - (a) 14,270,500 shares held by Afro-Asia Shipping Co (Pte) Ltd; and
 - (b) 1,404,000 shares held by Performance Investment Pte Ltd;
- (4) This represents Mr. Chua Thian Poh's deemed interest of 45,745,500 shares held in the name of the following:-
 - (a) 44,463,000 shares held by Afro-Asia International Enterprises Pte. Limited through Ho Bee Holdings (Pte) Ltd; and
 - (b) 1,282,500 shares held by One Hill Properties Pte. Ltd. through One Hill Holdings Pte. Ltd (a company which Mr. Chua Thian Poh has a substantial financial interest).
- (5) This represents Ho Bee Holdings (Pte) Ltd's deemed interest of 44,463,000 shares held by Afro-Asia International Enterprises Pte. Limited.
- (6) This represents Afro-Asia Shipping Co (Pte) Ltd's deemed interest of 1,404,000 shares held by its wholly-owned subsidiary Performance Investment Pte Ltd.

Public Shareholdings

Based of the information provided to the Company as at 16 March 2026, approximately 24.65% of the total number of issued shares of the Company is held by the public. Accordingly, the Company has complied with Rule 723 of the SGX-ST Listing Manual.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“**AGM**”) of EnGro Corporation Limited (the “**Company**”) will be held on Tuesday, 28 April 2026 at 10.00 a.m. at the Momentus Hotel Alexandra, Vanda II, Level 7, 323 Alexandra Road, Singapore 159972 for the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and Audited Financial Statements for the financial year ended 31 December 2025, together with the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a first and final tax-exempt (one-tier) dividend of 3.0 cents per ordinary share and a special tax-exempt (one-tier) dividend of 1.0 cent per ordinary share for the financial year ended 31 December 2025. **(Resolution 2)**
- 3(a) To re-elect Mr Tan Soo Nan who retires by rotation in accordance with Regulation 87 of the Company’s Constitution and who, being eligible, offers himself for re-election as a Director of the Company. **(Resolution 3)**

Mr Tan Soo Nan will, upon re-election as a Director of the Company, remain as Chairman of the Audit Committee and will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.

[See Explanatory Notes]

- 3(b) To re-elect Ms Ng Won Lein who retires in accordance with Regulation 94 of the Company’s Constitution and who, being eligible, offers herself for re-election as a Director of the Company. **(Resolution 4)**

Ms Ng Won Lein will, upon re-election as a Director of the Company, remain as a member of the Audit Committee and will be considered independent for the purposes of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.

[See Explanatory Notes]

- 3(c) To note the retirement of Mr Ong Kay Eng, Steven who has indicated that he does not wish to seek for re-election as a Director of the Company pursuant to Regulation 87 of the Company’s Constitution.

[See Explanatory Notes]

4. To re-appoint Messrs KPMG LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 5)**
5. To approve the payment of Directors’ fees of S\$270,000 for the financial year ended 31 December 2025 (2024: S\$270,000). **(Resolution 6)**

AS SPECIAL BUSINESS

6. To consider and if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without any modifications:

- 6.1 Authority to allot and issue shares pursuant to the Share Issue Mandate

“That pursuant to Section 161 of the Companies Act 1967 of Singapore and the Listing Rules of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), authority be and is hereby given to the Directors to:-

- (A) (i) 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 into shares,

NOTICE OF ANNUAL GENERAL MEETING

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

- (B) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

provided that:

- (a) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed fifty per centum (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company (as calculated in accordance with sub-paragraph (b) 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 twenty per centum (20%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company (as calculated in accordance with sub-paragraph (b) below);
- (b) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (a) above, the total number of issued shares (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) 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 which were issued and are outstanding or subsisting at the time this Resolution is passed;
 - (ii) new shares arising from exercising share options or vesting of share awards which were issued and are outstanding or subsisting at the time this Resolution is passed, provided the options or awards were granted in compliance with the provisions of the Listing Manual of the SGX-ST; and
 - (iii) any subsequent bonus issue, consolidation or subdivision of shares;

and, in sub-paragraph (a) above and this sub-paragraph (b), "subsidiary holdings" has the meaning given to it in the Listing Manual of the SGX-ST;

- (c) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of 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
- (d) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force (i) 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; or (ii) in the case of shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution, until the issuance of such shares in accordance with the terms of the Instruments." **(Resolution 7)**

6.2 Proposed Renewal of the Share Purchase Mandate

"That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967, the exercise by the directors of all the powers of the Company to purchase or otherwise acquire from time to time issued ordinary shares in the capital of the Company (the "**Shares**"), not exceeding in aggregate the Prescribed Limit (as hereinafter defined), at such price or prices as may be determined by the directors from time to time up to the Maximum Price (as hereinafter defined), whether by way of:-
- (i) on-market purchases (each a "**Market Purchase**") effected on SGX-ST through one or more duly licensed dealers appointed by the Company for the purpose; and /or

NOTICE OF ANNUAL GENERAL MEETING

- (ii) off-market purchases (each an “**Off-Market Purchase**”) effected in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act, and otherwise in accordance with all other laws and regulations and rules of the SGX-ST as may for the time being be applicable,

be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Ordinary Resolution, and expiring on the earlier of:-
 - (i) the date on which the next AGM of the Company is held; or
 - (ii) the date by which the next AGM of the Company is required by law to be held; or
 - (iii) the date on which the purchases of Shares by the Company pursuant to the Share Purchase Mandate are carried out to the full extent mandated;

- (c) in this Resolution:-

“**Prescribed Limit**” means 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of the passing of this Resolution; and

“**Maximum Price**” in relation to a Share to be purchased or acquired, means an amount (excluding brokerage, stamp duties, commission, applicable goods and services tax and other related expenses) not exceeding:-

- (i) in the case of a Market Purchase, 105% of the Average Closing Price; and
- (ii) in the case of an Off-Market Purchase, 120% of the Average Closing Price,

where:-

“**Average Closing Price**” means the average of the closing market prices of a Share over the last 5 Market Days (“**Market Day**” being a day on which the SGX-ST is open for securities trading), on which transactions in the Shares were recorded, before the day on which the Market Purchase was made or, as the case may be, before the date of making an announcement by the Company of an offer for an Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant 5 Market Days and the day on which the Market Purchase was made; and

- (d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things as they and/or he may consider necessary, desirable, expedient, incidental or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Resolution.”

(Resolution 8)

- 7. To transact any other business that may properly be transacted at an AGM.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE OF RECORD DATE AND DIVIDEND PAYMENT DATE

NOTICE IS ALSO HEREBY GIVEN that the Share Transfer Books and the Register of Members of the Company will be closed on 18 May 2026 for the preparation of dividend warrants for the proposed first and final tax-exempt (one-tier) dividend of 3.0 cents per ordinary share and special tax-exempt (one-tier) dividend of 1.0 cent per ordinary share for the financial year ended 31 December 2025. Duly completed transfers received by the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd. at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632 up to 5.00 p.m. on 15 May 2026 will be registered to determine shareholders' entitlement to the proposed dividend. Shareholders whose securities accounts with The Central Depository (Pte) Limited are credited with shares as at 5.00 p.m. on 15 May 2026 will be entitled to the proposed dividend. The proposed dividend, if approved by shareholders at the forthcoming AGM, will be paid on 29 May 2026.

By Order of the Board

Joanna Lim
Company Secretary

13 April 2026

EXPLANATORY NOTES

In relation to Ordinary Resolutions 3 and 4 proposed in items 3(a) and 3(b) above, the detailed information on Mr Tan Soo Nan and Ms Ng Won Lein are set out in the section entitled "Board of Directors", Table 3 in the Corporate Governance Report and "Additional Information on Directors Seeking Re-election" of the Company's 2025 Annual Report.

Mr Ong Kay Eng, Steven who will not be seeking re-appointment and will retire as a Director of the Company on 28 April 2026 at the conclusion of the AGM of the Company. Upon his retirement, he will relinquish his position as the Chairman of the Nominating Committee as well as a member of the Audit Committee and Remuneration Committee.

STATEMENT PURSUANT TO REGULATION 57(3) OF THE COMPANY'S CONSTITUTION

The effect of the resolutions under the heading "Special Business" in this Notice of Annual General Meeting is:-

Ordinary Resolution 7

Resolution 7 proposed in item 6.1 above, if passed, will empower the Directors of the Company (unless varied or revoked by the Company in general meeting) from the date of this AGM until the date of the next AGM, or the date by which the next AGM is required by law to be held, whichever is the earlier, to issue shares and to make or grant instruments (such as warrants or debentures) convertible into shares and issue shares in pursuance of such instruments. The number of shares (including shares to be issued in pursuance of instruments made or granted) that the Directors of the Company may issue under Resolution 7 shall not exceed fifty per centum (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company at the time of the passing of Resolution 7, of which up to twenty per centum (20%) may be issued other than on a *pro rata* basis to the shareholders. The aggregate number of shares which may be issued shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company at the time that Resolution 7 is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time that Resolution 7 is passed, and (b) any subsequent bonus issue or consolidation or subdivision of shares.

Ordinary Resolution 8

Resolution 8 proposed in item 6.2 above, if passed, will empower the Directors of the Company to repurchase ordinary shares of the Company by way of market purchases or off-market purchases of up to 10% of the total number of issued Shares (excluding treasury Shares and subsidiary holdings) in capital of the Company at the Maximum Price. The rationale for, the authority and limitation on, the sources of funds to be used for the purchase or acquisition including the amount of financing and the financial effects of the purchase or acquisition of ordinary shares by the Company pursuant to the Share Purchase Mandate on the audited consolidated financial statements of the Company and its subsidiaries for the financial year ended 31 December 2025 are set out in greater detail in the Addendum in relation to the proposed renewal of the Share Purchase Mandate.

NOTICE OF ANNUAL GENERAL MEETING

Important Notes to Shareholders

Physical Meeting

- (1) The Annual General Meeting of the Company (the “AGM”) will be held in a purely physically manner with no option for shareholders to participate virtually.
- (2) Printed copies of this Notice of AGM, Proxy Form and the Request Form (to request for printed copy of the Annual Report 2025) have been despatched to Shareholders and are also available on SGXNet at the URL <https://www.sgx.com/securities/company-announcements> and the Company’s website at the URL <https://www.engro-global.com/news-and-announcements>. The Annual Report 2025 and Addendum dated 13 April 2026 have been published and is available for download for online viewing by the Shareholders on SGXNet at the URL <https://www.sgx.com/securities/company-announcements> and the Company’s website at the URL <https://www.engro-global.com/annual-report>. Printed copies of the Annual Report 2025 will not be sent to the Shareholders unless requested by the Shareholders via the submission of the Request Form. Shareholders who wish to receive a printed copy of the Annual Report 2025 are required to complete the Request Form and return it to the Company by 20 April 2026 by post to the Company’s Registered Office address at 63 Robinson Road #17-03, Afro-Asia, Singapore 068894; or electronically via email to ir@engro-global.com.
- (3) Please bring along your NRIC/passport so as to enable the Company to verify your identity. Shareholders are requested to arrive early to facilitate the registration process and are advised not to attend the AGM if they are feeling unwell.
- (4) Shareholders (including investors under the Central Provident Fund and the Supplementary Retirement Scheme (“**CPF and SRS Investors**”)) may participate in the AGM by:
 - (a) attending the AGM in person;
 - (b) raising questions at the AGM or submitting questions in advance of the AGM; and/or
 - (c) voting at the AGM
 - (i) themselves personally; or
 - (ii) through their duly appointed proxy(ies).
- (5) Investors who hold shares through relevant intermediaries as defined in Section 181 of the Companies Act, including CPF and SRS Investors, who wish to participate in the AGM should approach their respective agents at least (7) seven working days before the AGM, so that the necessary arrangements can be made by the relevant agents for their participating in the AGM.

Voting

1. A member of the Company who is not a relevant intermediary is entitled to appoint not more than (2) two proxies to attend, speak and vote on his/her behalf at the meeting. Where such member appoints more than (1) one proxy, the proportion of his shareholding concerned to be represented by each proxy shall be specified in the form of proxy. A proxy need not be a Member of the Company.
2. A member of the Company who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxies, the number of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

“**Relevant Intermediary**” has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.

3. A member can appoint the Chairman of the Meeting as his/her/its proxy but this is not mandatory.
4. The instrument appointing a proxy or proxies, duly completed and signed, must be submitted to the Company in the following manner:
 - (a) by email to ir@engro-global.com; or
 - (b) by depositing a hard copy by post to the Company’s registered office at 63 Robinson Road #17-03, Afro-Asia, Singapore 068894.

in either case, by no later than 10.00 a.m. on 25 April 2026 (being not less than seventy-two (72) hours before the time appointed for holding the AGM or at any adjournment thereof) and in default the proxy form for the AGM shall not be treated as valid.

5. A member who wishes to submit a proxy form must complete and sign the proxy form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above.

NOTICE OF ANNUAL GENERAL MEETING

6. Investors who hold shares through relevant intermediaries as defined in Section 181 of the Companies Act, including CPF and SRS investors, who wish to appoint a proxy or proxies (including the Chairman), should approach their respective agents to submit their votes at least seven (7) working days before the AGM in order to allow sufficient time for their respective relevant intermediaries to in turn submit a proxy form to vote on their behalf by 5.00 p.m. on 16 April 2026.
7. The instrument appointing a proxy or proxies must be under the hand of the appointor or by his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or a duly authorised officer.
8. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the AGM in accordance with Section 179 of the Companies Act 1967.

Submission of Questions in Advance

- (1) Members may also submit questions relating to the resolutions to be tabled for approval at the AGM in advance of the AGM.
- (2) All questions must be submitted by no later than 20 April 2026 through any of the following means:
 - (a) by email to ir@engro-global.com; or
 - (b) by post and lodging the same at the Company's registered office at 63 Robinson Road #17-03, Afro-Asia, Singapore 068894,

and provide the following particulars, for verification purpose:

- full name as it appears on his/her/its CDP/CPF/SRS records;
- NRIC/Passport/UEN number;
- contact number and email address; and
- the manner in which you hold in the Company (e.g. via CDP/CPF/SRS).

Please note that the Company will not be able to answer questions from persons who provide insufficient details to enable the Company to verify his/her/its shareholder status.

Alternatively, Shareholders may also ask questions during the AGM.

- (3) The Company will endeavour to address all substantial and relevant questions received from shareholders by 23 April 2026, being not less than forty eight (48) hours before the closing date and time for the lodgement of the proxy form, via SGX-ST's website. The Company will also address any subsequent clarifications sought or follow-up questions during the AGM in respect of substantial and relevant matters. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions will be individually addressed. The responses from the Board and the management of the Company shall thereafter be published on the SGX-ST's website at the URL <https://www.sgx.com/securities/company-announcements>. The minutes of the AGM shall be published on the SGX-ST's website within one (1) month after the conclusion of the AGM. The minutes will include the responses to substantial and relevant questions received from shareholders which are addressed during the AGM.

PERSONAL DATA PRIVACY.

By (a) submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, or (b) submitting any question prior to the AGM of the Company in accordance with this Notice, 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 (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes 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, take-over rules, regulations and/or guidelines (collectively, "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 providers), 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, (iii) addressing substantial and relevant questions from members received before the AGM and if necessary, following up with the relevant members in relation to such questions, (iv) enabling the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines by the relevant authorities, and (v) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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ENGRO CORPORATION LIMITED

Company Registration Number: 197302229H
(Incorporated in the Republic of Singapore)

PROXY FORM

(Please see notes overleaf before completing this Form)

IMPORTANT:

- Printed copies of this proxy form will be sent to shareholders of the Company via post. This proxy form has also been made available on the SGXNET at <https://www.sgx.com/securities/company-announcements>
- Relevant intermediaries (as defined in Section 181(6) of the Singapore Companies Act 1967) may appoint more than two (2) proxies to attend, speak and vote at the annual general meeting ("AGM").
- This proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by CPF/SRS investors who hold the Company's shares through CPF agent banks or SRS operators. CPF/SRS investors should contact their respective CPF agent banks or SRS operators if they have any queries regarding appointment of their proxies.
- CPF or SRS investors who wish to vote should approach their respective CPF agent banks or SRS operators to submit their votes at least seven (7) working days before the AGM i.e. by 5.00 p.m. on 16 April 2026.

*I/We, _____ (Name) _____ (NRIC/Passport No./ Co. Reg. No.)

of _____ (Address)

being a *member/members of EnGro Corporation Limited ("**Company**"), hereby appoint:

Name	Address	NRIC / Passport / Co. Reg. No.	No. of Shares	Proportion of Shareholding(s) (%)

and/or (delete as appropriate)

Name	Address	NRIC / Passport / Co. Reg. No.	No. of Shares	Proportion of Shareholding(s) (%)

or failing *him/her/them, the Chairman of the Annual General Meeting of the Company ("**AGM**") as *my/our *proxy/proxies to attend and vote for *me/us on *my/our behalf at the AGM of the Company to be held on Tuesday, 28 April 2026 at 10.00 a.m. at the Momentus Hotel Alexandra, Vanda II, Level 7, 323 Alexandra Road, Singapore 159972 and at any adjournment thereof.

*I/We have directed *my/our proxy/proxies to vote for or against, or to abstain from voting on all the ordinary resolutions to be proposed at the AGM as indicated hereunder. If no specific directions as to voting are given, the *proxy/proxies may vote or abstain from voting at *his/their discretion, as *he/they will on any other matters arising at the AGM and/or at any adjournment thereof. The ordinary resolutions proposed at the AGM as indicated hereunder will be put to vote at the AGM by way of poll.

(Please indicate your votes "For", "Against" or to "Abstain" from voting, with a tick (✓) within the box provided. Alternatively, please indicate the number of votes as appropriate.)

No.	Ordinary Resolutions	For	Against	Abstain
ORDINARY BUSINESS				
1.	To receive and adopt the Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025, together with the Auditors' Report thereon.			
2.	To declare a first and final tax-exempt (one-tier) dividend of 3.0 cents per ordinary share and a special tax-exempt (one-tier) dividend of 1.0 cent per ordinary share for the financial year ended 31 December 2025.			
3.	To re-elect Mr Tan Soo Nan as a Director (Retiring under Regulation 87).			
4.	To re-elect Ms Ng Won Lein as a Director (Retiring under Regulation 94).			
5.	To re-appoint Messrs KPMG LLP as the Company's Auditors and to authorise the Directors to fix their remuneration.			
6.	To approve the payment of Directors' fees of S\$270,000 for the financial year ended 31 December 2025 (2024: S\$270,000).			
SPECIAL BUSINESS				
7.	To authorise the Directors to allot and issue shares pursuant to the Share Issue Mandate.			
8.	To approve the proposed renewal of the Share Purchase Mandate.			

Dated this _____ day of _____ 2026

Total Number of Shares Held

--

Signature of Shareholder(s)
and, Common Seal of Corporate Shareholder

**Delete as appropriate*



Notes:

1. Please insert the total number of shares in the capital of the Company ("**Shares**") held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing your proxies or proxies shall be deemed to relate to all the Shares held by you.
2. In relation to the appointment of proxy(ies) to attend, speak and vote on his/her/its behalf at the AGM, a member (whether individual or corporate) appointing his/her/its proxy(ies) should give specific instructions as to his/her/its manner of voting, or abstentions from voting, in respect of a resolution in the instrument of proxy. If no specific instructions as to voting are given, or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy(ies) will vote or abstain from voting at his/her/their discretion.
3. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing the proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorised. Where the instrument appointing the proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument, failing which the instrument may be treated as invalid.
4. The completed proxy form, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:
 - (a) by email to ir@engro-global.com; or
 - (b) by depositing a hard copy by post to the Company's registered office 63 Robinson Road #17-03, Afro-Asia, Singapore 068894.

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in either case, by no later than 10.00 a.m. on 25 April 2026 (being not less than seventy-two (72) hours before the time appointed for holding the AGM or at any adjournment thereof) and in default the proxy form for the AGM shall not be treated as valid.

5. A shareholder can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory.
6. The proxy must bring along his/her NRIC/passport so as to enable the Company to verify his/her identity.
7. A shareholder who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote at the AGM. Where such shareholder appoints two (2) proxies, he/she/it should specify the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be presented by each proxy in the instrument appointing a proxy or proxies.

A shareholder who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder. Where such shareholder appoints more than two (2) 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.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967
8. An investor who holds shares under the CPF or SRS may attend and cast his/her vote(s). For CPF or SRS investors who wish to appoint the Chairman of the AGM as their proxy, they should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven (7) working days before the AGM (i.e. by 5.00 p.m. on 16 April 2026).
9. Completion and submission of the Proxy Form by a member will not prevent him/her/it from attending, speaking, and voting at the AGM if he/she/it so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant Proxy Form(s) to the AGM.
10. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the shareholder being the appointor, is not shown to have shares entered against the depositor's name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy: By submitting an instrument appointing a proxy(ies) or the Chairman of the Meeting as proxy, the member of the Company accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 13 April 2026.

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Please
affix
postage
stamp

The Company Secretary
ENGRO CORPORATION LIMITED
63 Robinson Road #17-03, Afro-Asia,
Singapore 068894



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