KOH BROTHERS ECO ENGINEERING LIMITED
(Unique Entity Number: 197500111H)
(Incorporated in Singapore)

RESPONSES TO SHAREHOLDERS ON SUBSTANTIAL AND RELEVANT QUESTIONS FOR THE ANNUAL GENERAL MEETING TO BE HELD ON 25 APRIL 2023

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

(a) the annual report of the Company for the financial year ended 31 December 2022;

(a) the notice of annual general meeting ("**AGM**") issued on 10 April 2023 informing shareholders that the Company's AGM will be convened and held by way of a physical meeting on Tuesday, 25 April 2023 at 10.00 am; and

(b) the accompanying announcement issued by the Company on 10 April 2023 setting out, *inter alia*, the alternative arrangements relating to attendance at the AGM via a physical meeting.

The Company would like to thank shareholders for submitting their questions. Please refer to **Appendix A** for the list of questions received from shareholders and the Company's responses to these questions.

By Order by the Board

Koh Keng Siang
Non-Executive and Non-Independent Chairman

20 April 2023

This document has been reviewed by the Company's sponsor, Stamford Corporate Services Pte. Ltd. (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") and the SGX-ST assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

The contact person for the Sponsor is Mr. Ng Joo Khin (Telephone number: 6389 3000; Email address: jookhin.ng@morganlewis.com).

APPENDIX A
KOH BROTHERS ECO ENGINEERING LIMITED
ANNUAL GENERAL MEETING
Q&A SEGMENT

1. What percentage of your current order book of S$684.6 million will translate into revenue by FY2023? Could you elaborate on your pipeline of projects?

- The Group's current construction order book of S$684.6 million as at 31 December 2022 comprises projects of an average duration stretching to 2025. The time that would take any part of the order book to translate into revenue is dependent on the progress of the projects, the same of which the Group is not in control. Accordingly, it is not realistic to determine the amount which will be recognised as revenue in FY2023 at this point in time. Despite there being no major projects secured in FY2022, the Group continues to sharpen other aspects of the business; including actively monitoring the progress and cost of construction for ongoing projects, seizing opportunities and tendering for upcoming constructions projects where we have a competitive advantage and the requisite track record, experience and capabilities. This will enable the Group to maintain a healthy order book for sustainable growth in the longer term.

2. Are you currently bidding for any major infrastructure projects?

- The Group is constantly on the lookout for potential tendering opportunities to bolster our orderbook. We will make the necessary announcements through SGXNet upon successful award of such contracts to the Group.

3. The proposed director fees of S$284,500 seem high. Why is the company proposing to increase director fees by 55% when the company profits have only increased by 10%?

- There were 9 Directors on the Board in FY2022 as compared to 5 in FY2021. The increase in the proposed directors' fees is in line with the increase in the number of Directors appointed to the Board.

- Directors' fees are determined by the Remuneration Committee comprising independent and non-executive members of the Board and have taken into consideration factors such as the scope and extent of a director's responsibilities and obligations under applicable laws and the Catalist Rules, as well as the level of contribution and expected time spent.

- A routine review of the remuneration packages, which will consider the protection of shareholder interests, will be conducted and the remuneration packages checked against the prevailing market rates.

4. The company has a board size of 9 members and the market capitalization is approximately S$98.0 million. There are companies with similar size with a smaller board. I would like to suggest to the company to reduce the number of Board members so that we pay less in Director fees.

- The Board, having examined the scope, nature and requirements of the Group's business and operations, is of the view that the current Board size is appropriate for facilitating effective and well-considered decision making, tapping on the broad spectrum of experience and skill-set found amongst the members of the Board. The Board will restructure the Board's and its committees' compositions, if necessary, to meet the changing needs and demands of the Group's business and operations.

- Directors have been appointed based on their individual calibre, expertise and experience. Board members comprise business leaders with business, management, finance and industry knowledge. The Board, in concurrence with the Nominating Committee (the "**NC**"), is satisfied that the Board has the appropriate mix of expertise and experience, and collectively possesses the necessary core competencies to lead and govern the Group effectively. In this regard, the NC has considered and will consider, amongst others, the skills, knowledge and experience required of the Board, in light of: (a) the geographical spread and diversity of the Group's business; (b) the strategic direction and progress of the Group; (c) the current composition of the Board; and (d) the need for independence. The Board also takes into account Provision 2.2 of the Code of Corporate Governance 2018, which requires independent directors to make up a majority of the Board where the Chairman is not independent.

- The Board, having examined the scope, nature and requirements of the Group's business and operations, is of the view that the current Board size is appropriate for facilitating effective and well-considered decision making.