



Hor Kew Corporation Limited

# BUILDING A BRAND NEW FUTURE

ANNUAL REPORT 2025



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# OUR VISION

Our vision is to be a topnotched integrated building group in the region, leveraging on prefabrication technology and operational excellence to provide high value-added services to our customers.

# OUR MISSION

We are fully dedicated to customers' satisfaction. We pledge ourselves to a policy of responding sensitively to our customers' progressive needs.

We commit ourselves to on-time completion of our projects, and to continuous improvement in our quality and cost effectiveness through employee re-training and effective utilisation of resources.

# OUR CORE VALUES



**INTEGRITY**  
The cornerstone  
of our success.



corporate, social and environmental  
**RESPONSIBILITY**  
We build for you.  
We contribute to society.



quick **ADAPTATION** to  
changing environments.  
The fittest survivor is the  
most flexible.



continual **PERSEVERANCE**  
The spirit of tenacity will  
see us through.

## CORPORATE PROFILE

# HOR KEW CORPORATION LIMITED IS A BUILDING CONSTRUCTION GROUP, PROVIDING AN INTEGRATED RANGE OF CONSTRUCTION RELATED PRODUCTS AND SERVICES.

The Group's origin can be traced back to 1979 when Hor Kew Private Limited became the main business vehicle.

In 1983, the Group was awarded the first main building contract. This contract, with a value of S\$28.5 million, was for the building of eight blocks of residential apartments.

In 1986, the Group embarked on the first property development project. Since then, the Group has completed several property development projects.

In 1990, the Group diversified its operations vertically and started the business of manufacturing and supply of prestressed and precast reinforced concrete building components as well as prefinished architectural precast components.

In 1994, the Group further enhanced its vertical integration by venturing into the manufacturing and supply of prefabricated architectural metal component business. The Group also has precast and prefabrication operations in Malaysia.

The vertical integration of the Group's operations continues till today, as this enhances better control over the quality and progress of building projects undertaken, thus providing high value-added services to its customers.

Over the years, the Group has successfully completed many projects, and has achieved and received numerous awards.

By leveraging on its steady track record and expertise in the construction industry, the Group has grown to become a main board public listed construction group in Singapore.



# MESSAGE FROM NON-EXECUTIVE CHAIRMAN & EXECUTIVE DEPUTY CHAIRMAN AND CHIEF EXECUTIVE OFFICER

## MR HAWAZI BIN DAIPI

*Non-Executive Chairman*



## MR BENJAMIN AW CHI-KEN

*Executive Deputy Chairman and Chief Executive Officer*



### DEAR SHAREHOLDERS,

We are pleased to present the Annual Report for the financial year ended 31 December 2025 (“FY2025”). This year has been one of resilience and steady progress for the Group. While our revenue and profit after tax dipped compared to the previous financial year ended 31 December 2024 (“FY2024”), we consider FY2025 to have been a good year overall.

The softer performance was primarily due to a fall in revenue arising from project timing and competitive market conditions. Nonetheless, our continued focus on operational efficiency, cost discipline and careful project selection enabled us to remain profitable and financially sound.

### REVIEW OF THE BUSINESS PERFORMANCE IN FY2024

For FY2025, the Group recorded an increase in profit before tax compared to FY2024, reflecting the resilience of our business model and our disciplined approach to cost management.

Our Group continues its long-term strategy to prioritise higher-margin projects while exercising prudence in project selection, allowing us to optimise resource allocation and safeguard margins amid a more challenging operating environment.

We remained focused on leveraging our expertise in prefabrication to drive operational efficiency and cost optimisation. Through the integration of advanced manufacturing technologies and a strong emphasis on quality control, we continued to deliver value to our clients and stakeholders.

A key strategic development during FY2025 was undertaken by one of our key subsidiaries, Prefab Technology Pte Ltd (“PFT”). PFT has secured a lease for a new production facility at 33 Kaki Bukit Road 6, named as “Prefab+”, which serves as the replacement for an existing facility at 66 Sungei Kadut Street 1, where the lease is set to expire in 2026.

Prefab+, equipped with advanced machinery, is expected to significantly enhance PFT’s production capacity and operational efficiency, at the same time reducing reliance on manpower and yet improving on product quality. With this improved infrastructure and scalability, the production volumes of PFT’s precast concrete products will be boosted, positioning the Group to better meet future demand and support long-term growth.

During the year, we successfully progressed and completed a number of Housing & Development Board (“HDB”) and private projects, reinforcing our position as a trusted

# MESSAGE FROM NON-EXECUTIVE CHAIRMAN & EXECUTIVE DEPUTY CHAIRMAN AND CHIEF EXECUTIVE OFFICER

partner for both public and private sectors. Our order books have been stronger than ever, with a strong pipeline of projects lined up for the coming years.

Cost management continues to be a key priority. We maintained a disciplined approach in managing labour and raw material costs through supply chain optimisation, strong supplier relationships and productivity improvements. Our ongoing investment in workforce training, project management and construction technologies has enabled us to enhance efficiency and mitigate cost pressures.

In addition, we continued to adopt a prudent approach in managing credit risk. By carefully assessing the financial standing of our clients and establishing clear credit terms, we mitigated the risk of delayed payments and safeguarded our cash flow position.

We also maintained a strong focus on financial discipline, including the management of our borrowings. While PFT undertook significant bank borrowings during the year to finance the lease of Prefab+, the Group is confident that this investment is worth the financial risks. We believe the enhanced production capacity and operational efficiencies arising from this new facility will strengthen our long-term growth prospects and deliver sustainable value.

## CONSTRUCTION INDUSTRY OUTLOOK AND BUSINESS PROSPECTS

Looking ahead, we remain cautiously optimistic about the Singapore construction industry, particularly in the public residential sector. The HDB is expected to sustain its efforts in building and upgrading flats to meet demand for public housing. Ongoing Build-To-Order ("BTO") projects and estate upgrading initiatives will continue to provide a steady pipeline of opportunities for the Group.

With this positive outlook, we are well-positioned to benefit from the growing demand for prefabricated

building components. Our focus on delivering high-quality, cost-efficient solutions aligns with national priorities of productivity and sustainability in construction.

Moving forward, we will continue to focus on the prefabrication segment, invest in advanced manufacturing capabilities, and strengthen operational efficiency. The addition of PFT's new production facility further enhances our readiness to capture future opportunities.

## CONCLUSION

In closing, FY2025 has been a year of resilience and steady performance. Despite the dip in revenue and profits, the Group remains profitable and on a strong footing. Our continued focus on operational discipline, strategic investments and core competencies has positioned us well for the future.

On behalf of the Board of Directors, we would like to thank our valued business partners and customers for their continued support. To our shareholders, we express our sincere appreciation for your trust and confidence. Finally, we extend our gratitude to our dedicated employees for their commitment and contributions.

We look forward to working together towards a stronger and more successful year ahead!

### MR HAWAZI BIN DAIPI

*Non-Executive Chairman*

### MR BENJAMIN AW CHI-KEN

*Executive Deputy Chairman and Chief Executive Officer*

# 非执行主席和执行副主席兼行政总裁致词

## 尊敬的股东：

我们欣然呈报截至2025年12月31日止财政年度（“2025财年”）的年度报告。本年度对本集团而言是充满韧性并稳步前行的一年。尽管与截至2024年12月31日的上一财年（“2024财年”）相比，我们的收入和税后利润有所下降，但我们认为2025财年总体而言仍是表现良好的一年。

本年度表现趋缓主要由于项目进度安排及市场竞争加剧导致收入下滑所致。尽管如此，我们持续专注于提升运营效率、严控成本及审慎筛选项目，使集团得以维持盈利能力及稳健的财务状况。

## FY2025业务表现回顾

在2025财年，本集团录得税前利润较2024财年有所增长，反映出我们业务模式的韧性以及在成本管理方面的严谨策略。

本集团继续贯彻长期战略，优先承接高利润率项目，并在项目筛选上保持审慎，从而在更具挑战的经营环境中优化资源配置并保障利润空间。

我们持续发挥在预制构件领域的专业优势，以推动运营效率提升及成本优化。通过引入先进制造技术及强化质量控制，我们不断为客户及持份者创造价值。

2025财年期间，本集团旗下主要子公司之一Prefab Technology Pte Ltd（“PFT”）取得重要战略进展。PFT已成功签订位于33 Kaki Bukit Road 6的新生产设施租约，并命名为“Prefab+”，以取代其位于66 Sungei Kadut Street 1的现有厂房（该租约将于2026年到期）。

Prefab+配备先进机械设备，预计将显著提升PFT的生产能力及运营效率，同时减少对人力的依赖并提升产品质量。随着基础设施及扩展能力的提升，PFT预制混凝土产品的产量将大幅增加，使集团能够更好地满足未来需求并支持长期增长。

本年度内，我们顺利推进并完成多个建屋发展局（“HDB”）及私人项目，进一步巩固了我们作为公共及私营领域可靠合作伙伴的地位。我们的订单储备处于历史高位，未来数年项目储备充足。

成本管理仍然是我们的重点。我们通过优化供应链、建立稳固的供应商关系及提升生产力，在劳动力及原材料成本方面保持

## 非执行主席和执行副主席兼行政总裁致词

严格管理。同时，我们持续投资于员工培训、项目管理及建筑技术，以提升效率并缓解成本压力。

此外，我们继续采取审慎措施管理信贷风险。通过严格评估客户的财务状况并设立清晰的信贷条款，我们有效降低延迟付款风险并保障现金流稳健。

我们亦持续专注于财务纪律，包括借贷管理。尽管PFT于年内为融资Prefab+项目而进行较大规模的银行借贷，集团仍有信心该项投资物有所值。我们相信，新设施所带来的产能提升及营运效率改善，将强化集团的长期增长前景并创造可持续价值。

### 建筑行业展望与业务战略

展望未来，我们对新加坡建筑行业保持审慎乐观，尤其是公共住宅领域。预计建屋发展局将继续推动组屋建设及翻新工程，以满足公共住房需求。持续推进的预购组屋（“BTO”）项目及组屋翻新计划，将为集团提供稳定的业务机会来源。

在此良好前景下，我们具备良好条件把握预制建筑构件需求增长所带来的机遇。我们致力于提供高质量及具成本效益的解决方案，与国家在建筑生产力及可持续发展方面的方向保持一致。

展望未来，我们将继续专注于预制构件业务，投资先进制造能力，并强化营运效率。PFT新生产设施的投入使用，将进一步提升我们把握未来机遇的能力。

### 结论

总而言之，FY2025是充满韧性及稳健表现的一年。尽管收入及利润有所回落，集团仍保持盈利并具备稳固基础。我们持续专注于营运纪律、战略投资及核心能力建设，使我们在未来发展中处于有利位置。

谨代表董事会，衷心感谢我们的业务伙伴及客户一直以来的支持。我们亦向股东致以诚挚谢意，感谢各位的信任与支持。最后，我们感谢全体员工的辛勤付出与贡献。

让我们携手迈向更强劲、更成功的未来一年！

**MR HAWAZI BIN DAIPI**  
非执行主席

**胡志庆先生**  
执行副主席兼行政总裁

# OPERATIONS REVIEW

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

The Group's revenue of \$69.4 million for the financial year ended 31 December 2025 ("FY2025") represented a decrease of \$13.5 million compared with revenue of \$82.9 million for the financial year ended 31 December 2024 ("FY2024"). This decrease was mainly due to lower delivery volumes of prefabricated building components in FY2025.

Group also recorded a lower gross profit of \$24.9 million in FY2025 compared to \$33.2 million in FY2024, mainly due to lower revenue as well as lower profit margins for those projects delivered in FY2025 compared to FY2024. The Group's gross profit margin decreased from 40.2% in FY2024 to 35.8% in FY2025 mainly because of increase in competition for project tenders.

The Group's interest income from fixed deposits fell from \$0.7 million in FY2024 compared to \$0.6 million in FY2025, due to dip in interest rates.

Other income increased \$0.5 million from \$4.2 million in FY2024 to \$4.7 million in FY2025, mainly due to \$0.6 million increase in rental income.

The Group's general and administrative expenses increased \$5.8 million from \$11.6 million in FY2024 to \$17.4 million in FY2025, mainly due to increases of \$1.7 million in restoration cost, \$1.0 million in insurance cost, \$0.9 million in bad debts written off, \$0.7 million in staff costs and \$0.5 million in depreciation of property, plant and equipment.

The Group's finance costs decreased from \$2.3 million in FY2024 to \$2.2 million in FY2025, mainly due to interest rate cuts during the year.

For FY2025, reversal of financial and contract assets was \$6.8 million, compared with impairment loss of \$8.3 million for FY2024, after expected credit losses assessment.

The Group recorded a profit before tax of \$17.3 million in FY2025 (Profit before tax of \$16.0 million for FY2024).

The Group provided tax expense of \$4.4 million in FY2025 after taking into consideration of available tax allowances and reliefs, and under-provision of income tax in prior years (tax expense of \$2.3 million in FY2024).

Profit after tax of the Group for FY2025 was \$12.9 million (FY2024: \$13.7 million profit after tax).

The Group had a comprehensive gain from favorable currency movements in foreign subsidiaries of \$0.8 million in FY2025, which was slightly lower than the \$0.9 million in FY2024.

The Group reported total comprehensive income of \$13.7 million in FY2025 (FY2024: total comprehensive income of \$14.6 million).

## STATEMENT OF FINANCIAL POSITION

Total non-current assets increased \$64.3 million from \$97.4 million as at 31 December 2024 to \$161.7 million as at 31 December 2025. Property, plant and equipment increased \$62.0 million mainly due to a new lease for a property at 33 Kaki Bukit Road 6 that is used for the production of prefabricated concrete building components, as well as for the machinery and equipment at this facility. This new lease was signed by a principal subsidiary Prefab Technology Pte Ltd in the ordinary course of business as the lease of its current production facility at 66 Sungei Kadut Street 1 would expire within year 2026. Non-current deferred tax assets of \$1.8 million were reversed out in FY2025. Investment properties increased by \$0.3 million from 31 December 2024 due to fair value gains.

# OPERATIONS REVIEW

Current assets of the Group increased by \$12.5 million from 31 December 2024 to 31 December 2025, mainly due to increases of \$7.9 million in inventories to cater for higher upcoming deliveries and \$1.7 million in current other receivables due to advance payments. Current trade receivables increased by \$1.5 million mainly due to slow down in customer collections. Cash and cash equivalents increased by \$0.4 million mainly due to overall collections in excess of payments. Tax recoverable increased by \$0.8 million mainly due to overpayments of income taxes at a Malaysia subsidiary arising from over-estimation of tax payable.

Total assets of the Group increased \$76.8 million, from \$154.2 million as at 31 December 2024 to \$231.0 million as at 31 December 2025.

Current trade payables increased by \$4.8 million mainly due to cash flow management. Other payables increased by \$4.4 million due to increases of \$2.3 million in accrual of staff costs, \$1.1 million in accrual of other operating expenses and \$0.8 million in non-trade other payables. Contract liabilities decreased by \$0.4 million from 31 December 2024 due to decrease in advance collections from customers. Tax

payables increased by \$2.3 million in FY2025, due to the utilization of brought forward tax losses in FY2024 that reduced tax payable. Current borrowings decreased by \$1.0 million due to repayment of borrowings. Current provision of \$1.7 million was taken up in FY2025 for the estimated restoration cost of the property at 66 Sungei Kadut Street 1.

As a result of the above, total current liabilities of the Group increased \$13.1 million, from \$40.2 million as at 31 December 2024 to \$52.2 million as at 31 December 2025.

Non-current borrowings increased by \$49.8 million mainly due to the financing for the new lease of a property at 33 Kaki Bukit Road 6. As a result, total non-current liabilities of the Group increased \$52.7 million, from \$27.7 million as at 31 December 2024 to \$80.4 million as at 31 December 2025. Non-current provision of \$3.0 million was taken up in FY2025 for the estimated restoration cost of the property at 33 Kaki Bukit Road 6.

Total liabilities of the Group increased by \$64.6 million from 31 December 2024 and stood at \$132.5 million as at 31 December 2025.

Shareholders' equity of the Group increased by \$12.1 million and recorded at \$98.5 million as at 31 December 2025, due to \$13.7 million comprehensive income earned for FY2025 less of \$1.6 million dividends paid.

## STATEMENT OF CASH FLOWS

The Group generated \$21.5 million in its operating activities in FY2025 mainly due to positive business performance.

It used \$2.8 million in its investing activities mainly due to additions to property, plant and equipment, mostly resulting from a new lease for a production facility located at 33 Kaki Bukit Road 6.

It used \$18.6 million in its financing activities in FY2025 mainly for repayments of borrowings, interest payments and dividend payments.

Overall, the Group's cash decreased by \$0.2 million in FY2025, and the cash and cash equivalents stood at \$8.3 million as at 31 December 2025.

# BOARD OF DIRECTORS



**MR HAWAZI BIN DAUPI**  
*Non-Executive Chairman and  
Independent Director*

Mr Hawazi Bin Daipi was appointed as our Non-Executive Chairman and Independent Director on 30 April 2024.

He is a member of the Company's Audit Committee, and a member of the Nominating Committee and Remuneration Committee.

Mr Hawazi is currently Singapore's Non-Resident Representative to the Palestinian Authority (PA) and Non-Resident High Commissioner to the Republic of Ghana. He is an Independent Director of another company listed on the Singapore Exchange, Chairman of the Advisory Board of Charis Manor Nursing Home, a Board member of Singapore Press Holdings Foundation Limited and a member of the Management Board of the Middle East Institute (MEI), National University of Singapore. He is also Senior Advisor to Foreign Domestic Worker Association for Social Support and Training (FAST), Advisor for Malay Youth Literary Association (4PM), Advisor for Malay Language Council and Advisor for My English Pte Ltd.

Mr Hawazi was elected as a Member of Parliament for Sembawang Group Representation Constituency (GRC) for four times from December 1996 to August 2015, Parliamentary Secretary for the Ministry of Manpower from 2004 to 2015, Senior Parliamentary Secretary for the Ministry of Health from 2008 to 2011 and Senior Parliamentary Secretary for the Ministry of Education from 2011 to 2015. He was Chairman of Sembawang Town Council from 1997 to 2015, Director of the International Affair Department in the National Trades Union Congress (NTUC) from 1997 to 2001, Executive Secretary of the Port of Singapore Authority (PSA) Workers' Union from 1997 to 2001, Executive Secretary of the Singapore Manual and Mercantile Workers' Union (SMMWU) from 1997 to 2001 and Chairman of the National Council Against Drug Abuse from 2017 to 2023.

Mr Hawazi holds a Bachelor of Arts (Honours) degree in Economics and Geography from the University of Singapore, and a Diploma in Education from the Institute of Education.

Mr Hawazi was last re-elected on 30 April 2025, and will be due for re-election at the forthcoming Annual General Meeting.



**MR BENJAMIN AW CHI-KEN**  
*Executive Deputy Chairman and  
Chief Executive Officer ("CEO")*

Mr Benjamin Aw Chi-Ken was first appointed to the Board of Directors on 27 February 2014.

As Executive Deputy Chairman and CEO, Mr Benjamin Aw is responsible for the overall strategic decisions of the Group. He oversees the business development, corporate matters, financial planning, general management and investment decisions of the Group.

Mr Benjamin Aw is a member of the Nominating Committee.

Prior to joining the Group, Mr Benjamin Aw started his career by working in the banks as a Personal Financial Adviser and Relationship Manager with both offshore financial institutions and a local bank. In addition to his banking experience, Mr Benjamin Aw has accumulated more than 8 years of hands-on experience as a professional in mechanical and electrical elevator transportation systems and the construction industry holding various positions in regional, managerial, agencies and manufacturers roles.

Mr Benjamin Aw holds a Bachelor of Arts degree with First Class Honours in Accounting and Finance from University of North London, London, United Kingdom and a Degree in Masters of Science in Finance from The City University, London, United Kingdom.

Mr Benjamin Aw was last re-elected on 30 April 2024, and will be due for re-election at the forthcoming Annual General Meeting.

## BOARD OF DIRECTORS



**MS ELICIA AW YING YING**  
*Executive Director*

Ms Elicia Aw Ying Ying was first appointed to the Board of Directors on 27 February 2014.

As Executive Director, Ms Elicia Aw is responsible for directing the day to day business operations as well as the strategic management of the Group's subsidiaries Prefab Technology Pte Ltd, Prefab Technology 3 Pte Ltd, Prefab Technology Sdn Bhd and Prefab Metal Sdn Bhd.

Ms Elicia Aw joined the Group in 2002 as a Project Manager and in year 2011 was appointed as the General Manager of Prefab Technology Pte Ltd and Prefab Technology 3 Pte Ltd. She continues to play a pivotal role in overseeing and directing the design and manufacture of prestressed and precast reinforced concrete building components as well as the prefabricated architectural metal components.

Ms Elicia Aw holds a Bachelor of Engineering (Civil) degree with Honours from the National University of Singapore.

Ms Elicia Aw was last re-elected on 30 April 2025.



**MR COLIN LEE CHIA SIN**  
*Non-Executive and Independent Director*

Mr Colin Lee Chia Sin was appointed as our Non-Executive and Independent Director on 30 April 2024.

Mr Colin Lee is the Chairman of the Company's Audit Committee, and a member of the Nominating Committee and Remuneration Committee.

Mr Colin Lee has over 15 years of experience in public accounting firms and is currently a Managing Partner in a local audit firm and a director of several consulting companies. He is also an Independent Director of two other companies listed on the Singapore Exchange.

Mr Colin Lee holds a Bachelor of Accounting & Commercial Law degree from the University of Wellington, New Zealand and had completed the Graduate Diploma in Professional Accounting in the same university. He is currently a member of the Institute of Singapore Chartered Accountants (ISCA), Association of Chartered Certified Accountants (ACCA), Malaysia Institute of Accountants (MIA) and Kampuchea Institute of Certified Public Accountants & Auditors, Accredited Tax Practitioner Singapore (Income Tax and GST) and associates member of the Chartered Tax Institute of Malaysia (CTIM).

Mr Colin Lee was last re-elected on 30 April 2025.

## BOARD OF DIRECTORS



**MR RONNIE WAI CHEE LEONG**

*Non-Executive and  
Independent Director*

Mr Ronnie Wai Chee Leong was appointed as our Non-Executive and Independent Director on 30 April 2024.

Mr Ronnie Wai is the Chairman of the Company's Nominating Committee and Remuneration Committee and a member of the Audit Committee.

Mr Ronnie Wai has been a practising lawyer in Singapore for over 30 years, and was called to the Singapore Bar as an Advocate and Solicitor of the Supreme Court of Singapore in 1993. He is currently a Director in law firm Dominion LLC, specialising in Corporate and Real Estate Practice & Commercial Matters and a Director of Southwest Oilfield Products Pte Ltd. He was previously an Independent Director of two other companies listed on the Singapore Exchange.

Mr Ronnie Wai holds a Bachelor of Laws (Honours) degree from the London School of Economics, University of London. He was appointed as a Commissioner of Oaths by the Singapore Law Academy and a Barrister-at-Law, Lincoln's Inn.

Mr Ronnie Wai was last re-elected on 30 April 2025.



# KEY MANAGEMENT

## MR MICHAEL SOH CHIA YANG

Mr Michael Soh Chia Yang joined the Group as Financial Controller in June 2017, and was promoted to Group Chief Financial Officer (“CFO”) in March 2026. As Group CFO, Mr Michael Soh is responsible for the Group’s accounting, tax planning, banking and compliance with financial reporting and regulatory requirements.

Prior to joining the Group, Mr Michael Soh had 14 years of experience covering audit, financial reporting and operational accounting. His audit experience came from two of the Big Four accounting firms and his accounting experience came from a local listed company, a German Multinational Corporation and an established shipping company.

Mr Michael Soh holds a Bachelor of Accountancy degree from the Nanyang Technological University.

## MR STEVEN AW SOON HWEE

Mr Steven Aw Soon Hwee is the Managing Director of Prefab Technology Pte Ltd, the Group’s subsidiary engaged in the design and manufacture of prestressed and precast reinforced concrete building components.

Having joined the organisation since 1983, he oversees the day-to-day operational matters of the subsidiary and is responsible for the overall strategic business decisions and development of it.

Mr Steven Aw has a wealth of more than 40 years of experience in the building and construction industry and his contribution towards the prefabrication division has significantly enhanced the overall objectives and goals of the Group.

## MS AW LAY SIM

Ms Aw Lay Sim is the Group Human Resource Director. She oversees the human resource, administration and information technology functions of the Group as well as facility management of the investment property in Singapore.

Having been with the organisation since 1984, Ms Aw has accumulated more than 40 years of hands-on experience in the building and construction industry. She plays a pivotal role in ensuring due compliance in respect of the various legal and statutory requirements relating to the employment of foreign workers in Singapore as well as other human resource, administrative, information technology and facilities management matters.

Ms Aw holds a Bachelor of Arts (Economics and Geography) degree from the Wilfrid Laurier University, Canada.

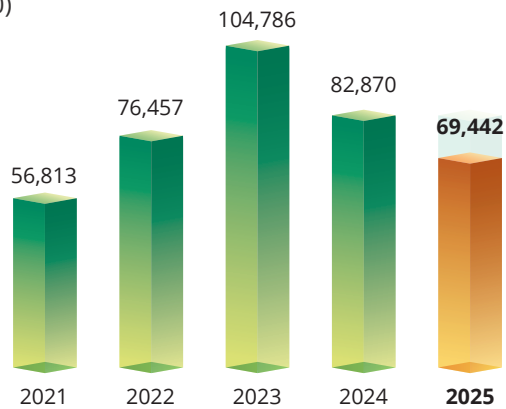
# SUMMARISED FINANCIAL HIGHLIGHTS

	FY2021 S\$'000	FY2022 S\$'000	FY2023 S\$'000	FY2024 S\$'000	FY2025 S\$'000
<b>Financial Performance</b>					
Revenue	56,813	76,457	104,786	82,870	<b>69,442</b>
Profit before Tax	3,961	2,814	7,581	15,999	<b>17,296</b>
Profit Attributable to Shareholders	4,022	1,721	7,412	13,722	<b>12,877</b>
<b>Assets and Liabilities</b>					
Non-Current Assets	88,013	82,449	83,769	97,413	<b>161,684</b>
Net Current Assets/(Liabilities)	11,991	(9,233)	17,975	16,600	<b>17,139</b>
Non-Current Liabilities	(35,730)	(8,025)	(30,075)	(27,705)	<b>(80,353)</b>
Equity and Non-Controlling Interests	64,274	65,191	71,669	86,308	<b>98,470</b>
<b>Per Share Basis</b>					
Basic Earnings Per Share (cents)	7.72	3.31	14.24	26.38	<b>24.73</b>
Net Assets Per Share (S\$)	1.23	1.25	1.38	1.66	<b>1.89</b>

# SUMMARISED FINANCIAL HIGHLIGHTS

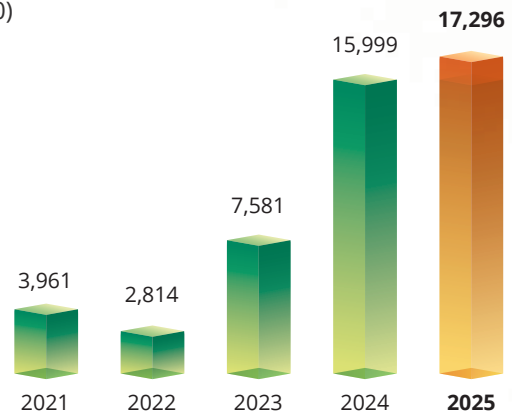
## REVENUE

(S\$'000)



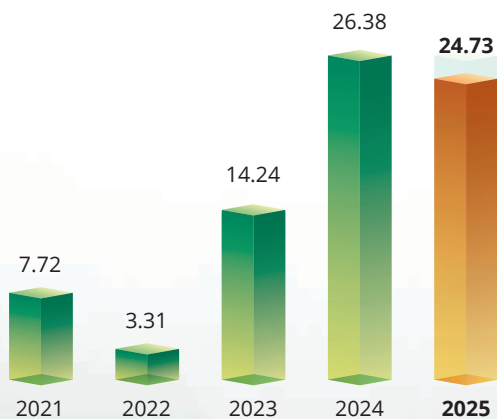
## PROFIT BEFORE TAX

(S\$'000)



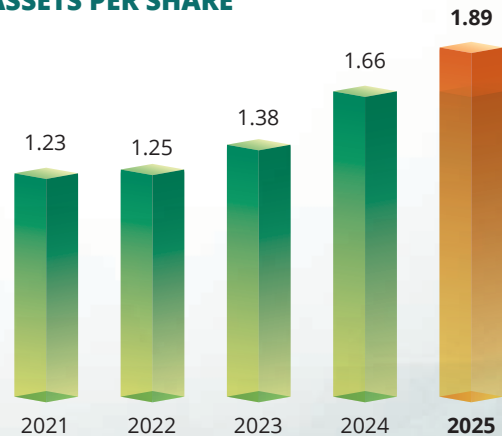
## BASIC EARNINGS PER SHARE (EPS)

(cents)



## NET ASSETS PER SHARE

(S\$)



# CORPORATE INFORMATION

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## DIRECTORS

### Executive

Benjamin Aw Chi-Ken  
(Executive Deputy Chairman and Chief Executive Officer)

Elicia Aw Ying Ying

### Non-Executive and Independent

Hawazi Bin Daipi  
(Non-Executive Chairman)

Colin Lee Chia Sin

Ronnie Wai Chee Leong

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## COMPANY SECRETARIES

Judy Koh Geok Hoon

Tan Hwee Ling (appointed on 25 July 2025)

Chng Thian Hooi (resigned on 25 July 2025)

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## REGISTERED OFFICE

66 Kallang Pudding Road

#07-01 Hor Kew Business Centre

Singapore 349324

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## REGISTRAR AND SHARE TRANSFER OFFICE

In.Corp Corporate Services Pte. Ltd.

36 Robinson Road

#20-01 City House

Singapore 068877

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## INDEPENDENT AUDITOR

Moore Stephens LLP

Chartered Accountants of Singapore

10 Anson Road

#29-15 International Plaza

Singapore 079903

Partner-in-charge: Christopher Bruce Johnson

(Appointed since financial year ended 31 December 2024)

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## BANKERS

Maybank Singapore Limited

United Overseas Bank Limited

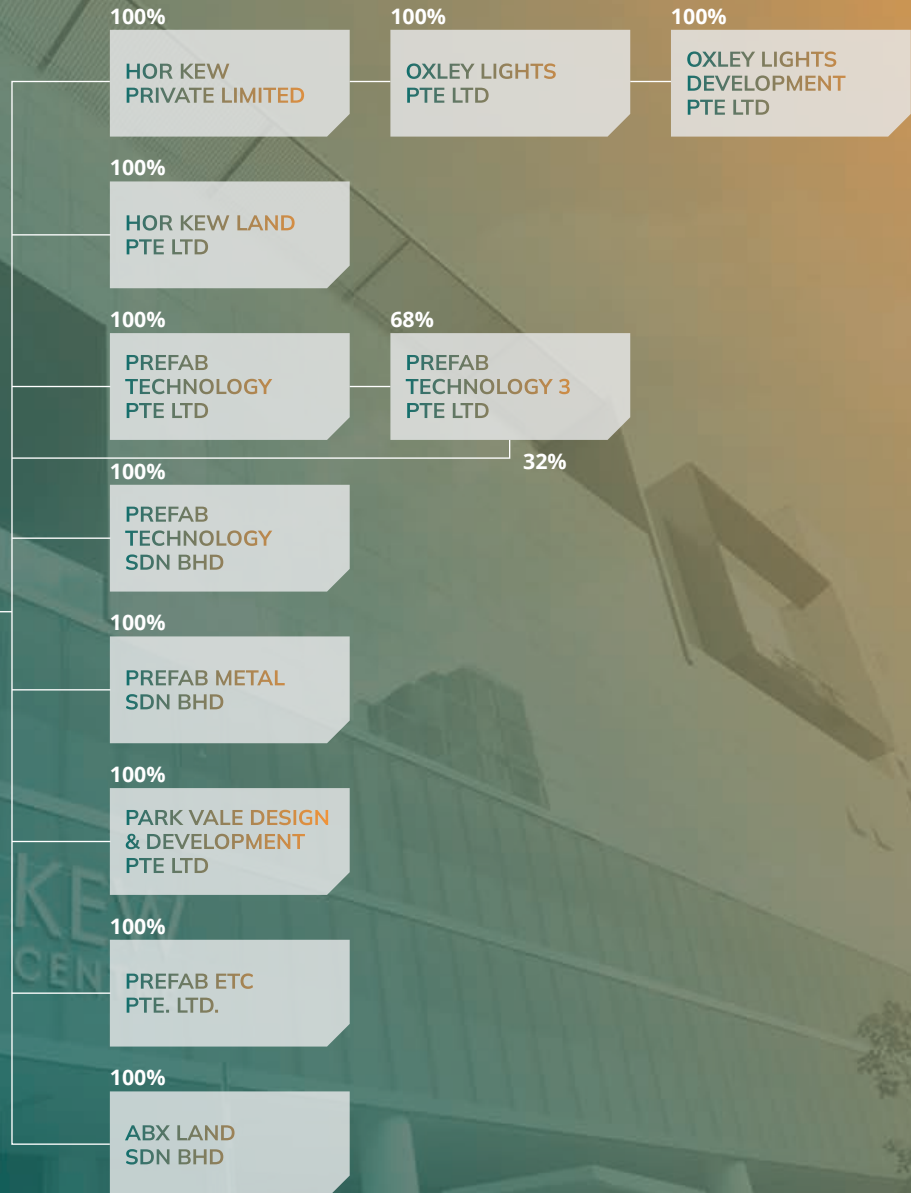
DBS Bank Limited



# CORPORATE STRUCTURE



Hor Kew Corporation Limited



# CORPORATE GOVERNANCE REPORT

The Board of Directors (the “Board”) of Hor Kew Corporation Limited (the “Company”) and its subsidiary companies (collectively, the “Group”) are committed to maintaining a high standard of corporate governance which is essential to the long term sustainability of the Group’s business and performance.

This report outlines the Group’s corporate governance processes and practices that were in place throughout the financial year ended 31 December 2025, with specific reference to the principles and provisions of the Code of Corporate Governance 2018 (the “Code”), which forms part of the continuing obligations of the Listing Rules of the Singapore Exchange Securities Trading Limited (“SGX-ST”).

The Board believes that for the financial year ended 31 December 2025, the Company has generally adhered to the principles, provisions and recommendations as set out in the Code and where there are deviations from the Code, the reasons for the deviations are explained accordingly.

## BOARD MATTERS

### The Board’s Conduct of 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.*

### **Provision 1.1 of the Code: Directors are fiduciaries who act objectively in the best interests of the Company**

The Board oversees the conduct of the Group’s affairs and is accountable to shareholders for the long-term performance and financial soundness of the Group, as well as protect and enhance long term value and returns for all shareholders. The Board puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Group by holding Management accountable for performance.

Apart from its statutory duties and responsibilities, the Board’s role is to:

1. guide the formulation of the Group’s overall long-term strategic plans and performance objectives as well as operational initiatives;
2. establish and oversee the processes of evaluating the adequacy of internal controls, risk management, financial reporting and compliance;
3. review and approve annual budgets, major funding proposals, investment and divestment proposals;
4. monitor the performance and compensation of senior management personnel;

# CORPORATE GOVERNANCE REPORT

5. evaluate principal risks of the Group's businesses and ensure the implementation of appropriate systems to manage these risks;
6. review the financial performance of the Group;
7. set the Company's values and standards (including ethical standards), and ensure that obligations to shareholders and other stakeholders are understood and duly met;
8. consider sustainability issues such as environmental and social factors; and
9. assume responsibility for corporate governance.

Each director is required to promptly disclose any conflict or potential conflict of interest, whether direct or indirect, in relation to a transaction or proposed transaction with the Company, as soon as practicable after the relevant facts have come to his knowledge. Where a director has a conflict or potential conflict of interest in relation to any matter, he should immediately declare his interest and recuse himself and refrain from participating in discussions regarding a transaction or proposed transaction in which he has an interest or is conflicted, unless the Board is of the opinion that his presence and participation is necessary to enhance the efficacy of such discussions.

## **Provision 1.2 of the Code: Directors' induction, training and development**

Newly appointed Directors are provided with background information about the Company and the Group and are invited to visit the Group's operations and facilities to have a good understanding of the Group's business and operations.

Board members are encouraged to attend seminars and receive training to improve themselves in the discharge of their duties as Directors. In addition, the Company works closely with professionals to apprise Directors with updates on risk management and key changes to relevant regulatory requirements and accounting standards.

## **Provision 1.3 of the Code: Matters requiring Board's approval**

Although the day-to-day management of the Company is delegated to the Executive Directors, the approval of the Board is required for matters such as corporate restructuring, mergers and acquisitions, major investments and divestments, material acquisitions and disposals of assets, major corporate policies on key areas of operations, major corporate actions such as share issuance, the release of the Group's results and announcement to shareholders, declaration of dividends and interested person transactions. The Board sets clear guidelines to Management that the afore-mentioned matters require its approval, and clearly communicates it to Management in writing.

# CORPORATE GOVERNANCE REPORT

## Provision 1.4 of the Code: Board Committees

The Board has established three Board committees, namely Audit Committee (“AC”), Nominating Committee (“NC”) and Remuneration Committee (“RC”) with clearly defined terms of reference. The terms of reference, committee structures and membership are reviewed on a regular basis by the Board, along with the committee structures and membership, to ensure their continued relevance.

## Provision 1.5 of the Code: Board Meetings and Attendance

The Board met two times during the financial year to discuss key activities and business strategies, review the operations and performance, as well as address key policy matters of the Group. The Directors were furnished with relevant information beforehand in order to enable them to obtain further explanations where necessary, and be adequately briefed prior to the respective meetings. Minutes of the meetings are also available to the respective Board members. In addition, ad-hoc and non-scheduled meetings are convened by Board members to deliberate on urgent and substantive matters. The Company's Constitution allows for telephone, audio and video conferencing, or other electronic means of communication to facilitate participation at the meetings of the Board.

Details of Directors' attendance at Board and Board Committee meetings held during the financial year ended 31 December 2025 are summarised as follows:

## ATTENDANCE AT BOARD AND BOARD COMMITTEE MEETINGS

	Board	Audit Committee	Nominating Committee	Remuneration Committee
Number of meetings held	2	2	1	1
Name of Director	ATTENDANCE			
Benjamin Aw Chi-Ken	2	2 <sup>(1)</sup>	0	NA
Elicia Aw Ying Ying	2	2 <sup>(1)</sup>	NA	NA
Hawazi Bin Daipi	1	1	1	1
Colin Lee Chia Sin	1	1	1	1
Ronnie Wai Chee Leong	1	1	1	1

Note:

(1) Attendance at meetings was on a “By Invitation” basis.

NA - Not Applicable

# CORPORATE GOVERNANCE REPORT

Matters that are specifically reserved to the Board for its decision making are:

1. financial results announcements, annual financial statements and reports;
2. material acquisition and disposal of assets and investments;
3. major investment and funding decisions;
4. share issuances, dividends and other distributions to shareholders;
5. convening shareholders' meetings;
6. capital expenditure exceeding a prescribed limit; and
7. interested person transactions of a material nature.

## **Provision 1.6 of the Code: Access to information**

The Board receives complete and adequate information on an on-going basis. Management provides the Executive Directors with monthly management accounts and the rest of the Board members with half year management accounts. The agenda for Board meetings is prepared in consultation with the Chairman of the Board and CEO and is circulated one week in advance of each meeting to Board members.

Where decisions to be taken by the Board require specialised knowledge or expert opinion, the Board obtains independent professional advice as and when necessary so as to discharge their duties and responsibilities effectively.

## **Provision 1.7 of the Code: Access to Management and Company Secretary**

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. Furthermore, the Board has separate and independent access to the Company Secretary and senior executives, and there is no restriction of access to the senior management team of the Company or the Group at all times in carrying out its duties. Non-Executive Directors have also been invited to various functions whereby they may be informally introduced to officers of the Group.

The Company Secretary attends all formal Board meetings and ensures that Board procedures are followed, and that all applicable rules and regulations are complied with. The minutes of Board and Audit Committee meetings are circulated to the Board. The appointment and removal of the Company Secretary is subject to the approval of the Board.

# CORPORATE GOVERNANCE REPORT

## 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.*

### Provision 2.1 of the Code: Director independence

### Provision 2.2 of the Code: Independent directors make up a majority of the Board

### Provision 2.3 of the Code: Non-executive directors make up a majority of the Board

### Provision 2.4 of the Code: Board Composition

As at the date of this report, the Board has five members, comprising two Executive Directors and three Independent and Non-Executive Directors as follows:

Hawazi Bin Daipi	(Non-Executive Chairman and Independent Director)
Benjamin Aw Chi-Ken	(Executive Deputy Chairman and Chief Executive Officer (“CEO”))
Elicia Aw Ying Ying	(Executive Director)
Colin Lee Chia Sin	(Independent and Non-Executive Director)
Ronnie Wai Chee Leong	(Independent and Non-Executive Director)

The Board has examined its size and is satisfied that it is an appropriate size for effective decision making, taking into account the nature and scope of the Company’s operations.

The Independent Directors, and whom are also Non-Executive Directors, include the Chairman Mr Hawazi Bin Daipi and constitute a majority of the Board. They provide an independent element on the Board capable of exercising independent judgment on corporate affairs of the Group and provide management with a diverse and objective perspective to arrive at balanced and well-considered decisions.

Under Provision 2.1 of the Code, 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 considered independent.

# CORPORATE GOVERNANCE REPORT

The composition of the Board and the independence of each Director are assessed and reviewed by the NC annually. The NC ensures that the Board has the appropriate mix of expertise and experience to govern and manage the Group's affairs. In its deliberation as to the independence of a director, the NC took into account examples of relationships as set out in the Code, considered whether a director has business relationships with the Group, its substantial shareholders or its officers and if so, whether such relationships could interfere or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the interest of the Group.

Each Independent Director is required to provide an annual confirmation of his independence based on the guidelines set out in the Code. The directors must also confirm whether they consider themselves independent despite not having any relationship identified in the Code. The Board will determine, taking into account the views of the NC, whether a director is independent in character and judgement and whether there are relationships or circumstances which are likely to affect or could affect the director's judgment.

The Board also recognises that Independent Directors may develop over time significant insights in the Group's business and operations and can continue to provide noteworthy and valuable contribution objectively to the Board as a whole. The independence of the independent directors must be based on their substance of their professionalism, integrity and objectivity and not merely based on form such as the number of years that they have served on the Board. The Board has subjected their independence status to a particularly rigorous review.

The Board deems the current Independent Directors competent as they are respected individuals from different backgrounds whose core competencies, qualifications, skillsets and experiences are extensive and complementary to the Company.

The Company has a board diversity policy (the "Policy") that takes into consideration criteria such as qualification, education background, age, gender, professional experience, business perspectives and expertise in various fields and in the relevant industry as well as other distinguishing qualities of the individual. The Board believes this approach reflects an appropriate balance between delivering business performance, growing shareholder returns, and progressing diversity.

Each Director has been appointed on the strength of his calibre, experience, grasp of corporate strategy and potential to contribute to the Company and its businesses. As each of the Directors brings valuable insights from different perspectives vital to the strategic interests of the Company, the Board considers that its Directors possess the necessary competencies to provide Management with a diverse and objective perspective on issues so as to lead and govern the Company effectively.

The Nominating Committee ("NC") monitors the Policy's implementation and progress on an annual or regular basis. The NC will also review this Policy, on a regular basis or as appropriate, to ensure its effectiveness. If any revisions to the Policy may be required, the NC will recommend to the Board for consideration and approval.

# CORPORATE GOVERNANCE REPORT

The Board consists of high calibre members with a wealth of experience and knowledge in business, as can be seen from the directors' profiles on pages 10 to 12.

The directors hold educational qualifications in diverse disciplines and fields that are relevant for leading the Group. There is an Executive Director with a Bachelor (Honours) degree in Civil Engineering which is highly relevant as the Group is in the construction business. The Chairman of the Audit Committee has a Bachelor of Accounting & Commercial Law degree and is a practising member of the Institute of Singapore Chartered Accountants. There is another Executive Director with a Bachelor (Honours) degree in Accounting and Finance, a director with a Bachelor of Laws (Honours) degree and a director with a Bachelor of Arts (Honours) degree in Economics and Geography.

The Non-Executive Directors are also directors of other companies for a number of years, and the Executive Directors have been involved in the running of the Group's business for many years. Together they contribute valuable direction and insight, drawing from their vast experience in a wide range of matters relating to accounting, finance, the construction business, corporate governance and compliance matters.

The Board recognises the importance and value of gender diversity in the composition of the Board, and that gender diversity is an essential aspect of a well-balanced Board. When making recommendations to the Board for the appointment of a director, the NC will ensure that:

1. Female candidates are included for consideration;
2. The requirement to present female candidates to the Board for consideration will be made known where external consultants are used for the search; and
3. There are best efforts made to obtain at least one female representation on the Board.

There is currently one female Director on the Board, which shows the Company's efforts in trying to achieve gender diversity as set out by the Policy.

The Board believes that its current composition and size provide a well-balanced and appropriate mix of skills, expertise, talents, experience and diversity to serve the needs and plans of the Group.

## **Provision 2.5 of the Code: Meeting of Independent Directors without Management**

The Non-Executive and Independent Directors meet regularly without the presence of Management and Executive Directors to review any matters that might be raised privately. The Chairman of such meetings will then provide feedback to the Board.

# CORPORATE GOVERNANCE REPORT

## **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.*

### **Provision 3.1 of the Code: Separation of the roles of the Chairman and the Chief Executive Officer (“CEO”)**

### **Provision 3.2 of the Code: Division of responsibilities between the Chairman and CEO**

### **Provision 3.3 of the Code: Lead Independent Director**

The Chairman and CEO are separate persons and their roles are segregated to ensure an appropriate balance and separation of power and authority, increased accountability and clear division of responsibilities. The Chairman and the CEO are not related.

The Non-Executive Chairman, Mr Hawazi Bin Daipi, provides leadership to the Board. Besides giving guidance on the corporate direction of the Group, the role of the Chairman includes the approving agendas of Board meetings and ensuring accurate, adequate and timely flow of information between the Board, Management and shareholders of the Company. The Executive Deputy Chairman and CEO of the Group, Mr Benjamin Aw Chi-Ken, sets the business strategies and directions for the Group and manages the business operations of the Group.

Given that the roles of the Chairman and CEO are separate and the Chairman is independent, there is no requirement to appoint a Lead Independent Director.

The Board is of the view that there are sufficient safeguards and checks to ensure that the decision making process of the Board is independent and based on the collective decisions of the Directors, without any individual exercising any considerable concentration of power or influence.

# CORPORATE GOVERNANCE REPORT

## 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.*

### **Provision 4.1 of the Code: Role of the NC**

### **Provision 4.2 of the Code: Composition of NC**

The NC comprises the three Independent and Non-Executive Directors and the Executive Deputy Chairman and CEO who have been tasked with the authority and responsibility to devise an appropriate process to review and evaluate the performance of the Board as a whole as well as each Director on the Board. The chairman of the NC is an Independent and Non-Executive Director, and is not a substantial shareholder or directly or indirectly, associated with a substantial shareholder of the Company. The members of the NC are as follows:

Ronnie Wai Chee Leong                      (Chairman)  
Hawazi Bin Daipi  
Benjamin Aw Chi-Ken  
Colin Lee Chia Sin

The primary responsibilities of the NC are:

1. To make recommendations to the Board on the appointment of new Executive and Non-Executive Directors, including making recommendations on the composition of the Board generally and the balance between Executive and Non-Executive Directors appointed to the Board, as well as ensuring that there are procedures in place for the selection and appointment of Directors.
2. To regularly review the Board structure, size and composition and make recommendations to the Board with regard to any adjustments that are deemed necessary.
3. To be responsible for assessing nominees or candidates for appointment or election to the Board, determining whether or not such nominees or candidates have the requisite qualifications and whether or not they are independent.
4. To determine, on an annual basis, if a Director is independent. If the NC determines that a Director, who has one or more of the relationships as set out in the Code is in fact independent, the NC would disclose in full, the nature of the Director's relationship and bear responsibility for explaining why the Director should be considered independent.
5. To recommend Directors who are retiring by rotation to be nominated for re-election.
6. To decide whether or not a Director is able to and has been adequately carrying out his duties as a Director of the Company, particularly when he has multiple board representations.

# CORPORATE GOVERNANCE REPORT

7. To be responsible for assessing the effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board.

## **Provision 4.3 of the Code: Board renewal and succession planning**

The Company does not have a formal criterion of selection for the appointment of new Directors to the Board. When the need for a new Director arises, or where it is considered that the Board would benefit from the services of a new Director with particular skills or to replace a retiring Director, the NC, in consultation with the Board, will determine the selection criteria and select candidates with the appropriate expertise and experience for the position. In its search and nomination process for a new Director, the NC may rely on search companies, personal contacts and recommendations for the right candidates. The NC ensures that the newly appointed Director is aware of his duties and obligations.

Board appointment is made by the Board after the NC has, upon reviewing the resume of the proposed Director and conducting appropriate interviews, recommended the appointment to the Board. The NC is also in charge of re-nominating retiring Directors, having regard to their contributions and performance. Pursuant to the Constitution of the Company, one-third of the Directors shall retire from office at the Company's AGM every year, provided that all Directors shall retire from office at least once every three years. Newly appointed Director by the Board is required to retire at the next AGM following his appointment. Retiring Directors are eligible to offer themselves for re-election. Each member of the NC abstains from voting on any resolutions and making any recommendation and/or participating in any deliberation of the NC in respect of the assessment of his own performance or re-nomination as Director.

## **Provision 4.4 of the Code: Circumstances affecting Director's independence**

As described under Principle 2 of this report, the Company has put in place a process to ensure the continuous monitoring of the independence of the Directors. Each Independent Director is required annually to complete a checklist to confirm his independence. Furthermore, the NC determines annually, and as and when circumstances require, whether a Director is independent, taking into consideration the disclosures by the Director of any relationships with the Company, its related corporations, its substantial shareholders or its officers and the checklist completed by each independent director. Having made its review, the NC is of the view that all Independent Directors have satisfied the criteria for independence.

## **Provision 4.5 of the Code: Multiple listed company directorships and other principal commitments**

All Directors are required to declare their board representations. The NC has reviewed the contribution by each Director taking into consideration the Director's number of listed board representations and other principal commitments. The NC and the Board are of the view that, setting maximum number of listed company board representation that a Director may hold is not meaningful, as long as the Director is able to devote sufficient time and attention to the Company's affairs. As such, the Board does not propose the maximum number of listed company board representations which Directors may hold until such need arises. Notwithstanding the number of listed company board representations and other principal commitments some of the Directors are holding, the NC considers the conduct of meeting, the decision-making process, attendance and participation of each Board member to be satisfactory.

# CORPORATE GOVERNANCE REPORT

## 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.*

### **Provision 5.1 and 5.2 of the Code: Assessment of effectiveness of the Board and Board Committees and assessing the contribution by individual directors**

The Board, through the NC, has used its best effort to ensure that directors appointed to the Board and the Board Committees, whether individually or collectively, possess the background, experience and the relevant skills set which are critical to the Group's business. It has also ensured that each director, with his special contributions, brings to the Board an independent and objective perspective to enable sound, balanced and well-considered decisions to be made.

With the Board's approval, the NC has established a formal review process to assess the performance and effectiveness of the Board as a whole and of its Board Committees annually, as well as the contribution by the Chairman of the Board and each individual director to the effectiveness of the Board. The NC proposed objective performance criteria including Board composition, size and expertise, Board information and timeliness, as well as Board commitment and accountability. In assessing each Director's performance and contribution to the effectiveness of the Board, the NC takes into consideration factors such as attendance, preparedness, candour and participation at Board and Board Committee meetings.

The NC assesses the performance of the Board and its Board Committees annually, using objective and appropriate criteria which were recommended by the NC and approved by the Board. For a financial year under review, all directors will complete an assessment form designed to seek their view on the various aspects of the Board and its Board Committees' performance and competencies so as to assess the overall effectiveness of the Board and its Board Committees. The consolidated responses are presented to the NC for review before submitting to the Board for discussion and to determine the areas for improvement and enhancement of the effectiveness of the Board and its Board Committees.

For the current financial year under review that is FY2025, the NC met once for the evaluation of the Board and Board Committees on 27 February 2026. Each member of the NC abstains from voting on any resolution in respect of the assessment of his own performance or re-nomination as a Director.

Following this review for FY2025, the NC is of the view that the Board and its Board Committees operate effectively and that each director is contributing to the overall effectiveness of the Board and its Board Committees. The NC is also of the opinion that the independence of the Non-Executive Directors is maintained. The Board has accepted the views of the NC on the above.

There was no external consultant involved in the Board evaluation process in FY2025.

# CORPORATE GOVERNANCE REPORT

Details of Board members' qualifications and experience including the year of initial appointment and last re-election, are presented in this Annual Report under the heading "Board of Directors".

The Board has accepted the NC's nomination and has recommended the following Directors, who have given their consent for re-election, to be put forward for re-election at the forthcoming AGM:-

Hawazi Bin Daipi (Retiring pursuant to Article 97)  
Benjamin Aw Chi-Ken (Retiring pursuant to Article 91)

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information as set out in Appendix 7.4.1 relating to the retiring Directors seeking re-election at the forthcoming AGM is disclosed below:-

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
Date of first appointment	30 April 2025	27 February 2014
Date of last re-appointment (if applicable)	NA	30 April 2024
Age	72	48
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board, having considered the recommendation of the Nominating Committee and having assessed Mr Hawazi Bin Daipi's experiences, is of the view that Mr Hawazi Bin Daipi has the requisite knowledge and experiences to assume the responsibilities as Independent Director of the Company.	The Board, having considered the recommendation of the Nominating Committee and succession planning, and having assessed Mr Benjamin Aw Chi-Ken's working experiences and leaderships in the Group, is of the view that Mr Benjamin Aw Chi-Ken has the requisite experiences to assume the responsibilities as Executive Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive Director.	Executive Director and responsible for the overall strategic decisions of the Group. He is also overseeing the business development, corporate matters, financial planning, general management and investment decisions of the Group.

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
Job Title (e.g. Lead ID, AC Chairman, AC member etc.)	Non-Executive Chairman, Independent Director, Member of the Audit Committee, Nominating Committee and Remuneration Committee.	Executive Deputy Chairman and CEO.  Member of Nominating Committee.
Professional qualifications	Bachelor of Arts (Honours) degree in Economics and Geography from the University of Singapore.  Diploma in Education from the Institute of Education.	Bachelor of Arts degree (First Class Honours) in Accounting and Finance from University of North London, London, United Kingdom.  Degree in Masters of Science in Finance from The City University, London, United Kingdom.
Working experience and occupation(s) during the past 10 years	Mr Hawazi Bin Daipi is currently Singapore's Non-Resident Representative to the Palestinian Authority (PA) and Non-Resident High Commissioner to the Republic of Ghana. He is an Independent Director of another company listed on the Singapore Exchange, Chairman of the Advisory Board of Charis Manor Nursing Home, a Board member of Singapore Press Holdings Foundation Limited and a member of the Management Board of the Middle East Institute (MEI), National University of Singapore. He is also Senior Advisor to Foreign Domestic Worker Association for Social Support and Training (FAST), Advisor for Malay Youth Literary Association (4PM), Advisor for Malay Language Council and Advisor for My English Pte Ltd.	Prior to joining the Group, Mr Benjamin Aw Chi-Ken started his career by working in the banks as a Personal Financial Adviser and Relationship Manager with both offshore financial institutions and a local bank. In addition to his banking experience, Mr Benjamin Aw Chi-Ken has accumulated more than 8 years of hands on experience as a professional in mechanical and electrical elevator transportation systems and the construction industry holding various positions in regional, managerial, agencies and manufacturers roles.

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
Working experience and occupation(s) during the past 10 years (continued)	Mr Hawazi Bin Daipi was elected as a Member of Parliament for Sembawang Group Representation Constituency (GRC) for four times from December 1996 to August 2015, Parliamentary Secretary for the Ministry of Manpower from 2004 to 2015, Senior Parliamentary Secretary for the Ministry of Health from 2008 to 2011 and Senior Parliamentary Secretary for the Ministry of Education from 2011 to 2015. He was Chairman of Sembawang Town Council from 1997 to 2015, Director of the International Affair Department in the National Trades Union Congress (NTUC) from 1997 to 2001, Executive Secretary of the Port of Singapore Authority (PSA) Workers' Union from 1997 to 2001, Executive Secretary of the Singapore Manual and Mercantile Workers' Union (SMMWU) from 1997 to 2001 and Chairman of the National Council Against Drug Abuse from 2017 to 2023.	
Shareholding interest in the listed issuer and its subsidiaries	No.	Yes.
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	No.	<p>Brother of Ms Elicia Aw Ying Ying, Executive Director of Hor Kew Corporation Limited.</p> <p>Nephew of Mr Aw Soon Hwee, substantial shareholder of Hor Kew Corporation Limited.</p> <p>Son of Dr Aw Leng Hwee (deceased), substantial shareholder of Hor Kew Corporation Limited.</p>

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
Conflict of interest (including any competing business)	No.	No.
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes.	Yes.
Other Principal Commitments* Including Directorships# * "Principal Commitments" has the same meaning as defined in the Code. # These fields are not applicable for announcements of appointments pursuant to Listing Rule 704(8)		
Past (for the last 5 years)	No.	No.
Present	Independent Director of Old Chang Kee Ltd.	Executive Director of XJ Elevator Engineering Private Limited, XJ Elevator Private Limited, Hor Kew Holdings Pte Ltd, Hor Kew International Pte Ltd, Hor Kew Pte Ltd, Hor Kew Land Pte Ltd, Oxley Lights Pte Ltd, Oxley Lights Development Pte Ltd, Prefab Technology Pte Ltd, Prefab Technology 3 Pte Ltd, Prefab Technology 8 Pte Ltd, Park Vale Design & Development Pte Ltd and ABX Land Sdn Bhd.
<b>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.</b>		
(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.

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
(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.
(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.

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
(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.
(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?	No.	No.

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
<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> <p>(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or</p> <p>(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</p> <p>(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</p> <p>(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> <p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	<p>No.</p>	<p>No.</p>

# CORPORATE GOVERNANCE REPORT

Name of Director	Hawazi Bin Daipi	Benjamin Aw Chi-Ken
(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?	No.	No.
<b>Disclosure applicable to the appointment of Director only.</b>		
<p>Any prior experience as a director of an issuer listed on the Exchange?</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>Yes.</p> <p>Other than the Company, Mr Hawazi Bin Daipi is currently also a Non-Executive Independent Director of the following company listed on the SGX-ST:</p> <p>- Old Chang Kee Ltd.</p>	<p>Yes.</p> <p>Mr Benjamin Aw Chi-Ken is currently the Executive Deputy Chairman of the Company, which is listed on the SGX-ST.</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)	Not applicable. This is a re-election of a director, and Mr Hawazi Bin Daipi has prior experience as a director of an issuer listed on the SGX-ST.	Not Applicable. This is a re-election of a director, and Mr Benjamin Aw Chi-Ken has prior experience as a director of an issuer listed on the SGX-ST.

# 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.*

### Provision 6.1 of the Code: RC to recommend remuneration framework and packages

### Provision 6.2 of the Code: Composition of RC

The RC ensures that there is a formal and transparent procedure for fixing the remuneration packages of individual Directors and key management personnel. The RC comprises the following three Independent and Non-Executive Directors. The chairman of the RC is an Independent and Non-Executive Director:

Ronnie Wai Chee Leong                      (Chairman)  
Hawazi Bin Daipi  
Colin Lee Chia Sin

The overriding principle is that no Director should be involved in deciding his own remuneration. The RC has adopted written terms of reference that define its membership, roles, functions and administration.

The primary responsibilities of the RC are as follows:

1. To review and recommend to the Board a framework of remuneration for all Directors and key management personnel, and to determine the specific remuneration packages and terms of employment for each of the Directors and key management personnel.
2. To review and recommend to the Board any long term incentive schemes which may be set up from time to time and to do all acts necessary in connection therewith.
3. To carry out its duties in the manner that it deems expedient, subject always to any regulations or restrictions that may be imposed upon the RC by the Board from time to time.
4. As part of its review, the RC shall ensure that:
  - (i) all aspects of remuneration including but not limited to Directors' fees, salaries, allowances, bonuses, share options and benefits-in-kind should be covered.

# CORPORATE GOVERNANCE REPORT

- (ii) the remuneration packages should be comparable within the industry and comparable companies and shall include a performance-related element coupled with appropriate and meaningful measures of assessing individual Executive Directors' and senior executives' performance.
- (iii) the remuneration packages of employees related to Executive Directors and substantial shareholders are in line with the Group's staff remuneration guidelines and commensurate with their respective job scopes and levels of responsibility.

## **Provision 6.3 of the Code: RC to consider and ensure all aspects of remuneration are fair**

The Group advocates a performance based remuneration system for Executive Directors and key executives that is flexible and responsive to the market, comprising a base salary and other fixed allowances, as well as variable performance bonus and participation in any long-term incentive scheme involving the offer of shares or grant of options.

In determining such remuneration packages, the RC will ensure that they are adequate by considering, in consultation with the Executive Deputy Chairman and CEO, amongst other things, the respective individual's responsibilities, skills, expertise and contribution to the Group's performance, and whether they are competitive and sufficient to ensure that the Group is able to attract and retain the best available executive talent, meanwhile keeping tabs that they are not excessive.

The RC has adopted a framework which consists of a base fee to remunerate Non-Executive Directors based on their appointments and roles in the respective Board Committees, as well as the fees payable by comparable companies. Fees for the Non-Executive Directors will be tabled at the forthcoming AGM to be held on 30 April 2025 for shareholders' approval.

## **Provision 6.4 of the Code: Expert advice on remuneration**

The members of the RC are familiar with executive compensation matters as they have prior experience in managing businesses and/or are holding other directorships. The RC has access to expert advice regarding executive compensation matters, if required. The Board did not engage any external remuneration consultant to advise on remuneration matters for FY2025.

## **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.*

# CORPORATE GOVERNANCE REPORT

## **Provision 7.1 and 7.3 of the Code: Remuneration of Executive Directors and key management personnel are appropriately structured to link rewards to performance**

In performing its function, the RC endeavours to establish an appropriate remuneration policy to attract, retain and motivate Executive Directors and key management personnel, while at the same time ensure that the reward in each case takes into account individual performance as well as the Group's performance.

The Group adopts a remuneration policy for key management personnel comprising a fixed component and a variable component. The fixed component is in the form of a base salary and allowances. The variable component is in the form of a variable bonus that is linked to the Group's financial performance and each key management personnel's individual performance.

The Executive Directors have service terms of fixed duration periods with the Company, and their remuneration is based on service agreements with the Company. Similar to the remuneration policy of key management personnel, these service agreements incorporate a fixed component in the form of a base salary and allowances, and also a variable component that is in the form of a variable bonus that is linked to the Group's financial performance and each Executive Director's individual performance. Additionally, Executive Directors of the Company are entitled to profit-sharing payouts and other benefits in their service agreements.

Prior to the expiry of each Executive Director's service agreement, the RC will review the performance of that Executive Director during his or her service term and assess if he or she can sign another service term with the Company, or a replacement is required for the Company. The RC also reviews the terms and conditions of the expiring service agreement. The RC then makes recommendations to the Board for the new service agreement, be it for an existing or a new Executive Director, at the same time highlighting any changes to the terms and conditions from the previous service agreement. The recommendations by the RC need to be approved by the full Board to be valid.

The Executive Directors owe fiduciary duties to the Company. The Company is of the view that it should be able to avail itself to remedies against the Executive Directors in the event of such breach of fiduciary duties. The Company does not make use of contractual provisions to allow reclaim of incentive components of remuneration from Executive Directors and key management personnel previously paid out, in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company.

The RC confirms that there is no onerous termination clause in any of the service agreements.

## **Provision 7.2 of the Code: Remuneration of Non-Executive Directors dependent on contribution, effort, time spent and responsibilities**

The Independent Directors receive directors' fees for their effort and time spent, responsibilities and contribution to the Board, subject to shareholders' approval at AGMs. The Independent Directors are not over-compensated to the extent that their independence may be compromised.

# CORPORATE GOVERNANCE REPORT

## Disclosure on 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.*

### **Provision 8.1 and 8.3 of the Code: Remuneration disclosures of Directors and key management personnel; Details of employee share schemes**

The compensation packages for the directors and the key management personnel comprise a fixed component (in the form of a basic salary) and a variable component (normally consist of cash-based annual bonus) and benefits-in-kind, where applicable, considering amongst other factors, the individual's performance, the performance of the Group and industry practices.

When determining the fixed and variable components, the individual performance is taken into consideration and remuneration recommendations are reviewed by the RC in the light of any annual guidance from the National Wages Council, competitive market practices and information gathered from market surveys. This is further reviewed along with the Group's performance, taking into consideration specific key performance indicators (involving financial and non-financial indicators) tracked over time as compared to the targets to be achieved by the Group based on its short and long term objectives. The Board exercises its discretion and independent judgement in ensuring that the amount and mix of compensation are aligned with the interests of shareholders and promote the long-term success of the Group. The overall level of remuneration is not considered to be at a level which is likely to promote behaviour contrary to the Group's risk profile.

A breakdown showing the level and mix of each Director's remuneration for the financial year ended 31 December 2025 is set out below:

### **REMUNERATION OF DIRECTORS AND TOP EXECUTIVES**

<b>Name of Director</b>	<b>Salary <sup>(1)</sup> S\$</b>	<b>Bonus/ Profit-sharing S\$</b>	<b>Directors' Fees <sup>(2)</sup> S\$</b>	<b>Total S\$</b>
Benjamin Aw Chi-Ken	315,096	737,467	-	1,052,563
Elicia Aw Ying Ying	287,838	1,000,335	-	1,288,173
Hawazi Bin Daipi	-	-	40,000	40,000
Colin Lee Chia Sin	-	-	35,000	35,000
Ronnie Wai Chee Leong	-	-	32,500	32,500

# CORPORATE GOVERNANCE REPORT

Notes:

- (1) Salary is inclusive of allowances, Central Provident Fund contribution and benefits-in-kind.
- (2) Directors' fees are subject to approval by shareholders at the AGM.

The Board is of the view that the information disclosed in the Annual Report would be sufficient for the shareholders to have an adequate understanding of the Company's remuneration policies and practices.

<b>Name of top key management personnel (who is not a director)</b>	<b>Salary <sup>(1)</sup> %</b>	<b>Bonus/ Profit-sharing %</b>	<b>Total %</b>
S\$250,000 to below S\$500,000			
Steven Aw Soon Hwee <sup>(2)</sup>	64	36	100
Aw Lay Sim <sup>(2)</sup>	77	23	100
Below S\$250,000			
Michael Soh Chia Yang	80	20	100

Notes:

- (1) Salary is inclusive of allowances, Central Provident Fund contribution and benefits-in-kind.
- (2) Steven Aw Soon Hwee and Aw Lay Sim are respectively the uncle and auntie of both Benjamin Aw Chi-Ken and Elicia Aw Ying Ying.

The aggregate remuneration for the top three (2024: three) key management personnel of the Group amounted to S\$729,000 (2024: S\$1,334,000) for the financial year ended 31 December 2025.

The Board is aware of the recommendation of the Code that the Company should report to the shareholders each year on the remuneration of at least the top five key management personnel (who are not also directors or the CEO). However, the Group's key management team comprises of Executive Directors and three key management personnel. The Board is of the view that the current size of the key management team is appropriate, taking into account the nature and scope of the operations of the Group.

The Company does not have any employee share scheme.

# CORPORATE GOVERNANCE REPORT

## **Provision 8.2 of the Code: Remuneration disclosures of related employees**

Mr Steven Aw Soon Hwee is a substantial shareholder of the Company and Ms Aw Lay Sim is the sister of Mr Steven Aw Soon Hwee.

Ms Elise Aw Yue Ying, Executive Manager of subsidiary Prefab Technology Pte Ltd, is the sister of Mr Benjamin Aw Chi-Ken and Ms Elicia Aw Ying Ying, and the niece of Mr Steven Aw Soon Hwee and Ms Aw Lay Sim. Her remuneration was more than S\$100,000 but less than S\$250,000 for FY2025.

Mr James Aw Hong Hwee, Business Development Director of subsidiary Hor Kew Private Limited, is the brother of Mr Steven Aw Soon Hwee and Ms Aw Lay Sim, and the uncle of Mr Benjamin Aw Chi-Ken and Ms Elicia Aw Ying Ying. His remuneration was less than S\$100,000 for FY2025.

Other than these, there were no employees of the Group who are substantial shareholders of the Company, or immediate family members of a Director, the CEO or a substantial shareholder of the Company, and whose remuneration exceeded S\$100,000 during the financial year.

## **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.*

### **Provision 9.1 of the Code: Board determines the nature and extent of risks**

The Group has established a Risk Assessment Framework for the identification of key risks within the Group's business, namely Business and Strategic Risks, Financial Risks and Operational Risks.

The Group recognises risk management as a collective effort beginning with the individual subsidiaries and business units, followed by the operating segments and ultimately the Management and the Board, working as a team. A self-assessment process, conducted regularly by the Management, was introduced to ensure that the Group's risk management controls are effective.

Minimum acceptable controls have been implemented to enhance the Group's internal control function in areas such as finance, operations, compliance and information technology. The internal control measures aim to ensure that the Group's assets are safeguarded, proper accounting records are maintained, and that financial information used within the business and for publication is reliable.

# CORPORATE GOVERNANCE REPORT

The risk management system has been integrated throughout the Group and has become an essential part of its business planning and monitoring process. On an annual basis, the Management reports to the Board on the Group's risk profile, evaluates results and counter-measures to mitigate or transfer identified potential risks so as to ensure that the process is operating effectively as planned.

## **Provision 9.2 of the Code: Assurance from CEO, CFO and other key management personnel**

For the financial year ended 31 December 2025, the Board has:

1. received assurance from the CEO and the Chief Financial Officer ("CFO") that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and
2. received assurance from the CEO, the CFO and other key management personnel that adequate and effective risk management and internal control systems have been put in place to ensure compliance with all the relevant regulatory requirements and safeguard the interests of the Company and its shareholders.

Based on the framework of risk management controls and internal controls established and maintained by the Group, the work performed by the Management, the reviews undertaken by the independent auditor and internal audit function, and the written assurances from the CEO and the CFO that the financial records have been properly maintained, the Board, with the concurrence of the AC, is of the opinion that the Group's internal control and risk management systems in place are effective and adequate to address financial, operational, compliance and information technology controls risks which the Group considers relevant and material to its operations.

## **Audit Committee**

**Principle 10:** *The Board has an Audit Committee ("AC") which discharges its duties objectively.*

### **Provision 10.1 of the Code: Duties of AC**

### **Provision 10.2 of the Code: Composition of AC**

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

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

# CORPORATE GOVERNANCE REPORT

## **Provision 10.5 of the Code: AC meets with the auditors without the presence of Management annually**

The role of the AC is to assist the Board in the execution of its corporate governance responsibilities within the established Board's references and requirements. The financial statements, accounting policies and system of internal accounting controls are responsibilities that fall under the ambit of the AC. The AC has its set of written terms of reference defining its scope of authority and its major functions.

The AC comprises three members who are all Non-Executive and Independent Directors as follows:

Colin Lee Chia Sin (Chairman)  
Hawazi Bin Daipi  
Ronnie Wai Chee Leong

Being also directors of other companies, all the members of the AC have recent and relevant accounting or related financial management expertise or experience, and are qualified to discharge the AC's responsibilities.

In performing its functions, the AC has explicit authority to investigate any matter within its terms of reference, full access to and co-operation from the Management, and has been given full discretion to invite any Director or executive officer to attend its meetings, as well as reasonable resources to enable it to discharge its functions properly.

## **Internal Audit Function**

The AC is tasked to oversee the implementation of an effective system of internal controls as well as putting in place a risk management framework to continually identify, evaluate and manage significant business risks of the Group. The AC has the mandate to authorise special reviews or investigations, where appropriate in discharging its responsibilities.

The size of the operations of the Group does not warrant the Group having an in-house internal audit function at this juncture. The internal audit function of the Group is therefore currently outsourced to In.Corp Business Advisory Pte. Ltd. ("Internal Auditor") which reports directly to the AC. The AC decides on the firm that is to be appointed as the outsourced Internal Auditor, as well as its remuneration and terms of engagement. The Internal Auditor has the requisite skill sets and experience and have carried out their function according to the Standards for Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

The Internal Auditor supports the AC in its role to assess the adequacy and effectiveness of the Group's overall system of operational, financial, technology and compliance related controls and this aids the AC in discharging its responsibilities.

To ensure the adequacy of the internal audit function, the AC reviews and approves the risk based internal audit plan on an annual basis. The internal audit function is adequately staffed with sufficiently experienced and qualified professionals who conduct their reviews in accordance with the International Professional Practices Framework Standards.

# CORPORATE GOVERNANCE REPORT

The internal audit function is independent of all the areas and activities which are covered under the scope of review and the team members have unfettered access to all documents and personnel relating to the areas or activities which are covered under the annual internal audit plan.

The Internal Auditor has reported its audit findings and recommendations directly to the AC. The internal audit findings report has also been given to the independent auditor to ensure effective use of resources and to avoid duplication of effort.

The AC is satisfied that the internal audit function is independent, effective and adequately resourced.

The main functions of the AC are as follows:

1. Reviews the audit plan of the Independent Auditor of the Company and the co-operation given by the Management to the Independent Auditor;
2. Reviews the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance;
3. Receives assurance from the CEO and the CFO that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances;
4. Reviews the half year and full year announcements on the financial performance and financial position of the Group and the Company before their submission to the Board;
5. Reviews the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company and Independent Auditor's report on those financial statements before their submission to the Board;
6. Reviews the adequacy and effectiveness of the Group's material internal controls, including financial, operational and compliance controls and risk management;
7. Meets with the Independent Auditor, Internal Auditor, other Committees and Management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC;
8. Reviews legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes, and any reports received from regulators;
9. Reviews the cost effectiveness of the audit and the independence and objectivity of the Independent Auditor and Internal Auditor;

# CORPORATE GOVERNANCE REPORT

10. Reviews the nature and extent of non-audit services, if any, provided by the Independent Auditor;
11. Reviews the nature and extent of internal audit services provided by the Internal Auditor;
12. Recommends to the Board on proposals to the shareholders on the appointment and removal of the Independent Auditor, approves the remuneration and terms of engagement of the Independent Auditor and Internal Auditor, and reviews the adequacy, effectiveness, independence, scope and results of the external audit and internal audit;
13. Reports actions and minutes of the AC meetings to the Board with such recommendations as the AC considers appropriate;
14. Reviews interested person transactions in accordance with the requirements of the SGX-ST Listing Manual; and
15. Reviews the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on. The Company publicly discloses and clearly communicates to employees, the existence of a whistleblowing policy and procedures for raising such concerns.

The AC has the express power to conduct or authorise investigations into any matters within its terms of reference. Minutes of the AC meetings are regularly submitted to the Board for its information and review.

The AC convened two meetings during the financial year. The AC meets with the Independent Auditor and the Internal Auditor, in each case without the presence of the Company's Management, at least once a year.

The Company has complied with Rule 712 and Rule 716 of the SGX-ST Listing Manual in relation to the appointment of its Independent Auditor. In accordance with Rule 716 of the SGX-ST Listing Manual, the Board and the AC confirm that they are satisfied that the appointment of different auditing firms for its subsidiary companies would not compromise the standard and effectiveness of the audit of the Group.

The Company's Independent Auditor, Moore Stephens LLP ("Moore Stephens"), carry out their annual statutory audit to the extent of their scope as laid out in their audit plan. Internal control weaknesses noted during their audit, and their recommendations for improvement thereof are reported to the AC.

The Management will follow up on the Independent Auditor's recommendations as part of its role in the review of the Group's internal control system.

There was no non-audit related work carried out by the Independent Auditor in the current financial year, and accordingly, no non-audit fees were paid to Moore Stephens.

# CORPORATE GOVERNANCE REPORT

For the financial year ended 31 December 2025, remuneration paid or payable to Moore Stephens in relation to audit services are detailed as below:-

	<b>2025</b> <b>S\$'000</b>	2024 S\$'000
Fee for audit services	<b>126</b>	129

The AC has recommended to the Board that Moore Stephens be nominated for re-appointment as Independent Auditor at the forthcoming AGM.

None of the AC members are former partners or directors of Moore Stephens.

## **Whistleblowing Policy**

The Company has established a Code of Conduct and Business Ethics that sets the principles of the code of conduct and business ethics which applies to all employees of the Group. This code covers areas such as conduct in workplace, business conduct, protection of the Company's assets, confidentiality of information and conflict of interest, etc. Directors, key management personnel and employees are expected to observe and uphold high standards of integrity which are in compliance with the Company's policies and the law and regulations of the countries in which it operates.

The Group has put in place a whistleblowing framework, endorsed by the Board and the AC, which provides the mechanisms whereby employees may, in confidence, raise concerns or observations about possible corporate malpractices and improprieties in financial reporting or other matters directly to Mr Colin Lee Chia Sin, Chairman of the AC.

Details of the whistleblowing policies, together with the dedicated whistleblowing communication channel has been made available to all employees. The whistleblowing framework has a well-defined process which ensures independent investigation of issues and concerns raised and appropriate follow-up action and provides assurance that employees will be protected from reprisal within the limits of the law or victimisation for whistleblowing in good faith.

Anonymous reporting will also be attended to and anonymity honoured. The whistleblowing policy and procedures are reviewed by the AC from time to time to ensure that they remain relevant.

The AC reports to the Board on such matters at the Board meetings. Should the AC receive reports relating to serious offences and/or criminal activities in the Group, the AC and the Board have access to the appropriate external advice where necessary. Where appropriate or required, a report shall be made to the relevant government authorities for further investigation or action.

There were no reported incidents pertaining to whistle blowing during the financial year ended 31 December 2025 and until the date of this Annual Report.

# CORPORATE GOVERNANCE REPORT

## 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.*

### **Provision 11.1 of the Code: Company provides shareholders with the opportunity to participate effectively and vote at general meetings**

The Company supports active shareholder participation at general meetings. To facilitate participation by shareholders, all general meetings of the Company are held in Singapore, at the Company's premises at 66 Kallang Pudding Road, Hor Kew Business Centre, Singapore 349324.

Shareholders are informed of the rules, including voting procedures that govern general meetings of shareholders. The Company's Constitution provides that shareholders of the Company are allowed to vote in person or by way of duly appointed proxies.

Pursuant to Rule 730A(2) of the Listing Manual, all resolutions proposed at the AGMs and at any adjournment thereof shall be put to the vote by way of poll. All shareholders are entitled to vote in accordance with the established voting rules and procedures at the AGM. Each share is entitled to one vote. An external firm is appointed as scrutineers for the AGM voting process, which is independent of the firm appointed to undertake the electronic poll voting process. The detailed results setting out the number of votes cast for and against each resolution and the respective percentages are announced via SGXNET after the AGM.

All shareholders of the Company can retrieve soft copies of the Annual Report and Notice of AGM from SGXNET. Shareholders are encouraged to participate by raising their queries before or at the AGM as the case may be.

Shareholders may submit questions related to the resolutions to be tabled for approval at the AGM five business days in advance of the AGM, via email or by post to the registered office of the Company at 66 Kallang Pudding Road, #07-01 Hor Kew Business Centre, Singapore 349324. The Company will endeavour to address all substantial and relevant questions submitted prior to the AGM by publishing the responses to such questions on SGXNet by 28 April 2025. For questions raised by shareholders during the AGM, the responses to such questions will be included in the minutes of the AGM which will be published on the SGXNET within one month after the AGM.

Voting for all resolutions at general meetings will be conducted by poll and the voting results, including the total numbers and percentages of votes cast for or against each resolution are announced via the SGXNET on the same day.

# CORPORATE GOVERNANCE REPORT

## **Provision 11.2 of the Code: Separate resolution on each substantially separate issue**

Separate resolutions are proposed on each substantially separate issue, and tabled for approval by shareholders at general meetings, unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are “bundled”, the Company explains the reasons and material implications in the notice of meeting.

## **Provision 11.3 of the Code: All Directors attend general meetings**

All Directors are required to attend the AGM and the Chairman of the Board and the respective Chairman of the AC, NC and RC are present and available to address shareholders’ queries or concerns.

The Company’s Independent Auditor will also be present and available to assist the Directors in addressing any relevant queries by shareholders relating to the conduct of the audit and the preparation and content of the Independent Auditor’s Report.

## **Provision 11.4 of the Code: Company’s Constitution allow for absentia voting of shareholders**

All shareholders are encouraged to attend the general meetings to ensure high level of accountability and to stay informed of the Group’s strategies and visions. If shareholders are unable to attend the meetings, the Constitution of the Company allows for shareholders who are not relevant intermediaries to appoint not more than two proxies to attend, speak and vote at general meetings in their absence, and shareholders who are relevant intermediaries to appoint more than two proxies to attend, speak and vote at general meetings. In order to have a valid registration of proxy, the proxy forms must be sent in advance to the place(s) as specified in the notice of the general meetings at least 48 hours before the time set for the general meetings.

## **Provision 11.5 of the Code: Minutes of general meeting are published on the Company’s corporate website**

The Company Secretary prepares minutes of general meetings which include substantial and relevant comments or queries from shareholders and responses from the Board and the Management, and such minutes are available to shareholders upon their request.

The Company does not publish minutes of general meetings of shareholders on its corporate website. The minutes of general meetings will be published on the SGXNET as soon as practicable within one (1) month from the date of the Company’s AGM.

# CORPORATE GOVERNANCE REPORT

## **Provision 11.6 of the Code: Dividend policy**

The Company is committed to rewarding shareholders fairly and sustainably. Its dividend policy is to assess at each of the Company's results announcement if it is able to provide a return to shareholders through the payment of dividends, and to pay shareholders sustainable dividends over time in line with the Group's long-term growth prospects. The form, frequency and amount of dividends will need to take into consideration the Group's earnings, financial conditions, capital requirements, cash flow projections, development plans, general business and economic conditions, and other factors as the Directors may deem appropriate, so as to ensure that the best interests of the Company are served.

Any declaration and pay-out of dividends would be clearly communicated to shareholders via the Company's announcements released on SGXNET. In the event that no dividend is declared, the reasons for such will be disclosed in the Company's results announcements in accordance with the Listing Manual of the SGX-ST.

## **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.*

## **Provision 12.1 of the Code: Company provides avenues for communication between the Board and shareholders**

## **Provision 12.2 and 12.3 of the Code: Company has in place an investor relations policy and the policy sets out mechanism of communication between the shareholders and the Company**

The Company's investor relations policy is to endeavour to actively engage and promote regular, timely, effective and fair communication with shareholders and investors.

Half year and full year financial results, annual reports, public announcements, price sensitive information, circulars to shareholders and all other disclosures of information on material matters required by the Listing Manual, will be promptly disseminated to shareholders through announcements made via the SGXNET. The Company does not practise selective disclosure of material information. Where there is inadvertent disclosure made to a select group, the Company will ensure the same disclosures are made publicly available to all shareholders as promptly as possible through SGXNET.

The Company welcomes the views of shareholders on matters affecting the Group, whether at general meetings or on an ad-hoc basis. Shareholders are informed of these meetings through SGXNET, notices published in the newspapers or circulars sent to all shareholders.

At general meetings, shareholders are well informed of the rules, including voting procedures that govern general meetings of shareholders, and are also given the opportunity to pose any questions to the Board or Management relating to the Group's business or financial performance.

# CORPORATE GOVERNANCE REPORT

The Company has a section on its corporate website which provides the different avenues for which shareholders and other stakeholders may contact the Company with their views, feedback or questions. The Company has also established internal procedures for following up and responding to stakeholders' queries as soon as applicable. This allows an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders.

## 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.*

### Provision 13.1 and 13.2 of the Code: Engagement with material stakeholder groups

### Provision 13.3 of the Code: Corporate website to engage stakeholders

### Relationship with Stakeholders

The Company values input from all of its stakeholder groups, and maintains its corporate website to communicate and engage with all stakeholders. The Company identifies stakeholders as groups that have an impact or have the potential to be impacted by its business, as well as those external organisations that have expertise in aspects that the Company considers material.

The Company's corporate website is at [www.horkew.com.sg](http://www.horkew.com.sg), and provides information about the Company such as its corporate profile, vision and mission, core values and various businesses.

### Sustainability Report

In line with our commitment to sustainable business, we will separately publish our sustainability report for the financial year ended 31 December 2025. The report will be prepared with reference to Global Reporting Initiative (GRI) standards and details the Group's policies, processes and performance for its material Economic, Environmental, Social and Governance factors for the financial year.

# CORPORATE GOVERNANCE REPORT

## DEALING IN SECURITIES

The Company has adopted an internal code based on Rule 1207 (19) of the SGX-ST Listing Manual in relation to dealings in the securities of the Company.

Pursuant to the internal code, Directors and officers of the Company are prohibited from dealing in the Company's securities during the period commencing one month before the announcement of the Company's half year and full year results and at any time when in possession of any unpublished material price sensitive information. It has been highlighted that Directors and officers are expected to observe insider trading laws at all times. They are also advised not to deal in the Company's securities on short-term considerations.

## INTERESTED PERSON TRANSACTIONS ("IPTs")

As a listed company on the Singapore Exchange, the Company is required to comply with Chapter 9 of the Singapore Exchange Listing Manual on interested person transactions. To ensure compliance with Chapter 9, the AC, as well as the Board, meets half-yearly to review if the Company will be entering into any interested person transaction. If the Company is intending to enter into an interested person transaction, the AC and the Board will ensure that the transaction is carried out based on normal commercial terms and will not be prejudicial to the interest of the Company and its minority shareholders.

The Company does not have a general mandate from shareholders for IPTs pursuant to Rule 920 of the Listing Manual of the SGX-ST.

When a potential conflict of interest arises, the Director concerned does not participate in discussions and refrains from exercising any influence over other members of the Board.

The AC is satisfied that the review procedures for IPTs and the reviews to be made half-yearly by the AC in relation thereto are adequate to ensure that the IPTs will be transacted on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders. The Company confirms that there were no IPTs of S\$100,000 or more entered into during the financial year ended 31 December 2025.

## MATERIAL CONTRACTS

There were no material contracts entered into by the Company and any of its subsidiary companies involving the interests of the Chief Executive Officer, any Director or controlling shareholder during the financial year ended 31 December 2025.

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# DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Hor Kew Corporation Limited (the “Company”) and its subsidiary companies (collectively, the “Group”) and the statement of financial position of the Company as at 31 December 2025.

In the opinion of the directors:

- (a) the consolidated financial statements of the Group and the statement of financial position of the Company are drawn up so as to give a true and fair view of the financial positions of the Group and the Company as at 31 December 2025, and the financial performance, changes in equity and cash flows of the Group for the financial year then ended; 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.

## **1 Directors**

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

Benjamin Aw Chi-Ken  
Elicia Aw Ying Ying  
Hawazi Bin Daipi  
Colin Lee Chia Sin  
Ronnie Wai Chee Leong

## **2 Arrangement to Enable Directors to Acquire Benefits by Means of the Acquisition of Shares and Debentures**

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.

# DIRECTORS' STATEMENT

## 3 Directors' Interests in Shares or Debentures

The directors of the Company holding office at the end of the financial year had no interests in the shares and debentures of the Company and/or related corporations as recorded in the Register of Directors' Shareholdings kept by the Company under Section 164 of the Companies Act 1967, except as follows:

Name of directors and corporations in which interest are held	Shareholdings registered in the name of director		Shareholdings in which the director is deemed to have an interest	
	At	At	At	At
	1.1.2025	31.12.2025	1.1.2025	31.12.2025
<b>The Company</b> (Ordinary shares)				
Benjamin Aw Chi-Ken	<b>3,683,882</b>	3,683,882	-	
Elicia Aw Ying Ying	<b>611,625</b>	611,625	-	

There were no changes in any of the above-mentioned interests between the end of the financial year and 21 January 2026.

## 4 Share Options

No option to take up unissued shares of the Company or its subsidiary companies was granted during the financial year.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiary companies whether granted before or during the financial year.

There were no unissued shares of the Company or its subsidiary companies under option at the end of the financial year.

# DIRECTORS' STATEMENT

## 5 Audit Committee

The Audit Committee at the date of this statement comprises three (3) directors, all of whom are independent. The Audit Committee members are as follows:

Colin Lee Chia Sin                      (Chairman)  
Hawazi Bin Daipi  
Ronnie Wai Chee Leong

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Act. Their functions are detailed in the Corporate Governance Report.

In performing its functions, the Audit Committee met with the Company's independent 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:

- Assistance provided by the Company's management to the independent external and internal auditors;
- Half yearly 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
- Interested person transactions (as defined in Chapter 9 of the SGX Listing Manual).

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

# DIRECTORS' STATEMENT

## 6 Independent Auditors

The independent auditors, Moore Stephens LLP, Public Accountants and Chartered Accountants, have expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors,

Benjamin Aw Chi-Ken  
Executive Director

Elicia Aw Ying Ying  
Executive Director

Singapore  
15 April 2026

# INDEPENDENT AUDITOR'S REPORT

To the members of Hor Kew Corporation Limited

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of Hor Kew Corporation Limited (the "Company") and its subsidiary companies (collectively the "Group") which comprise the consolidated statements of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information.

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)") 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 financial 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 *Auditor's 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 ("ACRA") *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 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.

# INDEPENDENT AUDITOR'S REPORT

To the members of Hor Kew Corporation Limited

<b>Key Audit Matters (cont'd)</b> <b>Impairment of trade receivables and contract assets</b>	
<b>Key audit matter</b>	<b>How our audit addressed the key audit matter</b>
<p>We refer to Notes 3(j), Note 4(b) and Note 15 to the consolidated financial statements.</p> <p>As at 31 December 2025, the carrying amount of the Group's trade receivables and contract assets, net of allowance for expected credit losses ("ECL") of \$22.95 million amounted to \$28.85 million.</p> <p>The Group assesses the ECL of trade receivables and contract assets by applying the simplified approach and using the provision matrix to measure the lifetime ECL for trade receivables and contract assets. The ECL rates for each category of debtors are estimated based on historical credit loss experience adjusted as appropriate to reflect current and forecast future economic conditions.</p> <p>We identified this as a key audit matter because of the materiality of the balances and the degree of judgement involved in determining the net carrying amount of the Group's trade receivables and contract assets.</p>	<p>Our audit procedures included, amongst others:</p> <ul style="list-style-type: none"> <li>• Obtained an understanding of the Group's processes and key controls relating to the monitoring of trade receivables and contract assets and assessment of ECL.</li> <li>• We reviewed and tested the aging of trade receivables and discussed with management on the reasonableness of significant judgements used by them in assessing the recoverability of trade receivables and contract assets.</li> <li>• We evaluated the reasonableness of assumptions and inputs used to determine the ECL, through analyses of the aging profile of receivables, historical credit loss experience, and data used by management, including current and future economic conditions specific to its trade receivables and contract assets and checked the arithmetic accuracy of the computation of the ECL.</li> <li>• We checked the subsequent receipts from major debtors after the year end and obtained documentary evidence, representations and explanations from management to assess the recoverability of long outstanding debts, where applicable.</li> <li>• We reviewed the adequacy of the disclosures relating to allowance for impairment loss on trade receivables and contract assets and the Group's credit risk in the financial statements, respectively.</li> </ul> <p>Based on available evidence, we found management's assessment of the allowance for ECL for trade receivables and contract assets to be reasonable and the disclosures in the financial statements to be appropriate.</p>

# INDEPENDENT AUDITOR'S REPORT

To the members of Hor Kew Corporation Limited

## **Other Information**

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

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.

## **Auditor's 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 auditor's 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.

# INDEPENDENT AUDITOR'S REPORT

To the members of Hor Kew Corporation Limited

## **Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)**

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 auditor's 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 auditor's 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 activities within the Group as a basis for forming an opinion on the Group's financial statements. We are responsible for the direction, supervision and review of the audit work performed for the 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.

# INDEPENDENT AUDITOR'S REPORT

To the members of Hor Kew Corporation Limited

## **Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)**

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 auditor's 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.

## **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 companies 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 auditor's report is Christopher Bruce Johnson.

**Moore Stephens LLP**  
Public Accountants and  
Chartered Accountants

Singapore  
15 April 2026

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 December 2025

		Group	
	Note	2025 S\$'000	2024 S\$'000
<b>Revenue</b>	6	<b>69,442</b>	82,870
Cost of sales		<b>(44,591)</b>	(49,689)
<b>Gross profit</b>		<b>24,851</b>	33,181
Interest income		<b>602</b>	705
Other income	7	<b>4,699</b>	4,225
<b>Expenses</b>			
General and administrative expenses		<b>(17,443)</b>	(11,568)
Finance costs	8	<b>(2,197)</b>	(2,266)
Reversal of /(impairment loss) on trade receivables and contract assets, net		<b>6,784</b>	(8,278)
<b>Profit before income tax</b>	9	<b>17,296</b>	15,999
Income tax expense	10	<b>(4,419)</b>	(2,277)
<b>Profit for the financial year</b>		<b>12,877</b>	13,722
<b>Other comprehensive income</b>			
<i>Items that are or may be reclassified subsequently to profit or loss:</i>			
Currency translation differences arising from consolidation		<b>845</b>	917
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Fair value loss on financial assets at fair value through other comprehensive income		<b>2</b>	-
<b>Other comprehensive income for the financial year</b>		<b>847</b>	917
<b>Total comprehensive income for the financial year</b>		<b>13,724</b>	14,639
<b>Earnings per share (cents)</b>			
Basic and diluted	11	<b>24.73</b>	26.38

The accompanying notes form an integral part of these financial statements

# STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
<b>ASSETS</b>					
<b>Non-Current Assets</b>					
Property, plant and equipment	12	94,301	32,295	587	249
Development properties	18	18,226	17,507	-	-
Investment properties	13	42,123	41,772	-	-
Investment in subsidiary companies	14	-	-	61,464	61,464
Trade receivables	15	6,308	3,439	-	-
Insurance asset	16	726	556	-	-
Deferred tax assets	17	-	1,844	-	-
<b>Total non-current assets</b>		<b>161,684</b>	<b>97,413</b>	<b>62,051</b>	<b>61,713</b>
<b>Current Assets</b>					
Inventories	19	16,006	8,125	-	-
Trade receivables	15	21,241	19,723	-	-
Other receivables	20	2,835	1,106	22,340	22,460
Contract assets	21	1,297	1,186	4,712	3,039
Tax recoverable		1,919	1,060	-	-
Financial assets at fair value through other comprehensive income	22	11	9	11	9
Cash and cash equivalents	23	26,022	25,563	43	523
<b>Total current assets</b>		<b>69,331</b>	<b>56,772</b>	<b>27,106</b>	<b>26,031</b>
<b>Total Assets</b>		<b>231,015</b>	<b>154,185</b>	<b>89,157</b>	<b>87,744</b>

The accompanying notes form an integral part of these financial statements

# STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
<b>LIABILITIES AND EQUITY</b>					
<b>Non-Current Liabilities</b>					
Borrowings	24	75,755	25,995	323	151
Provisions	27	2,981	-	-	-
Deferred tax liabilities	17	1,617	1,710	-	-
<b>Total non-current liabilities</b>		<b>80,353</b>	<b>27,705</b>	<b>323</b>	<b>151</b>
<b>Current Liabilities</b>					
Trade payables	25	20,659	15,939	-	-
Other payables	26	13,720	9,299	39,820	36,126
Provisions	27	1,680	-	-	-
Contract liabilities	21	380	542	-	-
Borrowings	24	11,046	11,993	222	34
Tax payables		4,707	2,399	457	68
<b>Total current liabilities</b>		<b>52,192</b>	<b>40,172</b>	<b>40,499</b>	<b>36,228</b>
<b>Total liabilities</b>		<b>132,545</b>	<b>67,877</b>	<b>40,822</b>	<b>36,379</b>
<b>Equity</b>					
Share capital	28	68,323	68,323	68,323	68,323
Other reserves	29	(6,513)	(7,360)	(2)	(4)
Retained earnings/(Accumulated losses)		36,660	25,345	(19,986)	(16,954)
<b>Total equity</b>		<b>98,470</b>	<b>86,308</b>	<b>48,335</b>	<b>51,365</b>
<b>Total Liabilities and Equity</b>		<b>231,015</b>	<b>154,185</b>	<b>89,157</b>	<b>87,744</b>

The accompanying notes form an integral part of these financial statements

# STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 December 2025

	Share Capital S\$'000	Other Reserves S\$'000	Retained Earnings S\$'000	Total Equity S\$'000
<b>Group</b>				
<b>Balance at 1 January 2025</b>	<b>68,323</b>	<b>(7,360)</b>	<b>25,345</b>	<b>86,308</b>
Profit for the financial year	-	-	<b>12,877</b>	<b>12,877</b>
Other comprehensive income for the financial year				
- Currency translation differences arising from consolidation	-	<b>845</b>	-	<b>845</b>
- Fair value loss on financial assets at fair value through other comprehensive income	-	<b>2</b>	-	<b>2</b>
Total comprehensive income for the financial year	-	<b>847</b>	<b>12,877</b>	<b>13,724</b>
Dividend paid (Final dividend of 3 cents per share in respect of FY2024)	-	-	<b>(1,562)</b>	<b>(1,562)</b>
<b>Balance at 31 December 2025</b>	<b>68,323</b>	<b>(6,513)</b>	<b>36,660</b>	<b>98,470</b>
<b>Balance at 1 January 2024</b>	68,323	(8,277)	11,623	71,669
Profit for the financial year	-	-	13,722	13,722
Other comprehensive income for the financial year				
- Currency translation differences arising from consolidation	-	917	-	917
Total comprehensive income for the financial year	-	917	13,722	14,639
<b>Balance at 31 December 2024</b>	<b>68,323</b>	<b>(7,360)</b>	<b>25,345</b>	<b>86,308</b>

The accompanying notes form an integral part of these financial statements

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2025

	Group	
	2025	2024
	S\$'000	S\$'000
<b>Cash Flows from Operating Activities</b>		
Profit before tax	17,296	15,999
Adjustments for:		
Amortisation of prepaid insurance premiums	3	-
Depreciation of property, plant and equipment	7,555	4,009
Fair value gain on investment properties	(351)	(315)
Fair value gain on financial assets at FVOCI	(2)	-
Gain on disposal of property, plant and equipment	(84)	(519)
(Reversal of)/impairment loss on trade receivables and contract assets	(6,784)	8,278
Reversal of provision for inventory obsolescence	(315)	-
Inventories written down	160	481
Interest expense	2,197	2,266
Interest income	(602)	(705)
Unrealised loss on foreign exchange	129	(128)
Operating cash flows before working capital changes	19,202	29,366
Changes in operating assets and liabilities:		
Inventories	(7,726)	194
Trade and other receivables	2,397	(3,066)
Contract assets	(111)	(69)
Contract liabilities	(162)	(421)
Trade and other payables	9,092	(2,139)
Cash generated from operations	22,692	23,865
Income tax paid	(1,219)	(2,534)
<b>Net cash generated from operating activities</b>	<b>21,473</b>	<b>21,331</b>
<b>Cash Flows from Investing Activities</b>		
Proceeds from disposal of property, plant and equipment	189	721
Purchases of property, plant and equipment (Note A)	(2,861)	(2,132)
Payments for insurance assets	(173)	-
<b>Net cash used in investing activities</b>	<b>(2,845)</b>	<b>(1,411)</b>

The accompanying notes form an integral part of these financial statements

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2025

	Group	
	2025	2024
	S\$'000	S\$'000
<b>Cash Flows from Financing Activities</b>		
Interest paid	(2,139)	(2,266)
Repayment of borrowings	(14,207)	(17,941)
(Increase)/decrease in fixed deposits pledged	(678)	1,022
Dividend paid	(1,562)	-
<b>Net cash used in financing activities</b>	<b>(18,586)</b>	<b>(19,185)</b>
<b>Net increase in cash and cash equivalents</b>	<b>42</b>	<b>735</b>
Cash and cash equivalents at the beginning of the financial year	8,535	7,672
Effects of exchange rate changes on cash and cash equivalents	(261)	128
<b>Cash and cash equivalents at the end of the financial year</b>	<b>8,316</b>	<b>8,535</b>
<b>Cash and cash equivalents are represented by:</b>		
Cash and cash equivalents on the consolidated statement of financial position (Note 23)	26,022	25,563
Fixed deposits pledged (Note 23)	(17,706)	(17,028)
<b>Cash and cash equivalents per consolidated statement of cash flows</b>	<b>8,316</b>	<b>8,535</b>
<u>Note A - Purchases of property, plant and equipment ("PPE")</u>		
Aggregate cost of PPE acquired (Note 12)	68,872	3,112
Less: Additions to right-of-use assets (Note 31)	(4,203)	(980)
Less: Finance through bank borrowings (Note 24)	(58,885)	-
Less: Provision for restoration costs (Note 27)	(2,923)	-
Net cash outflow for purchases of PPE	2,861	2,132

The accompanying notes form an integral part of these financial statements

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

## 1 General Information

Hor Kew Corporation Limited (the “Company”) is domiciled and incorporated in Singapore as a private limited liability company on 18 June 1999. It was converted to a public company on 29 March 2000 and is listed on the Singapore Exchange Securities Trading Limited.

The registered office and principal place of business of the Company is located at 66 Kallang Pudding Road, #07-01 Hor Kew Business Centre, Singapore 349324.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiary companies are disclosed in Note 5. There have been no significant changes in the nature of these activities during the financial year.

These financial statements were authorised for issue by the Board of Directors on the date of the Directors’ Statement.

## 2 Application of Singapore Financial Reporting Standards (International) (“SFRS(I)s”)

### a) Adoption of new and revised standards issued which are effective

In the current financial year, the Group has adopted all the new and revised SFRS(I)s and SFRS(I) Interpretations (“SFRS(I) INTs”) that are relevant to its operations and effective for the current financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I)s and SFRS(I) INTs.

The adoption of these standards and interpretations did not result in any significant changes to the Group’s accounting policies and has no material effect on the financial performance or position of the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 2 Application of Singapore Financial Reporting Standards (International) (“SFRS(I)s”) (cont’d)

### b) New and revised standards issued but not yet effective

At the date of authorisation of these financial statements, the Group has not adopted the following standards that have been issued but are not yet effective:

Description	Effective for annual financial periods beginning on or after
Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Annual Improvements to SFRS(I)s – Volume 11	1 January 2026
SFRS(I) 18: <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
SFRS(I) 19: <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to SFRS(I) 10 and SFRS(I) 1-28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred indefinitely, early application is still permitted

#### SFRS(I) 18: *Presentation and Disclosure in Financial Statements*

This standard will replace SFRS(I)1-1 *Presentation of Financial Statements*. Whilst many of the requirements will remain consistent, the new standard will have impacts on the presentation of the consolidated statement of profit or loss and consequential impacts on the consolidated statement of cash flows. It will also require the disclosure of the non-SFRS(I) management performance measures and may impact the level of aggregation and disaggregation throughout the primary financial statements and the notes.

An entity is required to apply SFRS(I) 18 for annual reporting periods beginning on or after 1 January 2027. Earlier application is permitted. SFRS(I) 18 requires retrospective application with specific transition provisions.

Other than the above, the Directors do not expect any material impact from the application of these standards.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies

### (a) Basis of Preparation

The consolidated financial statements of the Group and the statement of financial position of the Company are presented in Singapore dollar (“S\$”) (rounded to the nearest thousand (S\$’000) except when otherwise indicated), and have been prepared in accordance with the provisions of the Companies Act 1967 (the “Act”) and SFRS(I)s. The financial statements have been prepared under the historical cost convention except as disclosed in the following accounting policies.

The preparation of financial statements in conformity with SFRS(I)s requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 4.

### (b) Basis of Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiary companies at the end of the reporting period. Subsidiary companies are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. The Group applies the acquisition method to account for business combinations from the acquisition date.

The financial statements of the subsidiary companies are prepared for the same reporting date as the parent company.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (c) Subsidiary Companies

Subsidiary companies are entities controlled by the Group. The Group controls an entity when the Group 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.

In the Company's statement of financial position, investment in subsidiary companies are accounted for at cost less accumulated impairment losses. On disposal of the investment, the difference between disposal proceeds and the carrying amount of the investment is recognised in profit or loss.

### (d) Property, Plant and Equipment

#### Recognition and measurement

Freehold land is stated at cost less any accumulated impairment losses while freehold properties and leasehold land and buildings are stated at deemed costs, upon election of the optional exemption in SFRS(I) s in 2017, less accumulated depreciation and any accumulated impairment losses. Property, plant and equipment (other than right-of-use assets) are initially measured at cost less accumulated depreciation and any accumulated impairment losses.

#### Depreciation

Freehold land has unlimited useful life and therefore is not depreciated.

Leasehold land and buildings are amortised evenly over the terms of the leases, expire at various dates between 2026 and 2043.

Depreciation is calculated on a straight-line basis to write off the cost or revalued amount of other property, plant and equipment over their expected useful lives. The estimated useful lives are as follows:

Freehold properties	50 years
Leasehold land and buildings	over the lease term of 17 to 30 years
Plant and machinery and factory equipment	3 to 12 years
Motor vehicles	3 to 8 years
Office equipment, furniture and fittings	1 to 10 years
Renovation	5 years
Moulds	1 to 5 years

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (d) Property, Plant and Equipment (cont'd)

#### Depreciation (cont'd)

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at the end of each reporting period. The effects of any revision are recognised in profit or loss when the changes arise.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

#### Subsequent expenditure

Subsequent expenditure related to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

#### Disposal

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

### (e) Investment Properties

Investment properties include those portions of properties that are held to earn rental income and/or for capital appreciation or for a currently indeterminate use. Investment properties comprise completed investment properties and properties that are being constructed or developed for future use as investment properties.

Investment properties are initially recognised at cost and subsequently carried at fair value, determined annually by independent professional valuers on the highest-and-best-use basis. Gains and losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (f) Development Properties

Development properties are properties held or developed for sale in the ordinary course of business. Development properties are measured at the lower of cost and net realisable value. The costs are assigned by using specific identification which includes acquisition costs, development expenditure, capitalised borrowing costs and other costs directly attributable to the development activities. Net realisable value represents the estimated selling price less cost to complete and costs to be incurred in selling the property.

### (g) Inventories

Inventories are stated at the lower of cost and net realisable value. Costs are determined using the weighted average basis. The cost of finished goods and work-in-progress includes raw materials, direct labour, other direct costs and related production overheads based on normal operating capacity but excludes borrowing costs.

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.

### (h) Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand, cash in banks and fixed deposits which are short-term, highly liquid assets that are readily convertible into known amounts of cash and which are subject to an insignificant risk of change in value.

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of fixed deposits pledged as security.

### (i) Impairment of Non-Financial Assets

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets, other than inventories, to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any), on an individual asset.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (i) Impairment of Non-Financial Assets (cont'd)

Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. Impairment losses are recognised as an expense immediately, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that it does not exceed the carrying amount that would have been determined, net of any depreciation, had no impairment loss been recognised.

### (j) Financial Assets

#### Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership. Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss) are added to the fair value of the financial assets on initial recognition. Transaction costs directly attributable to acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss. Trade receivables without a significant financing component is initially measured at transaction prices.

Classification and measurement All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. The Group classifies its financial assets in the following measurement categories:

- Amortised cost;
- Fair value through other comprehensive income ("FVOCI"); and
- Fair value through profit or loss ("FVTPL").

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (j) Financial Assets (cont'd)

#### Recognition and derecognition (cont'd)

The classification is based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets. The Group reclassifies financial assets when and only when its business model for managing those assets changes.

#### Subsequent measurement

##### i) Debt instruments

Debt instruments include cash and cash equivalents, trade receivables and other receivables (excluding prepayments).

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

##### ii) Equity instruments

For equity investments which are not held for trading or not a contingent consideration recognised by an acquirer in a business combination, the Group may make an irrevocable election (on an investment by investment basis) to designate equity investments as at FVOCI.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (j) Financial Assets (cont'd)

#### *Subsequent measurement (cont'd)*

#### ii) Equity instruments (cont'd)

The Group has designated all of its equity investments that are not held for trading as at FVOCI at initial recognition. Gains and losses arising from changes in fair value of these equity investments classified as FVOCI are presented as “fair value gains/losses” in other comprehensive income and accumulated in fair value reserve and will never be reclassified to profit or loss. On disposal of an equity investment, the difference between the carrying amount and sales proceed amount is recognised in other comprehensive income. Fair value reserve relating to the disposed asset is transferred to retained earnings upon disposal. Dividends from equity investments are recognised in profit or loss and presented in “other income”.

#### *Impairment*

The Group recognises an allowance for expected credit losses (“ECLs”) for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL).

For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets that do not have a significant financing component, the Group applies a simplified approach to recognise a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted as appropriate for current conditions and forward-looking factors specific to the debtors and the economic environment.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (j) Financial Assets (cont'd)

#### Subsequent measurement (cont'd)

### ii) Equity instruments (cont'd)

#### Impairment (cont'd)

If the Group has measured the loss allowance for a financial asset at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

### (k) Financial Liabilities

An entity shall recognise a financial liability on its balance sheet when, and only when, the entity becomes a party to the contractual provisions of the instrument.

Financial liabilities, which include borrowings, trade payables, other payables are initially measured at fair value, plus transaction costs and are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integrated part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or, where appropriate, a shorter period to the net carrying amount on initial recognition.

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the reporting period.

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liabilities derecognised and the consideration paid and payable is recognised in profit or loss.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (l) Finance Income and Finance Costs

Finance income comprises on interest income earned from cash and cash equivalents and funds invested. Interest income is recognised as it accrues in the profit or loss, using the effective interest method.

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.

### (m) Revenue Recognition

#### Sale of precast and prefabricated components

The Group manufactures and supplies precast and prefabricated components to customers. The Group recognises revenue when (or as) a performance obligation is satisfied i.e. when “control” of the goods underlying the particular performance obligation is transferred to customers. A performance obligation represents a good (or a bundle of goods) that is distinct or a series of distinct goods that are substantially the same. The Group recognises revenue over time by measuring the progress towards complete satisfaction of performance obligations. The Group has determined that the output method based on units delivered reflects the over-time transfer of control to customers and when the Group has the right to consideration from the customers. The amount of revenue recognised is based on the contractual price. The Group will progressively bill its customer in accordance with the billing terms in the sales contracts. No element of financing is deemed present.

Contract assets relate to the Group's rights to consideration for work completed but not billed at the reporting date. A contract asset is recognised when the Company has performed under the contract but has not yet billed the customer. Contract assets are transferred to receivables when the right to consideration become unconditional. Contract liabilities relate to advance consideration received from customers and billings in excess of revenue recognised to-date. Contract liabilities are recognised as revenue as and when the Group satisfies the performance obligations under its contracts.

Where a retention sum is withheld by the customer in accordance with the contract or the industry practices, it is classified as receivables as the retention sum provides the customer with assurance that the related product sold will function as intended because it complies with agreed-upon specifications.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (m) Revenue Recognition (cont'd)

#### Management fee

Management fee income is recognised when services are rendered. A contract asset is recognised when the Company has performed under the contract but has not yet billed the customer. Contract assets are transferred to receivables when the right to consideration become unconditional.

#### Rental income

Lease payments from operating leases are recognised on a straight-line basis over the lease term.

#### Interest income

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

#### Commission income

Commission income is recognised when services are rendered.

### (n) Foreign Currencies

#### Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which that entity operates (the "functional currency"). The consolidated financial statements of the Group and the statement of financial position of the Company are presented in Singapore dollar, which is the Company's functional and presentation currency.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (n) Foreign Currencies (cont'd)

#### *Transactions and balances*

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Currency translation gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except for currency translation differences on net investment in foreign operations and borrowings and other currency instruments qualifying as net investment hedges for foreign operations, which are recognised in other comprehensive income and accumulated in the currency translation reserve within equity in the consolidated financial statements. The currency translation reserve is reclassified from equity to profit or loss on disposal of the foreign operation.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

### (o) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### *When the Group entity is the lessee*

The Group applies a single recognition and measurement approach for all leases, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets (e.g. leases of tablet and personal computers, small items of office equipment and telephones). For these exempted leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

#### *Lease liabilities*

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

The lease liabilities are presented within "borrowings" in the statements of financial position.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (o) Leases (cont'd)

#### Lease liabilities (cont'd)

The lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liabilities using the effective interest method, and reducing the carrying amount to reflect the lease payments made.

#### Right-of-use assets

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset.

The right-of-use assets are presented within “property, plant and equipment” in the statements of financial position.

#### *When the Group entity is the lessor*

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sub-lease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct cost incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (p) Income Tax

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of an asset or liability that affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiaries except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

- i. at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- ii. based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (q) Related Parties

A related party is defined as a related party is a person or entity that is related to the entity that is preparing its financial statements ("reporting entity").

- a. A person or a close member of that person's family is related to the Group and Company if that person:
  - i. has control or joint control over the reporting entity;
  - ii. has significant influence over the reporting entity; or
  - iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
- b. An entity is related to the Group and the company if any of the following conditions applies:
  - i. the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
  - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
  - iii. both entities are joint ventures of the same third party;
  - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
  - v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
  - vi. the entity is controlled or jointly controlled by a person identified in (a);

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 3 Material Accounting Policies (cont'd)

### (q) Related Parties (cont'd)

- b. An entity is related to the Group and the company if any of the following conditions applies: (cont'd)
  - vii. a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
  - viii. the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

### (r) Segment Reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the executive chairman and executive director who are responsible for allocating resources and assessing performance of the operating segments.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 4 Critical Accounting Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

### (a) Critical Judgements in applying the Group's Accounting Policies

In the preparation of the financial statements, there were no critical judgements that management made in the process of applying the Group's accounting policies that are expected to have significant effect on the amounts recognised in the financial statements.

### (b) Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

#### Calculation of loss allowance

When measuring ECL, the Group and Company use reasonable and supportable forward-looking information, which is based on assumptions and forecasts of future economic conditions and how these conditions will affect the Group's ECL assessment. Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The Group uses a provision matrix to calculate ECL for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The Group determined the ECL of trade receivables and contract assets by using a provision matrix that is based on its historical observed default rates. The Group estimates the expected credit loss rates for each category of past due status of the debtors based on historical credit loss experience, adjusted as appropriate to reflect current conditions and forecasts of future economic conditions.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 4 Critical Accounting Judgements and Key Sources of Estimation Uncertainty (cont'd)

### (b) Key Sources of Estimation Uncertainty (cont'd)

As the calculation of loss allowance on trade receivables, other receivables and contract assets is subject to assumptions and forecasts, any changes to these estimations will affect the amounts of loss allowance recognised and the carrying amounts of receivables. Details of ECL measurement and carrying amounts of trade receivables, contract assets, other receivables and amounts due from subsidiary companies at the end of the reporting period are disclosed in Notes 34, 15, 21 and 20 respectively.

#### Allowance for inventories

Management determines whether an allowance is required for any shortfall in net realisable value of inventories by reviewing the inventory listing on a periodic basis. The review involves a comparison of the carrying amount of the inventory items with the respective net realisable value as well as the forecasted demand for the inventories. Following the review, management sets up the necessary allowance for any shortfall in the net realisable value of the inventories.

The carrying amounts of the Group's inventories at the end of the reporting period, reversal of provision of obsolete stocks and the amount of inventories written down for the financial year are disclosed in Note 19.

#### Impairment of investment in subsidiary companies

Management assesses impairment of investment in subsidiary companies whenever events or changes in circumstances indicate that the carrying amount of the investment may not be recoverable or indicate that the recoverable amount of the investment may be higher than the carrying amount. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and value in use) of the investment is estimated to determine the impairment loss or write-back of impairment. Fair value less cost to sell calculation is based on observable market prices or market valuations less incremental costs for disposing asset. When value in use calculations are undertaken, management must estimate the expected future cash flows from the investment or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

The carrying amount of the Company's investment in subsidiary companies at the end of the reporting period and impairment losses for the financial year are disclosed in Note 14.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 5 Group Entities

The subsidiary companies at 31 December are:

Name of Subsidiaries Country of incorporation/ Place of business	Principal activities	Ownership interest	
		2025 %	2024 %
<b><u>Held by the Company</u></b>			
Hor Kew Private Limited Singapore	Investment holding	100	100
Hor Kew Land Pte Ltd Singapore	Dormant	100	100
Park Vale Design & Development Pte Ltd Singapore <sup>(1)</sup>	Dormant	100	100
Prefab Technology Pte Ltd Singapore	Design, manufacture and sale of prestressed and precast reinforced concrete building components	100	100
Prefab Technology 3 Pte Ltd Singapore	Design, manufacture and sale of prefabricated architectural metal components	32	32
Prefab ETC Pte Ltd (formerly known as Prefab Technology 8 Pte Ltd) Singapore <sup>(1)</sup>	Rental of machinery	100	100
GPX Land Sdn. Bhd. Malaysia <sup>(3)</sup>	Dormant	-	99
ABX Land Sdn. Bhd. Malaysia <sup>(2)</sup>	Property investment and development	100	100
Prefab Technology Sdn. Bhd. Malaysia <sup>(2)</sup>	Design, manufacture and sale of precast concrete building components	100	100
Prefab Metal Sdn. Bhd. Malaysia <sup>(2)</sup>	Design, manufacture and sale of prefabricated metal components	100	100

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 5 Group Entities (cont'd)

The subsidiary companies at 31 December are: (cont'd)

Name of Subsidiaries Country of incorporation/ Place of business	Principal activities	Ownership interest	
		2025 %	2024 %
Held by <u>Prefab Technology Pte Ltd</u> Prefab Technology 3 Pte Ltd Singapore	Design, manufacture and sale of prefabricated architectural metal components	<b>68</b>	68
Held by <u>Hor Kew Private Limited</u> Oxley Lights Pte Ltd Singapore	Investment holding	<b>100</b>	100
Held by <u>Oxley Lights Pte Ltd</u> Oxley Lights Development Pte Ltd Singapore	Property investment and development	<b>100</b>	100

All the companies are audited by Moore Stephens LLP, Singapore except for the following:

- (1) Audited by Virtue Vintage PAC, Singapore
- (2) Audited by Tee & Partners, Malaysia
- (3) The Company was struck off on 8 September 2025

In accordance to Rule 716 of the Singapore Exchange Securities Trading Limited Listing Manual, the Board of Directors of the Company and Audit Committee confirmed that they are satisfied that the appointment of different auditing firms for its subsidiary companies would not compromise the standard and effectiveness of the audit of the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 6 Revenue

The following table provides a disaggregation disclosure of the Group's revenue by primary geographical market, major product line and timing of revenue recognition.

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
<i>Primary geographical market</i>		
Singapore	<b>69,442</b>	82,870
<i>Major product line</i>		
Precast concrete building components	<b>29,565</b>	24,092
Prefabricated metal components	<b>39,575</b>	58,778
Others	<b>302</b>	-
	<b>69,442</b>	82,870
<i>Timing of revenue recognition</i>		
Over time	<b>69,442</b>	82,870

The Group applies the practical expedient in SFRS(I) 15 *Revenue from Contracts with Customers* and does not disclose information about its remaining performance obligation if:

- The performance obligation is part of a contract that has an original expected duration of one year or less; or
- The Group has a right to invoice a customer in an amount that corresponds directly with its performance to date, and it recognises revenue on that amount.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 7 Other Income

	Note	Group	
		2025 S\$'000	2024 S\$'000
Commission income		-	277
Fair value gain on investment properties	13	351	315
Gain on disposal of property, plant and equipment		84	519
Gain on foreign exchange		871	385
Government grant income		44	44
Rental income from:			
- Investment properties	13	1,361	1,120
- Others		890	495
Sales of scrap materials		310	513
Sundry income		788	557
		<b>4,699</b>	<b>4,225</b>

## 8 Finance Costs

	Note	Group	
		2025 S\$'000	2024 S\$'000
Interest expense on:			
- Bills payables and trust receipts	24	1	47
- Fixed advance facility	24	-	169
- Lease liabilities	24	91	69
- Term loans	24	2,047	1,981
Unwinding of discount on provision for restoration cost	27	58	-
		<b>2,197</b>	<b>2,266</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 9 Profit before Income Tax

Profit before income tax is arrived at after charging/(crediting):

	Note	Group	
		2025 S\$'000	2024 S\$'000
Amortisation of prepaid insurance premiums	16	2	-
Audit fees paid/payable to:			
- Auditors of the Company		128	137
- Other auditors - non-network firms		30	31
Depreciation of property, plant and equipment	12	7,555	4,009
Directors' fees:			
- Directors of the Company		107	104
- Director of a subsidiary company		6	6
Non-audit fees paid/payable to:			
- Auditors of the Company		-	-
- Other auditors - non-network firms		-	-
(Reversal of)/ impairment loss on trade receivables and contract assets	34(b)(ii)	(6,783)	8,278
Inventories written down	19	160	481
Reversal of provision for inventory obsolescence	19	(315)	-
Lease expenses relating to short-term leases and low-value assets leases	31(a)	139	164
Staff costs		<b>15,157</b>	12,917
Staff costs			
- Short-term employee benefits		<b>14,723</b>	12,572
- Contribution to defined contribution plans		<b>434</b>	345
Total staff costs		<b>15,157</b>	12,917

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 10 Income Tax Expense

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Income tax:		
- Current year	<b>2,241</b>	1,800
- Under provision in respect of prior years	<b>468</b>	65
	<b>2,709</b>	1,865
Deferred income tax:		
- Current year (Note 17)	<b>1,747</b>	265
- (Over)/Under provision in respect of prior years (Note 17)	<b>(37)</b>	147
	<b>1,710</b>	412
	<b>4,419</b>	2,277

The statutory income tax rate applicable is 17% (2024: 17%) for companies incorporated in Singapore and 24% (2024: 24%) for companies incorporated in Malaysia.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 10 Income Tax Expense (cont'd)

The income tax expense on the results of the financial year differs from the amount of income tax determined by applying the domestic rates applicable to profit in the countries where the Group operates due to the following factors:

	Group	
	2025 S\$'000	2024 S\$'000
Profit before income tax	<b>17,296</b>	15,999
Tax at the domestic rates applicable to profit in the countries where the Group operates	<b>3,055</b>	3,884
Losses cannot be carried forward	-	(1,870)
Expenses not deductible for tax purposes	<b>2,302</b>	723
Income not subject to tax	<b>(1,204)</b>	(783)
Singapore statutory stepped income exemption	<b>(58)</b>	(52)
Deferred tax assets not recognised	<b>21</b>	357
Utilisation of deferred tax assets not recognised previously	<b>31</b>	29
Under provision of income tax in respect of prior years	<b>468</b>	65
(Over)/Under provision of deferred taxation in respect of prior years	<b>(37)</b>	147
Others	<b>(159)</b>	(223)
	<b>4,419</b>	2,277

The above tax reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 11 Earnings per Share

The calculation of the basic and diluted earnings per share attributable to the ordinary equity holders of the Company is based on the following:

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Profit for the financial year attributable to equity holders of the Company	<b>12,877</b>	13,722
	<b>Number of shares</b>	
	<b>2025</b>	2024
	<b>'000</b>	'000
Weighted average number of ordinary shares	<b>52,067</b>	52,067
Basic and diluted earnings per share (cents)	<b>24.73</b>	26.35

Basic earnings per share is calculated based on the Group's profit for the financial year attributable to equity holders of the Company divided by the weighted average number of ordinary shares in issue during the financial year.

The diluted earnings per share is the same as the basic earnings per share as there is no dilutive share outstanding during the relevant period.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 12 Property, Plant and Equipment

	Freehold properties S\$'000	Leasehold land and buildings S\$'000	Plant and machinery and factory equipment S\$'000	Motor vehicles S\$'000	Office equipment, furniture and fittings S\$'000	Renovation S\$'000	Moulds S\$'000	Construction in progress S\$'000	Total S\$'000
<b>Group</b>									
2025									
<u>Cost</u>									
At 1 January	28,577	19,789	10,228	3,005	2,860	821	6,963	-	72,243
Additions	-	60,051	2,230	341	265	392	2,611	2,982	68,872
Currency translation differences	721	89	183	10	7	2	225	-	1,237
Disposals/write-off	-	-	(3)	(454)	(19)	(13)	(921)	-	(1,410)
At 31 December	29,298	79,929	12,638	2,902	3,113	1,202	8,878	2,982	140,942
<u>Accumulated impairment loss</u>									
At 1 January and 31 December	824	65	-	-	-	-	-	-	889
<u>Accumulated depreciation</u>									
At 1 January	3,278	14,725	8,893	2,124	2,510	819	6,710	-	39,059
Depreciation charge	432	4,590	581	310	162	21	1,459	-	7,555
Currency translation differences	64	62	150	8	6	2	152	-	444
Disposals/write-off	-	-	(3)	(382)	(18)	(13)	(890)	-	(1,306)
At 31 December	3,774	19,377	9,621	2,060	2,660	829	7,431	-	45,752
<u>Net carrying amount</u>									
At 31 December	24,700	60,487	3,017	842	453	373	1,447	2,982	94,301

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 12 Property, Plant and Equipment (cont'd)

	Freehold properties S\$'000	Leasehold land and buildings S\$'000	Plant and machinery and factory equipment S\$'000	Motor vehicles S\$'000	Office equipment, furniture and fittings S\$'000	Renovation S\$'000	Moulds S\$'000	Construction in progress S\$'000	Total S\$'000
<b>Group (cont'd)</b>									
2024									
<u>Cost</u>									
At 1 January	28,087	18,652	9,770	2,360	2,782	816	9,821	-	72,288
Additions	-	1,018	222	632	69	2	1,169	-	3,112
Currency translation differences	490	119	236	13	9	3	420	-	1,290
Disposals/write-off	-	-	-	-	-	-	(4,447)	-	(4,447)
At 31 December	28,577	19,789	10,228	3,005	2,860	821	6,963	-	72,243
<u>Accumulated impairment loss</u>									
At 1 January and 31 December	824	65	-	-	-	-	-	-	889
<u>Accumulated depreciation</u>									
At 1 January	2,778	12,919	8,282	1,867	2,439	816	9,498	-	38,599
Depreciation charge	431	1,756	426	301	61	-	1,034	-	4,009
Currency translation differences	69	50	185	(44)	10	3	423	-	696
Disposals/write-off	-	-	-	-	-	-	(4,245)	-	(4,245)
At 31 December	3,278	14,725	8,893	2,124	2,510	819	6,710	-	39,059
<u>Net carrying amount</u>									
At 31 December	24,475	4,999	1,335	881	350	2	253	-	32,295

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 12 Property, Plant and Equipment (cont'd)

### Group

(i) Freehold properties comprise the following:

- a) Geran Mukim 99 Lot 388 in the Mukim of Senai ("Freehold Property I")

The property erected on the freehold land at Geran Mukim 99 Lot 388 in the Mukim of Senai, District of Kulai, Johor Bahru, Malaysia is a single-storey detached factory with a double-storey office annex, a single-storey detached factory, a guard house, a pump house and a bin centre associated with concrete fabrication.

- b) Geran Mukim 98 Lot 389 in the Mukim of Senai ("Freehold Property II")

The property erected on the freehold land at Geran Mukim 98 Lot 389 in the Mukim of Senai, District of Kulai, Johor Bahru, Malaysia is a double-storey detached office cum guard house, a single-storey open-sided fabrication yard, one block of three-storey cabin, a power substation and a bin centre associated with concrete fabrication.

- c) 66 Kallang Pudding Road ("Freehold Property III")

The property erected on the freehold land at 66 Kallang Pudding Road, Singapore 349324 is an 8-storey multiple-user industrial complex with a 2-storey carpark.

Freehold Property III comprises a portion that is used as a corporate office of the Group which is accounted for under property, plant and equipment, and another portion is held to earn rental income and/or for capital appreciation which is accounted for under investment properties (Note 13).

(ii) Leasehold land and buildings comprise the following:

- a) 66 Sungei Kadut Street 1 ("Leasehold Property I")

A precast fabrication factory with two 2-storey office buildings, a single storey factory building and a 2-storey factory building with a 4-storey extension which includes staff dormitories situated at 66 Sungei Kadut Street 1, Sungei Kadut Industrial Estate, Singapore 729367. The land lease was originally for 30 years starting from 16 January 1990. The lease was subsequently extended to 30 June 2026.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 12 Property, Plant and Equipment (cont'd)

### Group (cont'd)

- (ii) Leasehold land and buildings comprise the following: (cont'd)
- b) 99 Pioneer Road ("Leasehold Property II")
- A part single/part 3-storey Type 'D8' standard detached factory with mezzanine level and 2 open-sided sheds situated at 99 Pioneer Road, Jurong Industrial Estate, Singapore 639580. The land lease is for 30 years starting from 1 December 1997.
- c) Geran Mukim 270 Lot 1265 and Geran Mukim 271 Lot 1266 in the Mukim of Senai ("Leasehold Property III")
- The property erected on the leasehold land at Geran Mukim 270 Lot 1265 and Geran Mukim 271 Lot 1266 in Mukim of Senai, District of Kulai, Johor Bahru, Malaysia is a single-storey open-sided fabrication yard with two container offices, one block of two-storey cabin hostel with toilet facilities, a guard house and a storeroom built of corrugated metal sheets. The land lease expires on 1 June 2025 and was subsequently extended to 31 May 2027.
- d) 33 Kaki Bukit Road 6 ("Leasehold Property IV")
- A precast fabrication factory with a 5-storey office building, a 5-storey factory building and 6-storey staff dormitories situated at 33 Kaki Bukit Road 6 Singapore 415808. The land lease is for 17 years starting from 7 May 2025.
- (iii) The net carrying amount of freehold properties and leasehold land and buildings amounting to S\$20,517,000 and S\$53,479,000 (2024: S\$20,775,000 and S\$4,050,000) are mortgaged to banks to secure banking facilities of the Group (Note 24).
- (iv) At the end of the reporting period, the net carrying amount of the Group's property, plant and equipment under right-of-use assets were S\$5,985,000 (2024: S\$5,392,000) (Note 31).
- (v) At the end of the reporting period, motor vehicles of the Group with a net carrying amount of S\$127,000 (2024: S\$178,000) are registered in the name of the key management of the Group who held the motor vehicles in trust for the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 12 Property, Plant and Equipment (cont'd)

	Office equipment, furniture and fittings S\$'000	Leasehold buildings S\$'000	Motor vehicles S\$'000	Renovation S\$'000	Total S\$'000
<b>Company</b>					
2025					
<u>Cost</u>					
At 1 January	505	561	445	176	1,687
Additions	1	584	-	-	585
At 31 December	<b>506</b>	<b>1,145</b>	<b>445</b>	<b>176</b>	<b>2,272</b>
<u>Accumulated depreciation</u>					
At 1 January 2025	497	498	267	176	1,438
Depreciation charge	3	193	51	-	247
At 31 December	<b>500</b>	<b>691</b>	<b>318</b>	<b>176</b>	<b>1,685</b>
<u>Net carrying amount</u>					
At 31 December	<b>6</b>	<b>454</b>	<b>127</b>	<b>-</b>	<b>587</b>
2024					
<u>Cost</u>					
At 1 January	497	561	445	176	1,679
Additions	8	-	-	-	8
At 31 December	505	561	445	176	1,687
<u>Accumulated depreciation</u>					
At 1 January 2025	495	311	216	176	1,198
Depreciation charge	2	187	51	-	240
At 31 December	497	498	267	176	1,438
<u>Net carrying amount</u>					
At 31 December	8	63	178	-	249

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 12 Property, Plant and Equipment (cont'd)

### Company

- (i) At the end of the reporting period, the net carrying amount of the Company's right-of-use assets is S\$581,000 (2024: S\$241,000) (Note 31).
- (ii) At the end of the reporting period, motor vehicles of the Company with a net carrying amount of S\$127,000 (2024: S\$178,000) are registered in the name of a key management of the Company who held the motor vehicles in trust for the Company.

## 13 Investment Properties

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
At 1 January	<b>41,772</b>	41,457
Fair value gain recognised in profit or loss (Note 7)	<b>351</b>	315
At 31 December	<b>42,123</b>	41,772

The following amounts are recognised in profit or loss:

Fair value gain on investment properties	<b>351</b>	315
Rental income (Note 7)	<b>1,361</b>	1,120
Direct operating expenses arising from investment properties that generated rental income	<b>322</b>	535

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 13 Investment Properties (cont'd)

The investment properties held by the Group at the end of the reporting period are as follows:

		Group	
		2025	2024
		S\$'000	S\$'000
Properties	Tenure		
Property 1	70 years from 1993	961	1,010
Property 2	Freehold	35,162	34,762
Property 3	Freehold	6,000	6,000
		<b>42,123</b>	<b>41,772</b>

### *Property 1*

Property 1 comprises commercial office units located at 23B, 23C, 23G, 23H, 23J and 23K, Fuhua Complex of Quanzhou, The People's Republic of China. Property 1 units are leased out to non-related parties under cancellable operating leases.

At the end of the reporting period, the fair value of Property 1 is determined based on the valuation performed by the independent professional valuer with appropriate qualifications and experience in the relevant locations. In valuing the portions of the property which are vacant, the direct comparison method of valuation was adopted whereby comparisons based on actual sales or offerings of comparable properties have been made. Comparable properties with similar characteristics, location, sizes are analysed and carefully weighted against all respective advantages and disadvantages of the properties in order to arrive at a fair comparison of value. This fair value measurement is categorised in the Level 3 of the fair value hierarchy.

### *Property 2*

Property 2 comprises the portion of an 8-storey multiple-user industrial complex with a 2-storey carpark located at 66 Kallang Pudding Road, Singapore 349324 which are held to earn rental income and/or for capital appreciation (Note 12(i)(c)). Property 2 is mortgaged to a bank to secure banking facilities of the Group (Note 24).

At the end of the reporting period, the fair value of Property 2 is determined by the independent professional valuer with appropriate qualifications and experience in the relevant locations. using a direct comparison with recent transactions of comparable properties within the vicinity at the end of the reporting period. The valuer has taken into consideration the prevailing market conditions and has made due adjustments for differences between the property and the comparables in terms of locations, size, layout and other factors affecting its value. This fair value measurement is categorised in the Level 3 of the fair value hierarchy.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 13 Investment Properties (cont'd)

### Property 3

Property 3 comprises 2 apartment units, #02-06 and #02-07 One Oxley Rise, Singapore 238714 which are held to earn rental income and/or for capital appreciation. Property 3 is mortgaged to a bank to secure banking facilities of the Group (Note 24).

At the end of the reporting period, the fair value of Property 3 is determined based on the desktop valuation performed by the independent professional valuer with appropriate qualifications and experience in the relevant locations, using a direct comparison with recent transactions of comparable properties within the vicinity at the end of the reporting period. The valuer has taken into consideration the prevailing market conditions and has made due adjustments for differences between the property and the comparables in terms of locations, size, layout and other factors affecting its value. This fair value measurement is categorised in the Level 3 of the fair value hierarchy.

The following table shows the significant unobservable inputs used in the valuation model:

Description	Fair value S\$'000	Valuation technique	Significant unobservable input	Range
2025				
Property 1	961	Direct comparison method	Price per square metre <sup>(1)</sup>	S\$1,100 to S\$1,300
Property 2	35,163	Direct comparison method	Price per square metre <sup>(1)</sup>	S\$22,050 to S\$24,890
Property 3	6,000	Direct comparison method	Price per square metre <sup>(1)</sup>	S\$21,200 to S\$27,200
2024				
Property 1	1,010	Direct comparison method	Price per square metre <sup>(1)</sup>	S\$1,200 to S\$1,300
Property 2	34,762	Direct comparison method	Price per square metre <sup>(1)</sup>	S\$20,800 to S\$26,400
Property 3	6,000	Direct comparison method	Price per square metre <sup>(1)</sup>	S\$21,800 to S\$22,800

<sup>(1)</sup> Any significant isolated increases/(decreases) in the significant unobservable input would result in a significantly higher/(lower) fair value measurement.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 14 Investment in Subsidiary Companies

	Company	
	2025 S\$'000	2024 S\$'000
Unquoted equity shares at cost:		
At 1 January	<b>55,098</b>	55,098
Additions	<b>6,500</b>	-
At 31 December	<b>61,598</b>	55,098
Impairment losses	<b>(31,965)</b>	(25,465)
	<b>29,633</b>	29,633
Loans due from subsidiary companies	<b>31,831</b>	31,831
	<b>61,464</b>	61,464

The movement in the allowance for impairment losses is as follows:

	Company	
	2025 S\$'000	2024 S\$'000
At 1 January	<b>25,465</b>	25,465
Impairment made and recognised in profit or loss	<b>6,500</b>	-
At 31 December	<b>31,965</b>	25,465

See Note 5 for details of subsidiary companies.

During the current financial year, an impairment loss of S\$6,500,000 (2024: Nil) was recognised on investment in a subsidiary to write down the investment in the subsidiary company to its recoverable amount.

Management determined that owing to the nature of the activities of the subsidiary companies, the loans due from subsidiary companies are quasi-equity in nature, non-interest bearing and are therefore included in the investment in subsidiary companies. The settlements of the quasi-equity loans are neither planned nor likely to occur in the foreseeable future and accordingly, the amounts are stated at cost.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 15 Trade Receivables

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Third party receivables	<b>49,209</b>	49,413
Related party receivables	<b>1,289</b>	3,482
	<b>50,498</b>	52,895
Impairment loss on trade receivables (Note 34)	<b>(22,949)</b>	(29,733)
	<b>27,549</b>	23,162
Represented by:		
- Non-current	<b>6,308</b>	3,439
- Current	<b>21,241</b>	19,723
	<b>27,549</b>	23,162

Trade receivables are non-interest bearing and are generally on 30 to 90 days (2024: 30 to 90 days) credit terms. Included in trade receivables are retention sums withheld by customers amounting to S\$13,203,000 (2024: S\$13,262,000) in which S\$6,308,000 (2024: S\$3,439,000) pertains to non-current retention sums that will be due after one year.

As at the end of the reporting period, impairment loss on related party receivables amounted to S\$1,289,000 (2024: S\$1,289,000).

During the financial year, reversal of impairment loss on trade receivables amounting to S\$6,784,000 (2024: impairment loss of S\$8,278,000) was recognised.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 16 Insurance Asset

	Group	
	2025	2024
	S\$'000	S\$'000
<i>Prepaid insurance premiums for protection cover</i>		
At 1 January	90	90
Amount amortised to profit or loss	(2)	-
	88	90
Less:		
Prepaid insurance premiums for protection cover to be amortised within 12 months	(1)	-
At 31 December	87	90
<i>Financial assets at fair value through profit or loss</i>		
At 1 January and at 31 December	466	466
Additions	173	-
Total	726	556

During the financial year ended 31 December 2021, the Group entered into a single-premium keyman insurance policy amounting to S\$560,000 in respect of a director of the Group. The premium was financed through a revolving credit loan and the policy was pledged to a bank as security for banking facilities granted to the Group (Note 24). The policy will mature in 2079.

During the financial year ended 31 December 2025, the Group entered into another single-premium keyman insurance policy in respect of a director, with a total premium of S\$183,000. The policy has a tenure of five years and is expected to mature in 2030.

Keyman insurance policies are recognised as assets based on their cash surrender values as stated in the insurer's statements. At inception, any excess of the premium paid over the initial cash surrender value represents upfront costs and is recognised as a prepayment, which is amortised over the policy tenure.

Subsequent to initial recognition, the policies are carried at their cash surrender values, which approximate their recoverable amounts.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 17 Deferred Tax

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority.

The movements in the deferred tax account are as follows:

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
At 1 January	<b>134</b>	554
Charged/(credited) to profit or loss (Note 10)	<b>(1,710)</b>	(412)
Exchange differences	<b>(41)</b>	(8)
At 31 December	<b>(1,617)</b>	134
Representing:		
<i>Non-current</i>		
Deferred tax assets	-	1,844
Deferred tax liabilities	<b>(1,617)</b>	(1,710)
	<b>(1,617)</b>	134

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 17 Deferred Tax (cont'd)

The following are the major deferred tax (liabilities) and assets recognised by the Group and the movements thereon, during the current and prior reporting periods.

	Accelerated accounting depreciation S\$'000	Tax losses S\$'000	Allowance on impairment loss S\$'000	Fair value gains S\$'000	Others S\$'000	Total S\$'000
<u>2025</u>						
At 1 January	<b>158</b>	<b>991</b>	<b>731</b>	<b>(1,788)</b>	<b>42</b>	<b>134</b>
Charged to profit or loss	-	<b>(266)</b>	<b>(1,444)</b>	-	-	<b>(1,710)</b>
Exchange differences	-	<b>(41)</b>	-	-	-	<b>(41)</b>
At 31 December	<b>158</b>	<b>684</b>	<b>(713)</b>	<b>(1,788)</b>	<b>42</b>	<b>(1,617)</b>
<u>2024</u>						
At 1 January	158	1,063	1,079	(1,788)	42	554
Charged to profit or loss	-	(64)	(348)	-	-	(412)
Exchange differences	-	(8)	-	-	-	(8)
At 31 December	158	991	731	(1,788)	42	134

At the end of the reporting period, the Group has potential tax benefits arising from unabsorbed tax losses and unabsorbed capital allowances of approximately S\$19,145,000 and S\$365,000 (2024: S\$19,061,000 and S\$365,000) respectively, that are available for carry-forward to offset against future taxable profits and/or taxable temporary differences of the companies in which the tax losses and unabsorbed capital allowances differences arose, subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate.

The unutilised tax losses can be carried forward indefinitely except for those arising from the subsidiary companies in the jurisdiction of Malaysia amounting to S\$2,077,000 (2024: S\$2,077,000) which can only be carried forward for a maximum period of 10 consecutive years of assessment expiring in year 2028 to be utilised against income from any business source.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 17 Deferred Tax (cont'd)

The potential deferred tax assets on the following deductible temporary differences have not been recognised in the financial statements at the end of the reporting period:

	Group	
	2025	2024
	S\$'000	S\$'000
Unabsorbed tax losses	19,145	19,061
Unabsorbed capital allowances	365	365
Accelerated accounting depreciation	558	898
Allowance on impairment loss	11,326	14,273
Others	108	88
	<b>31,502</b>	<b>34,685</b>

The potential deferred tax assets have not been recognised in the financial statements as it is not probable that the future taxable profits and/or taxable temporary differences in these companies will be available and sufficient to allow these deductible temporary differences to be realised in the foreseeable future.

## 18 Development Properties

	Group	
	2025	2024
	S\$'000	S\$'000
<i>Unsold development properties:</i>		
At 1 January	17,507	16,546
Currency translation differences	719	961
At 31 December	<b>18,226</b>	<b>17,507</b>

Development properties comprise 6 parcels of vacant residential lands and 3 parcels of vacant commercial lands located within Kota Seriemas, Nilai, Negeri Sembilan, Malaysia, with a total land area of 741,554 square metres. The Group intends to develop a township on these lands, but has yet to commence any development activities as at 31 December 2025.

The development properties are classified as non-current assets as they are unlikely to be developed within the next twelve months.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 19 Inventories

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Raw materials	<b>4,841</b>	3,259
Work-in-progress	<b>603</b>	376
Finished goods	<b>10,562</b>	4,490
	<b>16,006</b>	8,125

The following amounts are recognised in profit or loss:

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Inventories recognised as an expense in cost of sales	<b>44,677</b>	49,689
Inclusive of the following:		
- Inventories written down (Note 9)	<b>160</b>	481
- Reversal of provision of inventory obsolescence (Note 9)	<b>(315)</b>	-

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 20 Other Receivables

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
Amounts due from subsidiary companies	-	-	41,845	45,038
Impairment loss on amounts due from subsidiary companies	-	-	(19,539)	(22,612)
Sundry receivables	1,062	426	-	-
Sundry deposits	408	301	12	14
	<b>1,470</b>	727	<b>22,318</b>	22,440
Prepayments	<b>1,365</b>	379	<b>22</b>	20
	<b>2,835</b>	1,106	<b>22,340</b>	22,460

The amounts due from subsidiary companies are non-trade in nature, unsecured, interest-free and repayable on demand. As at the reporting date, the Company's impairment loss on amounts due from subsidiary companies amounted to S\$19,539,000 (2024: S\$22,612,000).

## 21 Contract Assets and Liabilities

The Group receives payments from customers based on a billing schedule, as established in contracts. Contract assets relate to the Group's rights to consideration for work completed but not billed at the reporting date on the Group's prefabrication business. The Company's contract assets relate to management service performed but not billed at the reporting date. Contract liabilities relate to advance consideration received from customers and billings in excess of revenue recognised to-date. Contract liabilities are recognised as revenue as and when the Group satisfies the performance obligations under its contracts.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 21 Contract Assets and Liabilities (cont'd)

The following table provides information about contract assets and contract liabilities from contracts with customers.

	2025	2024
	S\$'000	S\$'000
<b>Group</b>		
Trade receivables from contracts with customers	27,549	23,162
Contract assets	1,297	1,186
Contract liabilities	<u>380</u>	<u>542</u>
<b>Company</b>		
Contract assets	<u>4,712</u>	<u>3,039</u>

Significant changes in the contract assets/liabilities balances during the financial year are as follows:

	Contract Assets	
	2025	2024
	S\$'000	S\$'000
<b>Group</b>		
Contract assets reclassified to trade receivables	1,186	1,117
Work completed but not billed	<u>1,297</u>	<u>1,186</u>
<b>Company</b>		
Contract assets reclassified to other receivables	3,039	3,386
Service performed but not billed	<u>4,712</u>	<u>3,039</u>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 21 Contract Assets and Liabilities (cont'd)

	Contract Liabilities	
	2025	2024
	S\$'000	S\$'000
<b>Group</b>		
Revenue recognised that was included in the contract liabilities balance at the beginning of the financial year	542	963
Increases due to advances received, excluding amounts recognised as revenue during the financial year	380	542

## 22 Financial Assets at Fair Value through Other Comprehensive Income

This represents quoted equity securities listed in Singapore which are not held for trading. Accordingly, management has made an irrevocable election to classify the equity instrument at fair value through other comprehensive income. It is the Group's strategy to hold this investment for long-term purposes. Any gains or losses are recorded in other comprehensive income and accumulated in fair value reserve.

## 23 Cash and Cash Equivalents

	Group		Company	
	2025	2024	2025	2024
	S\$'000	S\$'000	S\$'000	S\$'000
Cash and bank balances	7,940	6,590	43	523
Fixed deposits	18,082	18,973	-	-
	<b>26,022</b>	<b>25,563</b>	<b>43</b>	<b>523</b>

Fixed deposits are placed for periods between 1 and 12 months (2024: 1 and 12 months) and bear interest rates ranging from 0.45% to 4.33% (2024: 0.57% to 4.86%) per annum. Fixed deposits of S\$ 17,706,000 (2024: S\$17,028,000) are pledged to banks to secure banking facilities of the Group (Note 24).

At the end of the reporting period, the Group's cash and bank balances of S\$70,000 (2024: S\$256,000) is deposited in the name of a director of the Company who held the bank account in trust for the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 24 Borrowings

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
<i>Non-current</i>				
Term Loan A	25,000	25,000	-	-
Term Loan B	240	550	-	-
Term Loan C	236	-	-	-
Term Loan D	51,924	-	-	-
Lease liabilities	2,720	651	323	151
Current portion of term loans	(4,365)	(206)	-	-
	<b>75,755</b>	25,995	<b>323</b>	151
<i>Current</i>				
Short-term loans	5,160	10,625	-	-
Lease liabilities	1,521	1,162	222	34
Current portion of term loans	4,365	206	-	-
	<b>11,046</b>	11,993	<b>222</b>	34
	<b>86,801</b>	37,988	<b>545</b>	185

The Group's borrowings are secured by legal mortgages over certain freehold properties (Note 12), leasehold land and buildings (Note 12), certain investment properties (Note 13), fixed deposits (Note 23), a corporate guarantee from the Company and the keyman insurance policy (Note 16).

Term Loan A is also secured by an assignment of all rights, title, benefits and interests in connection with any insurance policies, leases, tenancy agreements and/or sale and purchase agreements with respect to the investment property.

Term Loan A is repayable on 31 October 2027 and bears interests at 1.20% (2024: 1.20%) per annum above the bank's cost of funds. The effective interest rate is 3.41% (2024: 5.03%) per annum.

Term Loan B is repayable in 120 monthly instalments up to 2026 and bears a fixed interest rate at 3.88% (2024: 3.88%) per annum.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 24 Borrowings (cont'd)

Term Loan C is repayable in 48 monthly instalments and bears a fixed interest rate at 2.50% (2024: 2.50%) per annum.

Term Loan D is repayable in 156 monthly installments commencing from June 2025. Term Loan D bears interest at a fixed rate of 3% per annum for the first two years. Thereafter, the interest rate is based on a floating rate of 3% per annum above the compounded Singapore Overnight Rate Average ("SORA").

The short-term loans represent revolving credit loans which are due for rollover on a monthly basis. The short-term loans bear effective interest rates ranging from 1.72% to 3.64% (2024: 3.61% to 4.41%) per annum.

The carrying amounts of current borrowings approximate their fair values at the end of the reporting period.

Based on the discounted cash flow analysis using a discount rate based on market lending rates for similar borrowings which the management expects would be available to the Group at the end of the reporting period, the fair values of the fixed rate borrowings at the end of the reporting period approximate their carrying amounts as there are no significant changes in the market lending interest rates available to the Group at the end of the reporting period. The floating rate borrowings are instruments that are repriced to market interest rates on or near the end of the reporting period. Accordingly, the fair values of these borrowings, determined from discounted cash flow analysis using market lending rates for similar borrowings which the management expects would be available to the Group at the end of the reporting period, would approximate their carrying amounts at the end of the reporting period.

This fair value measurement for disclosure purposes is categorised in the Level 2 of the fair value hierarchy.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 24 Borrowings (cont'd)

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

	Terms loans S\$'000	Bills payables and trusts receipts S\$'000	Fixed advance facility S\$'000	Lease liabilities S\$'000	Total S\$'000
<u>2025</u>					
Balance at 1 January	<b>36,175</b>	-	-	<b>1,813</b>	<b>37,988</b>
Changes from financing cash flows:					
- Drawdown	<b>58,885</b>	-	-	-	<b>58,885</b>
- Repayments	<b>(12,537)</b>	-	-	<b>(1,670)</b>	<b>(14,207)</b>
- Interest paid	<b>(2,047)</b>	<b>(1)</b>	-	<b>(91)</b>	<b>(2,139)</b>
Non-cash changes:					
- Currency translation differences	<b>37</b>	-	-	<b>(105)</b>	<b>(68)</b>
- Interest expense	<b>2,047</b>	<b>1</b>	-	<b>91</b>	<b>2,139</b>
- New leases	-	-	-	<b>4,203</b>	<b>4,203</b>
Balance at 31 December	<b>82,560</b>	-	-	<b>4,241</b>	<b>86,801</b>
<u>2024</u>					
Balance at 1 January	45,130	1,949	6,300	1,654	55,033
Changes from financing cash flows:					
- Repayments	(9,029)	(1,949)	(6,300)	(663)	(17,941)
- Interest paid	(1,981)	(47)	(169)	(69)	(2,266)
Non-cash changes:					
- Currency translation differences	74	-	-	(158)	(84)
- Interest expense	1,981	47	169	69	2,266
- New Leases	-	-	-	980	980
Balance at 31 December	36,175	-	-	1,813	37,988

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 25 Trade Payables

	Group	
	2025 S\$'000	2024 S\$'000
Third party payables	18,231	13,665
Sub-contractors' retention sum	2,428	2,274
	<b>20,659</b>	<b>15,939</b>

## 26 Other Payables

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
Accrued operating expenses	11,377	7,921	4,392	2,717
Amounts due to subsidiary companies	-	-	35,371	33,362
Deposits received	739	494	-	-
Sundry payables	1,580	860	57	47
Advance rental received	24	24	-	-
	<b>13,720</b>	<b>9,299</b>	<b>39,820</b>	<b>36,126</b>

The amounts due to subsidiary companies are non-trade in nature, unsecured, interest-free and payable on demand.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 27 Provisions

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
<i>Provision for restoration costs</i>				
Non-current				
As at 1 January	-	-	-	-
Provision during the year	<b>2,923</b>	-	-	-
Unwinding of discount	<b>58</b>	-	-	-
As at 31 December	<b>2,981</b>	-	-	-
Current				
	<b>1,680</b>	-	-	-
	<b>4,661</b>	-	-	-

The provision for restoration costs relates primarily to the estimated costs of reinstating leasehold land and buildings to their original condition at the end of the respective lease terms, in accordance with contractual obligations.

The provision is measured at the present value of the expected future cash outflows required to settle the obligation, using a discount rate that reflects current market assessments of the time value of money. The estimated costs are determined based on current restoration costs, adjusted for expected inflation over the lease period.

The increase in the provision due to the passage of time is recognised as “finance cost” in profit or loss.

The provision is expected to be utilised over the remaining lease terms of the respective properties, with amounts classified as current or non-current based on the expected timing of settlement.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 28 Share Capital

	Group	
	2025 S\$'000	2024 S\$'000
Issued and fully paid capital		
52,066,937 ordinary shares with no par value	<b>68,323</b>	68,323

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

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restriction.

## 29 Other Reserves

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
Fair value reserve	(5)	(7)	(2)	(4)
Currency translation reserve	(6,508)	(7,353)	-	-
	<b>(6,513)</b>	<b>(7,360)</b>	<b>(2)</b>	<b>(4)</b>
<u>Fair value reserve</u>				
At 1 January	(7)	(7)	(4)	(4)
Fair value loss on financial assets at fair value through other comprehensive income	2	-	2	-
At 31 December	<b>(5)</b>	<b>(7)</b>	<b>(2)</b>	<b>(4)</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 29 Other Reserves (cont'd)

Fair value reserve represents fair value adjustments on quoted equity securities classified as financial assets at fair value through other comprehensive income.

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
<u>Currency translation reserve</u>				
At 1 January	(7,353)	(8,270)	-	-
Net currency translation differences of financial statements of foreign subsidiary companies	845	917	-	-
At 31 December	<b>(6,508)</b>	<b>(7,353)</b>	-	-

Currency translation reserve arises from the translation of foreign subsidiary companies' financial statements whose functional currencies are different from the presentation currency of the Group.

## 30 Segmental Information

For management purposes, the Group is organised into business units based on their products and services. The operating segments of the Group are as follows:

- i. The property investment and development segment is involved in the development, sales and leasing of residential, commercial and industrial properties.
- ii. The prefabrication segment is in the business of design, manufacture and sales of prestressed and reinforced concrete building components as well as prefabricated architectural metal components.
- iii. Others segment comprises mainly the Group level corporate services and treasury functions.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 30 Segmental Information (cont'd)

The segment information provided to management for the operating segments are as follows:

	Property investment and development S\$'000	Prefabrication S\$'000	Others S\$'000	Eliminations S\$'000	Consolidated S\$'000
<b>Group</b>					
2025					
<u>Revenue:</u>					
Sales to external customers	-	69,140	302	-	69,442
Intersegment sales	-	-	4,712	(4,712)	-
Total revenue	<u>-</u>	<u>69,140</u>	<u>5,014</u>	<u>(4,712)</u>	<u>69,442</u>
<u>Results:</u>					
Segment profit	<u>789</u>	<u>15,759</u>	<u>748</u>	<u>-</u>	<u>17,296</u>
Tax expense					<u>(4,419)</u>
Profit for the financial year					<u>12,791</u>
<u>Other significant expense:</u>					
(Reversal of)/Allowance for impairment loss on trade receivables and contract assets	-	(6,784)	-	-	(6,784)
Cost of sales	-	44,591	-	-	44,591
Depreciation of property, plant and equipment	3	7,235	246	71	7,555
Staff costs	<u>275</u>	<u>11,614</u>	<u>3,268</u>	<u>-</u>	<u>15,157</u>
Segment assets	<u>77,664</u>	<u>135,832</u>	<u>15,600</u>	<u>-</u>	<u>229,096</u>
Unallocated assets					<u>1,919</u>
Total assets					<u>231,015</u>
Segment assets includes:					
Additions to non-current assets	<u>-</u>	<u>67,036</u>	<u>585</u>	<u>-</u>	<u>67,621</u>
Segment liabilities	<u>25,215</u>	<u>90,975</u>	<u>9,826</u>	<u>-</u>	<u>126,016</u>
Unallocated liabilities					<u>6,529</u>
Total liabilities					<u>132,545</u>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 30 Segmental Information (cont'd)

The segment information provided to management for the operating segments are as follows: (cont'd)

	Property investment and development S\$'000	Prefabrication S\$'000	Others S\$'000	Eliminations S\$'000	Consolidated S\$'000
<b>Group (cont'd)</b>					
2024					
<u>Revenue:</u>					
Sales to external customers	-	82,870	-	-	82,870
Intersegment sales	-	-	3,039	(3,039)	-
Total revenue	<u>-</u>	<u>82,870</u>	<u>3,039</u>	<u>(3,039)</u>	<u>82,870</u>
<u>Results:</u>					
Segment (loss)/profit	(981)	16,466	514	-	15,999
Tax expense					(2,277)
Profit for the financial year					<u>13,722</u>
<u>Other significant expense:</u>					
Allowance for impairment loss on trade receivables and contract assets	-	8,278	-	-	8,278
Cost of sales	-	49,689	-	-	49,689
Depreciation of property, plant and equipment	3	3,503	503	-	4,009
Staff costs	113	10,827	1,855	-	12,795
Segment assets	81,588	58,150	11,542	-	151,280
Unallocated assets					2,905
Total assets					<u>151,185</u>
<u>Segment assets includes:</u>					
Additions to non-current assets	12	3,162	8	-	3,182
Segment liabilities	33,357	27,461	2,950		63,768
Unallocated liabilities					4,109
Total liabilities					<u>67,877</u>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 30 Segmental Information (cont'd)

### *Segment results*

Management monitors the operating results of its operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Income taxes are managed on a group basis and are not allocated to operating segments. Sales between operating segments are on terms agreed by the Group companies concerned.

### *Segment assets*

The amounts provided to the management with respect to total assets are measured in a manner consistent with that of the financial statements. Management monitors the assets attributable to each segment for the purposes of monitoring segment performance and for allocating resources between segments. All assets are allocated to reportable segments other than deferred tax assets and tax recoverable which are classified as unallocated assets.

### *Segment liabilities*

The amounts provided to the management with respect to total liabilities are measured in a manner consistent with that of the financial statements. All liabilities are allocated to the reportable segments based on the operations of the segments other than deferred tax liabilities and tax payables. These liabilities are classified as unallocated liabilities.

### *Geographical information*

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	<b>Group</b>			
	Sales to external customers		Non-current assets	
	<b>2025</b>	2024	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000	<b>S\$'000</b>	S\$'000
Singapore	<b>69,442</b>	82,870	<b>121,897</b>	60,482
The People's Republic of China	-	-	<b>960</b>	1,009
Malaysia	-	-	<b>31,793</b>	30,083
	<b>69,442</b>	82,870	<b>154,650</b>	91,574

Non-current assets information presented above are non-current assets as presented on the consolidated statement of financial position excluding financial instruments and deferred tax assets.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 30 Segmental Information (cont'd)

*Information about major customers*

Revenue from major customers which amounts to more than 10% of the Group's revenue are as follows:

	Group	
	2025	2024
	S\$'000	S\$'000
Prefabrication segment – 2 (2024: 3) external customers		
- Customer 1	10,408	-
- Customer 2	7,615	11,324
- Customer 3	-	11,348
- Customer 4	-	10,786
	<b>18,023</b>	<b>33,458</b>

## 31 Leases

(a) The Group as A Lessee

### ***Nature of the Group's leasing activities - Group as a lessee***

The Group's leasing activities comprise the following:

- i. The Group leases various motor vehicles, plant and equipment and also makes annual lease payments for leased factory premises. The leases have an average tenure of between 3 to 5 years. The right-of-use of these assets are classified within property, plant and equipment (Note 12).
- ii. The Group also makes annual lease payments for its leasehold land and building. The right-of-use of the land is classified within property, plant and equipment (Note 12). The annual lease payment is subject to revision based on the prevailing rates from the lessor. The leases have an average tenure from 2 to 30 years.
- iii. In addition, the Group leases certain office equipment. These leases are short-term and/or low-value items. The Group has elected not to recognise right-of-use assets and lease liabilities for these leases.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 31 Leases (cont'd)

(a) The Group as A Lessee (cont'd)

### ***Nature of the Group's leasing activities - Group as a lessee (cont'd)***

The Company leases an office unit from its subsidiary company. The lease has a tenure of three years.

The maturity analysis of the lease liabilities is disclosed in Note 34.

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

#### Carrying amount of right-of-use assets

The carrying amount of right-of-use assets are as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b> <b>S\$'000</b>	2024 S\$'000	<b>2025</b> <b>S\$'000</b>	2024 S\$'000
<u>Classified within property, plant and equipment</u>				
Leasehold land and building	<b>5,783</b>	4,611	<b>454</b>	62
Motor vehicles	<b>202</b>	680	<b>127</b>	179
Plant and equipment	-	101	-	-
	<b>5,985</b>	5,392	<b>581</b>	241
Additions to right-of-use assets	<b>4,203</b>	1,684	<b>584</b>	-
<b>Amounts recognised in profit or loss</b>				
<u>Depreciation charge for the financial year</u>				
Leasehold land and building	<b>2,348</b>	1,671	<b>193</b>	187
Motor vehicles	<b>74</b>	159	<b>51</b>	51
Plant and equipment	-	52	-	-
	<b>2,422</b>	1,882	<b>244</b>	238
<u>Lease expense not included in the measurement of lease liabilities</u>				
Lease expense - short-term leases	<b>125</b>	156	-	-
Lease expense - low value assets leases	<b>14</b>	8	-	1
Total (Note 9)	<b>139</b>	164	-	1

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 31 Leases (cont'd)

(a) The Group as A Lessee (cont'd)

### ***Nature of the Group's leasing activities - Group as a lessee (cont'd)***

Information about leases for which the Group is a lessee is presented below: (cont'd)

#### Carrying amount of right-of-use assets (cont'd)

The carrying amount of right-of-use assets are as follows: (cont'd)

	Group		Company	
	2025	2024	2025	2024
	S\$'000	S\$'000	S\$'000	S\$'000

### **Amounts recognised in profit or loss (cont'd)**

#### Lease expense not included in the measurement of lease liabilities (cont'd)

Interest expense on lease liabilities	<b>91</b>	40	<b>13</b>	13
---------------------------------------	-----------	----	-----------	----

During the financial year, total cash flows for leases amounted to S\$1,761,000 (2024: S\$732,000).

### ***Future cash outflow which are not capitalised in lease liabilities***

#### Extension options

Each of the leases of leasehold land contains extension option, for which the related lease payments had not been included in the lease liabilities as the subsidiary companies are not reasonably certain to extend the leases. This is used to maximise operational flexibility in terms of managing the assets used in the subsidiary companies' operations.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 31 Leases (cont'd)

(b) The Group as A Lessor

### *Nature of the Group's leasing activities - Group as a lessor*

The Group leased out its investment properties to various third parties for monthly lease payments. Rental income from investment properties are disclosed in Note 13.

The Group leased out its dormitory to foreign workers for monthly lease payments. Rental income from dormitory is disclosed in Note 7.

These leases are classified as an operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred.

### Maturity analysis of lease payments - the Group as a lessor

The following table shows the maturity analysis of the undiscounted lease payments to be received:

	Group	
	2025	2024
	S\$'000	S\$'000
Less than one year	3,396	377
1 to 2 years	1,588	2,194
Total undiscounted lease payments	<b>4,984</b>	<b>2,571</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 32 Contingent Liabilities

### *Financial guarantees*

	<b>Company</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Guarantees issued for banking facilities granted to subsidiary companies	<b>184,644</b>	137,486
Amounts of banking facilities utilised by subsidiary companies	<b>92,363</b>	37,310

Management has assessed the fair values of these financial guarantees to have no material financial impact on the financial performance for the financial years ended 31 December 2025 and 31 December 2024.

## 33 Related Party Transactions

- (a) In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties, who are not members of the Group during the financial year on terms agreed by the parties concerned:

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Maintenance fee charged by a related party	<b>14</b>	11

Related parties comprise mainly companies which are controlled by the Company's directors and their close family members.

The outstanding balances with related parties at the end of the reporting period are disclosed in Note 15.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 33 Related Party Transactions (cont'd)

### (b) Key management personnel compensation

Total key management personnel compensation is analysed as follows:

	<b>Group</b>	
	<b>2025</b>	2024
	<b>S\$'000</b>	S\$'000
Directors of the Company:		
- Short-term employee benefits	<b>2,296</b>	2,558
- Contribution to defined contribution plans	<b>34</b>	39
- Directors' fees	<b>107</b>	104
	<b>2,437</b>	2,701
Other key management personnel:		
- Short-term employee benefits	<b>677</b>	1,045
- Contribution to defined contribution plans	<b>52</b>	39
	<b>729</b>	1,084
	<b>3,166</b>	3,785

In addition, benefits in kind amounting to S\$35,000 (2024: S\$35,000) are in respect of motor vehicles used by the directors and key management of the Group.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments

### (a) Categories of financial instruments

Financial instruments at their carrying amounts at the end of the reporting period are as follows:

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
<u>Financial assets:</u>				
Financial assets carried at cost	-	-	<b>31,831</b>	31,831
Financial assets at amortised cost	<b>55,041</b>	49,452	<b>22,361</b>	22,963
Financial assets at fair value through profit or loss	<b>639</b>	466	-	-
Financial assets at fair value through other comprehensive income	<b>11</b>	9	<b>11</b>	9
<hr/>				
<u>Financial liabilities:</u>				
Financial liabilities at amortised cost	<b>121,156</b>	63,202	<b>40,365</b>	36,311

### (b) Financial Risk Management Objectives and Policies

The Group and the Company are exposed to financial risks arising from the operations and the use of financial instruments. The key financial risks include foreign currency risk, credit risk, interest rate risk, liquidity risk and market price risk. The Board of Directors reviews and agrees policies and procedures for the management of these risks. The Audit Committee provides independent oversight to the effectiveness of the risk management process.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks, and the objectives, policies and processes for the management of these risks.

#### (i) Foreign currency risk

The Group has currency exposures arising from transactions, assets and liabilities that are denominated in currencies other than the respective functional currencies of the entities in the Group. The foreign currencies in which the Group's currency risk arises are British Pound ("GBP"), Australian dollar ("AUD"), Chinese Yuan ("CNY") and Malaysia Ringgit ("MYR"). The Company has no significant exposure to foreign currency risk as nearly all of its transactions are in Singapore dollar. The Group and the Company do not hedge their net position.

The Company and its subsidiary companies maintain their respective books and accounts in their functional currencies. As a result, the Group is subjected to transaction and translation exposures resulting from currency exchange rate fluctuations. However, to minimise such foreign currency exposures, the Group uses currency borrowings and natural hedges.

At the end of the reporting period, the Group has the following significant financial assets and financial liabilities denominated in foreign currencies based on information provided to key management.

	GBP S\$'000	AUD S\$'000	CNY S\$'000	MYR S\$'000
<u>2025</u>				
Cash and cash equivalents	977	11,906	3,353	475
Trade and other receivables	-	-	-	703
Trade and other payables	-	-	(364)	(3,362)
Insurance asset	-	-	173	-
Net financial assets/(liabilities) denominated in foreign currencies	977	11,906	3,162	(2,184)

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (i) Foreign currency risk (cont'd)

	GBP S\$'000	AUD S\$'000	CNY S\$'000	MYR S\$'000
<u>2024</u>				
Cash and cash equivalents	2,513	11,433	3,337	111
Trade and other receivables	-	-	-	4,072
Bank borrowings	-	-	-	(919)
Trade and other payables	-	-	(203)	(20,036)
Net financial assets/(liabilities) denominated in foreign currencies	2,513	11,433	3,134	(16,772)

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (i) Foreign currency risk (cont'd)

The following table demonstrates the sensitivity to a reasonably possible change in the GBP, AUD, CNY, MYR and USD exchange rates against the respective functional currencies of the Group's entities, with all other variables held constant, of the Group's profit after tax:

	<b>Group</b>	
	<b>Increase/(decrease)</b>	
	<b>in profit after tax</b>	
	<b>2025</b>	<b>2024</b>
	<b>S\$'000</b>	<b>S\$'000</b>
GBP/SGD		
- Strengthened 5% (2024: 5%)	<b>41</b>	104
- Weakened 5% (2024: 5%)	<b>(41)</b>	(104)
	<b>41</b>	104
AUD/SGD		
- Strengthened 5% (2024: 5%)	<b>494</b>	474
- Weakened 5% (2024: 5%)	<b>(494)</b>	(474)
	<b>494</b>	474
CNY/SGD		
- Strengthened 5% (2024: 5%)	<b>131</b>	130
- Weakened 5% (2024: 5%)	<b>(131)</b>	(130)
	<b>131</b>	130
MYR/SGD		
- Strengthened 5% (2024: 5%)	<b>(83)</b>	(696)
- Weakened 5% (2024: 5%)	<b>83</b>	696
	<b>(83)</b>	(696)

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (ii) Credit risk

Credit risk is the risk that companies and other parties will be unable to meet their obligations to the Group. The Group manages such risk by dealing with a diversity of credit-worthy counterparties to mitigate any significant concentration of credit risk. Credit policy includes assessing and evaluation of existing and new customers' credit reliability and monitoring of receivable collections.

The following sets out the Group's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 90 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 1 year past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Group has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

#### *Significant increase in credit risk*

In assessing whether the credit risk on a financial asset has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial asset as at the reporting date with the risk of a default occurring on the financial asset as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information, such as future economic and industry outlook that is available without undue cost or effort.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (ii) Credit risk (cont'd)

##### *Significant increase in credit risk (cont'd)*

In particular, the Group considers the following information when assessing whether credit risk has increased significantly since initial recognition:

- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations; and
- significant increases in credit risk on other financial instruments of the same debtor.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Regardless of the evaluation of the above factors, the Group considers that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 90 days past due, based on the Group's historical information of payment trends of its receivables.

The Group also assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial asset is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if it has a low risk of default; the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (ii) Credit risk (cont'd)

##### *Definition of default*

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable.

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, in full.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 1 year past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

##### *Credit-impaired financial assets*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred such as evidence that the borrower is in significant financial difficulty, there is a breach of contract such as default or past due event; there is information that it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for that financial asset because of financial difficulties.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (ii) Credit risk (cont'd)

##### *Estimation techniques and significant assumptions*

There has been no change in the estimation techniques or significant assumptions made during the current financial year for recognition and measurement of credit loss allowances.

At the end of the reporting period, the Group has significant credit risk exposures mainly arising on trade receivables. Approximately 18% (2024: 28%) of the Group's trade receivables were due from 2 (2024: 3) major customers located in Singapore. The Company has significant credit risk exposures arising on loans due from subsidiary companies and amounts due from subsidiary companies amounting to S\$54,137,000 (2024: S\$54,257,000) which represented 99% (2024: 99%) of total receivables.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk is represented by the carrying amount of each financial asset presented on the statements of financial position and the guarantees as disclosed in Note 32.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

(b) Financial Risk Management Objectives and Policies (cont'd)

(ii) Credit risk (cont'd)

*Estimation techniques and significant assumptions (cont'd)*

Movements in credit loss allowance are as follows:

	Trade receivables and contract assets S\$'000	Other financial asset at amortised cost S\$'000	Total S\$'000
<b>Group</b>			
2025			
Balance at 1 January	29,780	-	29,780
Loss allowance recognised:			
Reversal of impairment loss allowance	(6,783)	-	(6,783)
Receivables written off as uncollectable	(48)	-	(48)
Balance at 31 December	22,949	-	22,949
2024			
Balance at 1 January	21,502	-	21,502
Loss allowance recognised:			
Lifetime ECL			
- Simplified approach	8,278	-	8,278
Balance at 31 December	29,780	-	29,780
<b>Company</b>			
2025			
Balance at 1 January	-	22,612	22,612
Reversal of allowance	-	(3,073)	(3,073)
Balance at 31 December	-	19,539	19,539
2024			
Balance at 1 January	-	27,513	27,513
Reversal of allowance	-	(4,901)	(4,901)
Balance at 31 December	-	22,612	22,612

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (ii) Credit risk (cont'd)

##### *Trade receivables and contract assets*

The Group has applied the simplified approach by using a provision matrix to measure the lifetime expected credit loss allowance for trade receivables and contract assets.

The contract assets relate to the Group's rights to consideration for work completed but not billed at the reporting date, which have substantially the same risk characteristics as the trade receivables for the same type of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets. Trade receivables and contract assets that shared the same credit risk characteristics and days past due are grouped together in measuring the expected credit losses.

The Group estimates the expected credit loss rates for each category of past due status of the debtors based on historical credit loss experience adjusted as appropriate to reflect current conditions and forecasts of future economic conditions.

A trade receivable is written off when there is information indicating that there is no realistic prospect of recovery from the debtor such as when the debtor has been placed under liquidation, has entered into bankruptcy proceedings, cannot be located or are not recoverable despite legal recourse made to recover the debt, including reminders and letters of demand issued for debts due for more than 12 months.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

(b) Financial Risk Management Objectives and Policies (cont'd)

(ii) Credit risk (cont'd)

*Trade receivables and contract assets (cont'd)*

The Group's credit risk exposure in relation to trade receivables and contract assets under SFRS(I) 9 for the financial year are set out in the provision matrix below:

	Not past due	← Past due →			Total
		0 to 6 months	6 to 12 months	More than 1 year	
<b>Group</b>					
2025					
Expected loss rate	<b>1.43%</b>	<b>3.21%</b>	<b>36.31%</b>	<b>100%</b>	
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Gross receivables and contract assets	<b>19,140</b>	<b>7,755</b>	<b>1,848</b>	<b>21,755</b>	<b>50,498</b>
Loss allowance	<b>274</b>	<b>249</b>	<b>671</b>	<b>21,755</b>	<b>22,949</b>
2024					
Expected loss rate	3.12%	41.53%	48.49%	90.21%	
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Gross receivables and contract assets	11,537	17,585	1,060	23,946	54,128
Loss allowance	360	7,304	514	21,602	29,780

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (ii) Credit risk (cont'd)

##### *Other financial assets at amortised cost*

Other financial assets at amortised cost include other receivables and cash and cash equivalents.

The table below details the credit quality of the Group's and Company's financial assets (other than trade receivables and contract assets):

	ECL	Gross carrying amount S\$'000	Loss Allowance S\$'000	Net carrying amount S\$'000
<b>Group</b>				
2025				
Other receivables	Lifetime ECL	<b>1,470</b>	-	<b>1,470</b>
Cash and cash equivalents with financial institutions	N.A. Exposure limited	<b>26,022</b>	-	<b>26,022</b>
2024				
Other receivables	Lifetime ECL	727	-	727
Cash and cash equivalents with financial institutions	N.A. Exposure limited	25,563	-	25,563
<b>Company</b>				
2025				
Amounts due from subsidiary companies	Lifetime ECL	<b>41,845</b>	<b>(19,539)</b>	<b>22,306</b>
Cash and cash equivalents with financial institutions	N.A. Exposure limited	<b>43</b>	-	<b>43</b>
2024				
Amounts due from subsidiary companies	Lifetime ECL	45,038	(22,612)	22,426
Cash and cash equivalents with financial institutions	N.A. Exposure limited	523	-	523

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

- (b) Financial Risk Management Objectives and Policies (cont'd)
  - (ii) Credit risk (cont'd)

### *Amounts due from subsidiary companies*

The Company has amounts due from subsidiary companies of S\$22,306,000 (2024: S\$22,426,000). The impairment loss allowance is measured by taking into consideration the probability of default and loss given default rate based on historical experience and forward-looking information available to the Company. Accordingly, the Company measured the impairment loss allowance using lifetime ECL and recognised an impairment loss allowance at the end of current and previous financial year.

### *Financial guarantee*

The Company has issued financial guarantees to banks for borrowings of its subsidiary companies. These guarantees are subject to the impairment requirements of SFRS(I) 9 *Financial Instruments*. The Company does not expect credit loss exposure arising from these guarantees in view that the borrowings are secured by legal mortgages over certain freehold properties, leasehold land and buildings, certain investment properties, fixed deposits of the subsidiary companies and keyman insurance policy.

- (iii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Company has no significant interest-bearing assets and liabilities. The Group's exposure to interest rate risk arises primarily from their borrowings and fixed deposits placed with the financial institutions. Borrowings at variable rates expose the Group to cash flow interest rate risk (i.e. the risk that the future cash flows of a financial instrument will fluctuate due to changes in market interest rates). Borrowings and fixed deposits at fixed rates expose the Group to fair value interest rate risk (i.e. the risk that the value of a financial instrument will fluctuate due to changes in market rates).

The Group's policy is to obtain the most favourable interest rates available and manage interest costs using a mix of fixed and floating rate debts depending on market and economic conditions. For interest income from fixed deposits, the Group and the Company manage interest rate risks by placing deposits with reputable financial institutions on varying maturities and interest rate terms.

As the Company has no significant interest-bearing assets and liabilities at variable rates, the Company's financial performance is substantially independent of changes in market interest rates.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

### (b) Financial Risk Management Objectives and Policies (cont'd)

#### (iii) Interest rate risk (cont'd)

##### *Sensitivity analysis for interest rate risk of the Group*

The sensitivity analysis below have been determined based on the exposure to interest rates for borrowings at the end of the reporting period and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period in the case of borrowings that have floating rates.

The Group's borrowings at variable rates on which effective hedges have not been entered into, are denominated mainly in SGD. If the SGD interest rates increase/decrease by 100 (2024: 100) basis points with all other variables including tax rate being held constant, the profit after tax of the Group will be lower/higher by S\$105,000 (2024: S\$137,000) as a result of higher/lower interest expense on these borrowings.

#### (iv) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arise primarily from mismatches of the maturities of financial assets and financial liabilities. The Group's and the Company's objective are to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. Short-term funding is obtained from bank overdrafts and credit facilities subject to the Group's compliance with the loan covenants.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

(b) Financial Risk Management Objectives and Policies (cont'd)

(iv) Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and the Company's non-derivative financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations:

	1 year or less S\$'000	1 to 5 years S\$'000	More than 5 years S\$'000	Total S\$'000
<b>Group</b>				
2025				
Trade payables	<b>20,659</b>	-	-	<b>20,659</b>
Other payables	<b>13,696</b>	-	-	<b>13,696</b>
Borrowings	<b>11,037</b>	<b>51,694</b>	<b>29,632</b>	<b>92,363</b>
Lease liabilities	<b>1,662</b>	<b>2,835</b>	-	<b>4,497</b>
	<b>47,054</b>	<b>54,529</b>	<b>29,632</b>	<b>131,215</b>
2024				
Trade payables	15,939	-	-	15,939
Other payables	9,275	-	-	9,275
Borrowings	10,891	26,419	-	37,310
Lease liabilities	273	1,789	-	2,062
	36,159	28,208	-	64,367

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

(b) Financial Risk Management Objectives and Policies (cont'd)

(iv) Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and the Company's non-derivative financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations (cont'd):

	1 year or less S\$'000	1 to 5 years S\$'000	More than 5 years S\$'000	Total S\$'000
<b>Company</b>				
2025				
Other payables	<b>39,820</b>	-	-	<b>39,820</b>
Lease liabilities	<b>248</b>	<b>337</b>	-	<b>585</b>
Financial guarantee contracts (Note 32)	<b>11,037</b>	<b>51,694</b>	<b>29,632</b>	<b>92,363</b>
	<b>51,105</b>	<b>52,031</b>	<b>29,632</b>	<b>132,768</b>
2024				
Other payables	36,126	-	-	36,126
Lease liabilities	34	151	-	185
Financial guarantee contracts (Note 32)	10,891	26,419	-	37,310
	47,051	26,570	-	73,621

At the end of the reporting period, the Company does not expect credit loss exposure arising from the financial guarantee contracts in view that the borrowings are secured by legal mortgages over certain freehold properties, leasehold land and buildings, certain investment properties and fixed deposits of its subsidiary companies.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 34 Financial Instruments (cont'd)

- (b) Financial Risk Management Objectives and Policies (cont'd)
  - (v) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices other than interest or exchange rates. The Group is exposed mainly to the market price risk arising from changes in equity price of its investment in quoted securities. These instruments are classified as financial assets at fair value through other comprehensive income. The Group does not have exposure to commodity price risk.

The Group's objective is to manage investment returns and equity price risk by monitoring the fluctuations in the price of the quoted securities and the dividend yields.

The sensitivity analysis for market price risk is not disclosed as the effect on the profit or loss and other comprehensive income/fair value reserve is considered not significant.

## 35 Fair Value of Assets and Liabilities

- (a) Fair value hierarchy

The tables below analyse the fair value measurements by the levels in the fair value hierarchy based on the inputs to the valuation techniques. The different levels are defined as follows:

- (i) Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities;
- (ii) Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (i.e. derived from prices); and
- (iii) Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs).

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 35 Fair Value of Assets and Liabilities (cont'd)

(b) Fair value measurements of assets and liabilities that are measured at fair value

The following table presents the level of fair value hierarchy for each class of assets and liabilities measured at fair value on the statement of financial position at the end of the reporting period:

	Level 1 S\$'000	Level 2 S\$'000	Level 3 S\$'000	Total S\$'000
<b>Group</b>				
2025				
<u>Financial assets</u>				
FVOCI				
- Quoted equity securities	11	-	-	11
<hr/>				
FVTPL				
- Insurance asset	-	639	-	639
<hr/>				
<u>Non-financial assets</u>				
Investment properties				
- Freehold properties	-	-	41,162	41,162
- Leasehold properties	-	-	961	961
<hr/>				
Total non-financial assets	-	-	42,123	42,123
<hr/>				
2024				
<u>Financial assets</u>				
FVOCI				
- Quoted equity securities	9	-	-	9
<hr/>				
FVTPL				
- Insurance asset	-	466	-	466
<hr/>				
<u>Non-financial assets</u>				
Investment properties				
- Freehold properties	-	-	40,762	40,762
- Leasehold properties	-	-	1,010	1,010
<hr/>				
Total non-financial assets	-	-	41,772	41,772
<hr/>				

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 35 Fair Value of Assets and Liabilities (cont'd)

(b) Fair value measurements of assets and liabilities that are measured at fair value (cont'd)

The following table presents the level of fair value hierarchy for each class of assets and liabilities measured at fair value on the statement of financial position at the end of the reporting period: (cont'd)

	Level 1	Level 2	Level 3	Total
	S\$'000	S\$'000	S\$'000	S\$'000
<b>Company</b>				
2025				
<u>Financial assets</u>				
FVOCI				
- Quoted equity securities	<b>11</b>	-	-	<b>11</b>
<hr style="border: 1px solid black;"/>				
2024				
<u>Financial assets</u>				
FVOCI				
- Quoted equity securities	9	-	-	9
<hr style="border: 1px solid black;"/>				

Fair values have been determined for measurement purposes based on the following methods:

### *Quoted equity securities*

The fair value of financial instruments traded in active markets is based on quoted market prices at the end of the reporting period. These instruments are included in Level 1.

### *Insurance asset*

The basis of determining fair values for measurement at the end of the reporting period is disclosed in Note 16.

### *Investment properties*

The basis of determining fair values for measurement at the end of the reporting period is disclosed in Note 13.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 35 Fair Value of Assets and Liabilities (cont'd)

- (c) Assets and liabilities not carried at fair value but which fair values are disclosed

The carrying amounts of non-current trade receivables and non-current borrowings approximate their fair values at the end of the reporting period, as the market lending rates at the end of the reporting period were not significantly different from either their respective coupon rates of the agreements or market lending rate at the initial measurement date.

The basis of determining fair values for disclosure purposes at the end of the reporting period are disclosed in Notes 15 and 24 respectively.

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables and current borrowings approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The above does not include financial assets and financial liabilities whose carrying amounts measured on the amortised cost basis approximate their fair values due to their short-term nature and where the effect of discounting is immaterial.

- (d) Movements in Level 3 assets and liabilities measured at fair value

The following table shows a reconciliation from the beginning balances to the ending balances for Level 3 fair value measurements:

	Investment properties	
	2025	2024
	S\$'000	S\$'000
Balance at beginning of financial year	41,772	41,457
Fair value gain recognised in profit or loss	351	315
Balance at end of financial year	<b>42,123</b>	<b>41,772</b>
Total gains for the financial year included in:		
<i>Profit or loss:</i>		
Other income		
- Fair value gain on investment properties	<b>351</b>	<b>315</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

## 35 Fair Value of Assets and Liabilities (cont'd)

- (e) Valuation process applied by the Group

The fair values of investment properties are determined by professional valuers, having appropriate professional qualifications and experience in the category of property being valued at the end of the reporting period. The valuation reports and changes in fair value measurements are analysed and reported to the Audit Committee and Board of Directors.

## 36 Capital Management

The Group's and Company's objectives when managing capital are to safeguard the Group's and Company's abilities to continue as going concerns and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Company may adjust the amount of dividend payment, return capital to shareholders, issue new shares, buy back issued shares, obtain borrowings or sell assets to reduce borrowings.

No changes were made in the objectives, policies or processes during the financial years ended 31 December 2025 and 31 December 2024.

The Group and the Company monitor capital using a gearing ratio, which is net debts divided by total capital plus net debts. The Group and the Company include within net debts, borrowings, trade payables, other payables, less cash and cash equivalents. Capital represents equity attributable to equity holders of the Company. The Group's and the Company's policy is to keep the gearing ratio below 100%, as shown below:

	Group		Company	
	2025 S\$'000	2024 S\$'000	2025 S\$'000	2024 S\$'000
Borrowings	86,801	37,988	545	185
Trade payables	20,659	15,939	-	-
Other payables	13,720	9,299	39,820	36,126
Cash and cash equivalents	(26,022)	(25,563)	(43)	(523)
Net debts	95,158	37,663	40,322	35,788
Total equity	98,470	86,308	48,599	51,365
Capital and net debts	193,628	123,971	88,921	87,153
Gearing ratio	51%	70%	55%	59%

# STATISTICS OF SHAREHOLDINGS

As at 17 March 2026

Share Capital	:	\$68,323,493
Number of Issued and Paid-Up Shares	:	52,066,937
Class of Shares	:	Ordinary shares
Voting Rights	:	One (1) vote per share
Number of treasury shares	:	Nil
Number of subsidiary holdings	:	Nil

## DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	1,156	25.76	71,669	0.14
100 - 1,000	2,335	52.03	740,317	1.42
1,001 - 10,000	862	19.21	2,782,142	5.34
10,001 - 1,000,000	124	2.76	8,251,780	15.85
1,000,001 AND ABOVE	11	0.24	40,221,029	77.25
<b>TOTAL</b>	<b>4,488</b>	<b>100.00</b>	<b>52,066,937</b>	<b>100.00</b>

## TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	HOR KEW HOLDINGS PTE LTD	17,093,821	32.83
2	CITIBANK NOMS SPORE PTE LTD	5,446,031	10.46
3	AW SOON HWEE	3,327,746	6.39
4	DB NOMINEES (SINGAPORE) PTE LTD	2,550,337	4.90
5	DBS NOMINEES PTE LTD	2,495,699	4.79
6	AW YUE YING ELISE	2,268,984	4.36
7	NG LINGLING DAWN (HUANG LINGLING DAWN)	1,801,017	3.46
8	PHILLIP SECURITIES PTE LTD	1,639,710	3.15
9	GOH GUAN SIONG (WU YUANXIANG)	1,338,800	2.57
10	AW CHI-KEN BENJAMIN (HU ZHIQING)	1,133,545	2.18
11	AW LAY SIM	1,125,339	2.16
12	TAN ENG CHUA EDWIN	923,132	1.77
13	AW YING YING ELICIA	611,625	1.17

# STATISTICS OF SHAREHOLDINGS

As at 17 March 2026

NO.	NAME	NO. OF SHARES	%
14	AW LAY TIN	433,955	0.83
15	KHO CHUAN THYE PATRICK	405,333	0.78
16	KONG KOK CHOY	370,000	0.71
17	AW XIAOYING ELEANOR	358,093	0.69
18	OCBC SECURITIES PRIVATE LTD	267,912	0.51
19	AW GEOK MUI	264,759	0.51
20	AW LAY CHOO	264,759	0.51
	<b>TOTAL</b>	<b>44,120,597</b>	<b>84.73</b>

## PERCENTAGE OF SHAREHOLDINGS HELD BY THE PUBLIC

Based on information available to the Company as at 17 March 2026, approximately 43.47% of the issued ordinary shares of the Company are held by the public. Accordingly, Rule 723 of the Listing Manual of the Singapore Exchange Securities Trading Limited has been complied with.

## SUBSTANTIAL SHAREHOLDERS

Substantial Shareholders as at 17 March 2026 as recorded in the Register of Substantial Shareholders maintained by the Company are:

Name	Number of Shares			%
	Direct Interest	Deemed Interest	Total Interest	
Hor Kew Holdings Pte Ltd	17,093,821	–	17,093,821	32.83
Estate of Aw Leng Hwee (deceased)	–	17,093,821 <sup>(1)</sup>	17,093,821	32.83
Benjamin Aw Chi-Ken	3,683,882 <sup>(2)</sup>	–	3,683,882	7.08
Aw Soon Hwee	3,327,746	–	3,327,746	6.39

Note 1: Estate of Aw Leng Hwee (deceased) is deemed to be interested in 17,093,821 shares held by Hor Kew Holdings Pte Ltd by virtue of Section 7 of the Companies Act 1967.

Note 2: 2,550,337 of these shares are held in the name of DB Nominees (Singapore) Pte Ltd.

# NOTICE OF ANNUAL GENERAL MEETING

## NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Seventh Annual General Meeting (“**AGM**”) of Hor Kew Corporation Limited (the “**Company**”) will be held at 66 Kallang Pudding Road, #07-01 Hor Kew Business Centre, Singapore 349324 on Thursday, 30 April 2026 at 9.00 a.m. to transact the following business:-

### 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 Independent Auditor’s Report thereon.      | <b>Resolution 1</b> |
| 2 | To declare a first and final tax exempt (one-tier) dividend of 1.5 Singapore cents per ordinary share for the financial year ended 31 December 2025.                                      | <b>Resolution 2</b> |
| 3 | To re-elect the following Directors who will retire by rotation pursuant to Article 91 of the Constitution of the Company and who, being eligible, will offer themselves for re-election: |                     |
|   | (a) Mr Hawazi Bin Daipi   | <b>Resolution 3</b> |
|   | (b) Mr Benjamin Aw Chi-Ken  | <b>Resolution 4</b> |
| 4 | To approve the payment of Directors’ fees of \$107,000 for the financial year ended 31 December 2025 (2024: \$103,833).   | <b>Resolution 5</b> |
| 5 | To re-appoint Moore Stephens LLP as Independent Auditor of the Company and to authorise the Directors to fix its remuneration.  | <b>Resolution 6</b> |
| 6 | To transact any other ordinary business that may be transacted at an Annual General Meeting.  |                     |

### AS SPECIAL BUSINESS

- |     |  |                     |
|-----|--|---------------------|
| 7   | To consider and, if thought fit, to pass with or without modifications, the following resolution as an Ordinary Resolution:-   | <b>Resolution 7</b> |
|     | That pursuant to Section 161 of the Companies Act 1967 and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited (“ <b>SGX-ST</b> ”), authority be and is hereby given to the Directors of the Company to: |                     |
| (1) | (a) issue shares in the capital of the Company (“ <b>Shares</b> ”) whether by way of rights, bonus or otherwise; and/or  |                     |

# NOTICE OF ANNUAL GENERAL MEETING

- (b) 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;

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

- (2) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instruments 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 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (b) below), of which the aggregate number of Shares and convertible securities to be issued other than on a pro rata basis to existing shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 20% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (b) below);
  - (b) (subject to such manner of calculation as may be prescribed by SGX-ST for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (a) above, the percentage of issued Shares (excluding treasury shares and subsidiary holdings) shall be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this Resolution is passed, after adjusting for:
    - (i) new Shares arising from the conversion or exercise of convertible securities;
    - (ii) new Shares arising from exercising share options or vesting of share awards provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the SGX-ST Listing Manual; and
    - (iii) any subsequent bonus issue, consolidation or sub-division of Shares;

# NOTICE OF ANNUAL GENERAL MEETING

and adjustments in accordance with sub-paragraph (b)(i) or sub-paragraph (b)(ii) above are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution;

- (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) the authority conferred by this Resolution shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next Annual General Meeting or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.

**[See Explanatory Note]**

By Order of the Board

Koh Geok Hoon (Ms)  
Tan Hwee Ling, Angeline (Ms)  
Joint Company Secretaries

Singapore  
15 April 2026

# NOTICE OF ANNUAL GENERAL MEETING

## Explanatory Note on Special Business:

Resolution 6, if passed, will empower the Directors from the date of this AGM until the next Annual General Meeting, to issue new shares and/or convertible securities in the Company up to a number not exceeding in aggregate 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company for the time being for such purposes as they consider would be in the interests of the Company, provided that the aggregate number of shares to be issued other than on a pro rata basis to existing shareholders pursuant to this Resolution shall not exceed 20% of the issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company for the time being, calculated as described in the Resolution. This authority will, unless revoked or varied at a general meeting, expire at the next Annual General Meeting of the Company.

## Notes:

1. The members of the Company are invited to attend physically at the Twenty-Seventh Annual General Meeting (“**AGM**”). There will be no option for shareholders to participate virtually. Printed copies of this Notice of AGM and the Proxy Form will be dispatched by post to the members of the Company. The electronic copies of the Notice of AGM, Proxy Form and the Annual Report 2025 will also be published on the SGX website at the URL <http://www.sgx.com/securities/company-announcements>.
2. Members (including Central Provident Fund Investment Scheme Investors (“**CPFIS Investors**”) and/or Supplementary Retirement Scheme Investors (“**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).

CPFIS Investors and SRS Investors who wish to appoint the Chairman of the AGM (and not third-party proxy(ies)) as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 9.00 a.m. on 21 April 2026, being seven (7) working days prior to the date of the AGM.

Please bring along your NRIC/passport so as to enable the Company to verify your identity. Members are requested to arrive early to facilitate the registration process and are advised not to attend the AGM if they are feeling unwell. Members are strongly encouraged to exercise social responsibility to rest at home and consider appointing a proxy(ies) to attend the Meeting.

3. A member who is not a Relevant Intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote on his/her/its behalf at the AGM. A member of the Company who is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf. A proxy need not be a member of the Company.

Where such member appoints two (2) proxies, the proportion of his shareholding to be represented by each proxy shall be specified. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire number of shares entered against his name in the Depository Register and any second named proxy as an alternate to the first named.

# NOTICE OF ANNUAL GENERAL MEETING

4. A member 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 member. Where such member 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 form of proxy.

“Relevant intermediary” has the meaning ascribed to it in Section 181 of the Companies Act, 1967:

- (a) a banking corporation licensed under the Banking Act 1970, or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
  - (b) a person holding a capital market services license to provide custodial services for securities under the Securities and Futures Act 2001 and who holds shares in that capacity; or
  - (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
5. A member can appoint the Chairman of the Meeting as his/her/its proxy but this is not mandatory.

If a member wishes to appoint the Chairman of the Meeting as proxy, such member (whether individual or corporate) must give specific instructions as to voting for, voting against or abstention from voting on each resolution in the instrument appointing the Chairman of the Meeting as proxy. If no specific direction as to voting or abstention from voting in respect of a resolution in the form of proxy, the appointment of the Chairman of the AGM as proxy for that resolution will be treated as invalid.

6. The instrument appointing a proxy or proxies, duly executed, must be submitted to the Company in the following manner:
- (a) if submitted by post, be lodged at the office of the Company's Share Registrar, In.Corp Corporate Services Pte. Ltd. at 36 Robinson Road, City House #20-01, Singapore 068877;
  - (b) if submitted electronically, via email to the Company at [michael\\_soh@horkew.com.sg](mailto:michael_soh@horkew.com.sg)

In either case, by 9.00 a.m. on 28 April 2026, being no later than 48 hours before the time set for the AGM.

7. The Chairman of the AGM, as proxy, need not be a member of the Company.
8. Members may submit substantial and relevant questions related to the resolutions to be tabled for approval at the AGM in advance of the AGM in the following manner by 9.00 a.m. on 22 April 2026:
- (a) by email to [michael\\_soh@horkew.com.sg](mailto:michael_soh@horkew.com.sg)
  - (b) by post to the registered office of the Company at 66 Kallang Pudding Road, #07-01 Hor Kew Business Centre, Singapore 349324

The Company will endeavour to address all substantial and relevant questions if received by the prescribed deadline by publishing the responses to such questions on SGXNet by 26 April 2026.

# NOTICE OF ANNUAL GENERAL MEETING

9. For questions raised and addressed during the AGM, the responses to such questions will be included in the minutes of the AGM which will be published on the SGXNet within one month after the date of the AGM.

## **Personal Data Privacy**

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, 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, the "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; and (iii) agrees to provide the Company with written evidence of such prior consent upon reasonable request.

# HOR KEW CORPORATION LIMITED

(Incorporated in the Republic of Singapore)  
Company Reg. No. 199903415K

## PROXY FORM Annual General Meeting

**IMPORTANT:**

1. For investors who have used their CPF/SRS monies to buy shares in the Company, 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 them.
2. CPF/SRS investors may attend and cast their vote(s) at the AGM in person. CPF and SRS Investors who are unable to attend the AGM but would like to vote, may inform their respective CPF Agent Banks and/or SRS Operators to appoint the Chairman of the AGM to act as their proxy, in which case, the CPF and SRS Investors shall be precluded from attending the AGM.

I/We, \_\_\_\_\_ (Name) \_\_\_\_\_ (NRIC/Passport/Co Reg No.)

of \_\_\_\_\_ (Address)

being a member/members of Hor Kew Corporation Limited (the "Company"), hereby appoint:

	Name	Address	NRIC/ Passport No.	Proportion of Shareholdings (%)
(a)				
and/or (delete as appropriate)				
(b)				

or failing him/them, the Chairman of the Annual General Meeting ("AGM"), as my/our proxy/proxies to attend and to vote for me/us on my/our behalf at the AGM of the Company to be held at 66 Kallang Pudding Road, #07-01 Hor Kew Business Centre, Singapore 349324 on Thursday, 30 April 2026 at 9.00 a.m. and at any adjournment thereof. I/we direct my/our proxy/proxies to vote for or against or abstain from voting on the Resolutions to be proposed at the AGM as indicated hereunder. In the absence of specific directions, the proxy/proxies may vote or abstain from voting at his/her/their discretion, as he/she/they may on any other matter arising at the AGM and/or at any adjournment thereof.

No.	RESOLUTIONS RELATING TO:	FOR	AGAINST	ABSTAIN
<b>Ordinary Business</b>				
1	Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025			
2	To declare a first and final tax exempt (one-tier) dividend of 1.5 Singapore cents per ordinary share for the financial year ended 31 December 2025.			
3	Re-election of Mr Hawazi Bin Daipi as Director			
4	Re-election of Mr Benjamin Aw Chi-Ken as Director			
5	To approve Directors' fees of \$107,000 for the financial year ended 31 December 2025			
6	Re-appointment of Moore Stephens LLP as Auditor			
<b>Special Business</b>				
7	Authority to Directors to issue shares and/or convertible securities			

Voting on all the Resolutions proposed at the AGM will be conducted by poll. Please indicate your votes "For", "Against" or "Abstain" for the relevant Resolution with a tick (✓) within the box provided. Alternatively, please indicate the number of votes as appropriate. If you mark the "Abstain" box for a particular Resolution, you are directing your proxy not to vote on that Resolution and your votes will not be counted in computing the required majority on a poll.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2026

Total number of shares in:	No. of Shares
(a) Depository Register	
(b) Register of Members	

\_\_\_\_\_  
Signature of Individual Shareholder/  
Common Seal of Corporate Shareholder



**Notes:**

1. A member who is not a relevant intermediary is entitled to appoint one or two proxies to attend, speak and vote on his/her behalf at the AGM.
2. Where a member appoints more than one proxy, the proportion of the shareholding to be represented by each proxy shall be specified in the proxy form. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or at the Company's opinion to treat this proxy form as invalid.
3. A member who is a relevant intermediary is entitled to appoint more than two proxies to attend and vote at the AGM, but each such 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 appointments shall be invalid unless the member specifies the number of shares in relation to which each proxy has been appointed.  
"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.
4. A proxy need not be a member of the Company.
5. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register, you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, 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. If no number is inserted, this proxy form shall be deemed to relate to all the shares held by you.

*fold along this line (1)*

Please  
affix  
postage  
stamp

The Share Registrar for  
Hor Kew Corporation Limited  
In.Corp Corporate Services Pte. Ltd.  
36 Robinson Road  
City House #20-01  
Singapore 068877

*fold along this line (2)*

6. The instrument appointing a proxy must:
  - (a) if sent personally or by post, be lodged at the office of the Company's Share Registrar, In.Corp Corporate Services Pte. Ltd. at 36 Robinson Road, City House #20-01, Singapore 068877; or
  - (b) if submitted by email, be received by the Company at michael\_soh@horkew.com.sg.
7. in either case, by 9.00 a.m. on 28 April 2026 (being not less than forty-eight (48) hours before the time appointed for holding the Meeting) (or at any adjournment thereof) and in default, the instrument of proxy shall not be treated as valid.
7. The proxy form must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the proxy form 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. Where the proxy form is signed on behalf of the appointor by an attorney, the letter of power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the proxy form, failing which the proxy form shall be treated as invalid.
9. The Company shall be entitled to reject this instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified on the proxy form. In addition, in the case of shares entered in the Depository Register, the Company may reject a proxy form if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at 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 attending the AGM and/or any adjournment thereof or submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 15 April 2026.



**Hor Kew Corporation Limited**

**Company Reg No.: 199903415K**

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